

Business Plan for the Western Locomotive Association Ltd

2025 to 2027

Version 1.6 (to be reviewed November/December 2026)



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1. Executive Summary

- 1.1 The Western Locomotive Association (WLA) has been in existence since 1974 and was incorporated in 1999, a company limited by guarantee, in order to protect its members.
- 1.2 The WLA owns three Class 52 diesel hydraulic locomotives: D1013 Western Ranger, D1048 Western Lady and D1062 Western Courier, which are preserved on the Severn Valley Railway (SVR). The main WLA web site is at:

<https://www.westernlocomotives.com/>
- 1.3 At the present time, D1062 is operational, whilst D1013 is undergoing an extensive major overhaul. The WLA was proud to be gifted D1048 Western Lady in September 2023 and this locomotive, although complete, is subject to an ongoing engineering assessment to determine the scope of preservation work for the future. The WLA normally has one locomotive operational on the SVR during the running season (May to October) each year.
- 1.4 The WLA is run by a Board of 5 members and a Management Committee of 15 members who normally meet approx. 3 to 4 times a year in addition to the AGM, which is held in November of each year.
- 1.5 The WLA is supported by approx. 630 members, and traditionally, these include approx. 15 to 20 regular “Working Members” who help maintain the locomotives either at Kidderminster or at Bridgnorth. The WLA has recently attracted new Members from the age of 17 upwards, both male and female, several of which are now becoming regular Working Members.
- 1.6 The WLA recently introduced an Environmental, Social & Governance (ESG) Policy where the WLA strives to build a sustainable, equitable, healthy, and diverse organisation through a combination of innovative business practises. This commitment relates to every aspect of business, including how the business is operated and collaborated with stakeholders. The WLA’s ESG Policy sets out its approach to Sustainability matters, including Equality and overall Governance.
- 1.7 Within the ESG framework, the WLA has an Environmental Policy and complies with all environmental rules and procedures such as disposing of used oils and antifreeze etc, making use of advanced facilities at Kidderminster TMD. In addition, it is believed that the WLA is the first diesel preservation group in the UK to become carbon neutral as from 2021 through the Trees for Life scheme, a carbon off-set plan to help enable wild forest revitalisation in the Highlands of Scotland.
- 1.8 In addition to the above, the WLA has an Equality, Diversity & Inclusion Policy, committed to a working environment free of bullying, harassment, victimisation, and unlawful discrimination, promoting dignity and respect for all, and where individual differences and the contributions of all volunteers are recognised and valued. Further information is available with the WLA’s Guidance for Volunteers, Committee & Working Members document.

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- 1.9 Membership of the WLA is fully inclusive and welcomed whatever ethnicity, gender, age or disability for individuals, juniors, seniors and for families. Membership fees can be paid annually or, for a one-off payment, can be made for life. All fees and donations can be gift aided.
- 1.10 The workshop and storage facilities are located on the SVR at Bridgnorth, Shropshire, with access to major facilities at Kidderminster TMD, including some further storage for tools etc
- 1.11 The WLA complies with all safety requirements advocated by the SVR who have a “Target Zero” policy for eliminating accidents. In addition, the WLA adopts a “Best Practice” maintenance regime where the locomotives are maintained to the standards achieved by British Rail or higher.
- 1.12 Revenue for the WLA is achieved through membership subscriptions, donations, driver footplate experience (DFE) courses and operating income from the SVR. Additional revenue is also secured through an active Sales Team, promoting unique WLA merchandise from sales stands at SVR events and at various diesel galas held around the country, and from a successful on-line store (part of the WLA web site), and through regular social media promotion as new items are added.
- 1.13 In order to survive for the long-term future, the WLA is aiming to increase its membership numbers by raising its profile and appealing to a wider, younger market. Although the initial objective to increase membership numbers to 600 has now been achieved, the current objective is to increase membership to 700 by the end of 2027, which would see a continuing increase in much needed regular “Working Members”.
- 1.14 The WLA needs to complete the substantial overhaul of D1013 and successfully raised over £30k towards a much-needed bogie overhaul which is currently being undertaken at Kidderminster TMD. This in-house bogie overhaul, will extend the operational life of the locomotive, hopefully by a further 40 years. Details of the bogie overhaul are at:

<https://d1013bogieappeal.uk/>
- 1.15 During 2018, the WLA received a legacy payment of c. £100k from the late Greg Heathcliffe. This has enabled the WLA to overhaul or purchase replacement parts for both D1013 and D1062 (such as cardan shafts, batteries, engine parts, tools etc). A further legacy payment of c. £100k was made in 2025 from the estate of the late Chris Shields.
- 1.16 D1062 operated on the SVR for 60 days during 2022, covering 3,372 miles, providing cover for steam locomotive operations, due to coal shortages and potential fire risks to the countryside during exceptionally hot weather. This provided additional operating revenue for the WLA. The locomotive then went on to celebrate her 60th Birthday on 6th May 2023 and then completed all her operational requirements with 100% availability for 2023, before achieving a still credible 98% availability in 2024. The locomotive remained operational during 2025, covering approx. 2,200 miles with 100% availability. Every effort will be made to ensure the locomotive continues running until the return to traffic of D1013.

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1.17 The key financial figures for the WLA are as follows:

	2021	2022	2023	2024	2025+	2026*	2027*
TOTAL INCOME	£48.7k	£58.7k	£80.7k	£87.0k	£190k	£76.1k	£78.0k
Total Expenditure	£32.4k	£27.1k	£30.5k	£47.9k	£73.5k	£50k	£55.0k
Net Income	£16.3k	£31.5k	£50.2k	£39.1k	£117.4k	£26.1k	£23k
BALANCE SHEET Capital & Reserves	£259k	£297k	£348k	£822k	£939k	£965k	£988k

2024: Includes revaluation of locomotives; 2025: Projection+ 2026 to 2027: Business Plan Forecast *

2. Mission

The mission of the Western Locomotive Association Ltd is as follows:

“To preserve D1013, D1048 and D1062 on the Severn Valley Railway, whilst maintaining D1013 and D1062 to at least the standard achieved by the former British Railways Western Region and fit for main line running, dead in tow.”

3. History & Background

- 3.1 In 1973, founder members of the Western Locomotive Association (WLA) met up and discussed the possibility of saving one of British Rail's Class 52 "Western" diesel-hydraulic locomotives. The first withdrawals of the class had taken place in May 1973, hence the need to take action and, at a meeting in Bristol in January 1974, the Western Locomotive Association was formally launched.
- 3.2 After a year as a largely local group, with membership concentrated in the Bristol area, an advertising fund was set up. With the aid of advertisements in the railway press, membership grew nationally, along with the popularity of the class in general. The remaining locomotives were withdrawn by B.R. gradually through 1975 and 1976, whilst contributions were steadily flowing into the WLA's locomotive appeal fund.
- 3.3 In October 1976 the Association successfully purchased D1062 "Western Courier" and restored the locomotive to full operational condition in original maroon livery by May 1977, only a few months after the final demise of the class on British Rail. Meanwhile Mr Richard Holdsworth, a businessman and WLA member, had privately purchased D1013 "Western Ranger" and this locomotive joined D1062 in the care of the Association. Western Ranger was subsequently purchased by Roger Smith, also a businessman and WLA member in 1995. D1013 was then officially purchased by the WLA on 14th August 2004. More recently, locomotive D1048 was kindly gifted to the WLA in September 2023 by Marc Koch and Pete Simpson.

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- 3.4 First operations for the WLA with D1013 & D1062 took place on the Torbay and Dartmouth Railway in Devon during 1977 and 1978, followed by a move to the Severn Valley Railway at the end of 1978 which greatly increased the opportunities to operate the locomotives. Over the years, a considerable amount of overhaul and maintenance work has been undertaken to ensure that the locomotives remain in top condition.
- 3.5 D1062 has undergone an extensive overhaul, including a complete re-wire. D1013 has been out of traffic since 2010 and is in the process of a similar overhaul at Kidderminster TMD and has been completely re-wired, and currently undergoing a bogie overhaul, expected to be completed during 2026. D1048 has received some electrical repair and testing work and is awaiting an engineering assessment to determine the scope of preservation work to be undertaken for the future. All three locomotives remain based on the Severn Valley Railway, which runs over 16 miles between Kidderminster and Bridgnorth.
- 3.6 The WLA's workshop and storage facilities are based at Bridgnorth, which also includes a crane for medium weight component exchanges and storage for spare parts. The WLA also has significant storage space for tools and spares at Kidderminster TMD, but where facilities such as pits and an overhead crane are shared with other heritage locomotive groups.
- 3.7 During 2022, the WLA reduced its storage container footprint at Bridgnorth in order to help the SVR develop the Bridgnorth station site. Two 40 ft storage containers were made available to the WLA at Kidderminster TMD by the SVR. A 20 ft container was purchased in 2025, also at Kidderminster TMD to allow for the storage of consumables, tools and frequently used spares.
- 3.8 The WLA provided initial support for the construction of Kidderminster TMD (£11k SVR share purchase by two WLA members), which has enabled the WLA to access the facilities on a regular basis.
- 3.9 From 2021 the WLA has taken the initiative to become the first diesel preservation group to become carbon neutral with a "Corporate Grove" at Trees for Life, supporting wild forest revitalisation in the Highlands of Scotland. The objective is to plant enough trees to cover our carbon footprint, which has been achieved every year, since the scheme began. Details of this scheme can be found at:
- <https://treesforlife.org.uk/groves/315992/>
- 3.10 The above scheme now falls with the WLA's Environmental, Social and Governance (ESG) Policy, which was introduced in 2025 (Appendix I). The policy also includes, the WLA's Environmental Policy (Appendix II), the WLA's Equality, Diversity & Inclusion Policy (Appendix III) and the WLA's Guidance for Volunteers (Appendix IV) where governance is concerned.
- 3.11 The WLA currently has approx. 630 members and is a company "Limited by guarantee", having been incorporated in 1999. The registration number is 3873466. The maximum liability to its members is just £1.00.
- 3.12 The WLA is classed as a "not for profit organisation" and charitable status was achieved in 2007; the Charity Number is 1115058.

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- 3.13 VAT registration was granted on 8th August 2020; the VAT registration number is 355949353.
- 3.14 The WLA has a Board comprising of five members (4 Directors and a Treasurer), who meet three to four times a year to review the accounts and to oversee the running of the Company. The WLA is run by a Management Committee who also meet three or four times a year. These meetings are usually held by Zoom or at Kidderminster to review the general running of the Association and to discuss any recommendations being made by the Board. The Company's Annual General Meeting is held in November of each year where a resume of the WLA's activities will be given by all members of the Management Committee.
- 3.15 The Directors of the WLA are also the Trustees.
- 3.16 The present Management Committee structure is as follows:
- | | |
|-------------------------------------|-------------------------|
| Chairman/Director/Trustee: | Roger Smith |
| Vice Chairman/Director/Trustee: | Paul Finch |
| Company Secretary/Director/Trustee: | Ian Clayton |
| Publicity/Director/Trustee: | Paul Finch |
| Charitable Officer: | (Position under review) |
| Treasurer/Board Member: | Mike Targett |
| Membership: | Paul Tucker |
| Maintenance & Standards Engineer: | Robin Jones |
| Engineering Coordinator: | Darren Shelmerdine |
| Sales Officer: | Peter Bamber |
| Editor: | Mark Perry |
| Legal Officer: | Jonathan Sandiford |
| Working Members Officer: | Lyn Jones |
| Ordinary Members Officer: | Marty Kent |
| Fundraising Officer: | Mike Tromans |
- 3.17 The Chairman is primarily the spokesman for the Committee and WLA as a whole. The Chairman is responsible for chairing the Committees and AGM, handling correspondence on behalf of the group and ensuring that a good working relationship is maintained with the SVR.
- 3.18 The Secretary is responsible for the Minutes of the Committee Meetings and AGM and for ensuring that the Company meets all legal requirements where paperwork etc is concerned. The Secretary also ensures that the rules governing the WLA are observed, in conjunction with the Legal Officer.
- 3.19 The Treasurer ensures that the VAT returns are submitted and that the accounts are kept up to date with the Directors receiving a report on the finances of the WLA at each Board Meeting. A financial summary is provided to the Committee Members at each Committee Meeting. The Statutory Accounts are produced by Ashgates Corporate Services Ltd.
- 3.20 The Editor produces a much-appreciated magazine twice a year for the WLA membership. This provides a valuable opportunity to keep the members informed of news with the running of the Association including details of work carried out on the locomotives, running dates, notice for the AGM etc.

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- 3.21 The Membership Secretary keeps all records of members and subscriptions paid. Membership can be paid on-line by credit card (via Stripe) and auto renews each year unless advised to the contrary. Membership renewal can also be made by Standing Order or by Cheque. Membership is fully inclusive, and the categories are as follows:

Adult:	£25.00
Family:	£30.00
Junior (under 16):	£1.00
Senior Citizens:	£10.00
Life:	£1,013.00
Life (Family):	£1,062.00

- 3.22 The membership fees and any donations made to the WLA may be gift aided, where the Charitable Officer will register all claims (25p on the pound in tax back from HMRC). To be eligible, the person making the subscription or donation must be a UK taxpayer and pay an amount of tax at least equivalent to the amount of tax that the WLA can claim in the same tax year.
- 3.23 The Publicity Officer helps to keep the railway press up to date with any news on the locomotives and submits articles for publication. The WLA was well publicised during 2022 with two front page features on Railways Illustrated and Modern Locomotives Illustrated. Further publicity was achieved by renaming/renumbering D1062 Western Courier to D1040 Western Queen to help celebrate the Queen's Platinum Jubilee. A renowned monthly e-Newsletter is sent out by email to WLA members who have opted-in for email correspondence (the WLA is registered with the Information Commissioner's Office - ICO).
- 3.24 The Maintenance & Standards Engineer ensures that the locomotives are maintained using "best practice" in order meet the same standards (or higher) that would have been achieved by British Rail. In practical terms, the locomotives are maintained to be fit enough to travel "dead in tow" over Network Rail. A schedule of work for each locomotive is regularly monitored and updated to ensure that locomotives can operate reliably and safely over the SVR and other heritage railway lines. In addition, a skills-based competency system has been introduced for all working members who carry out safety critical work on the locomotives. This has enabled more WLA working members to become involved in carrying out exams in accordance with the WLA's vehicle maintenance schedule.
- 3.25 The Engineering Coordinator's post (created in 2021) helps to ensure that the WLA remain focussed on engineering items requiring attention, including work required for ongoing maintenance, repairs and overhauls.
- 3.26 The Sales Officer is responsible for the merchandise being sold from the WLA web site and from sales stands at diesel galas. Additional revenue is also achieved from organising two raffles held each year. A successful lottery was held in 2025, which generated an income of £2.6k. New products or merchandise are considered at regular sales meetings with volunteer members, who assist with the sales activities.

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- 3.27 The Legal Officer helps to ensure that the WLA is run correctly, within the rules of the Association. A review and update of the Articles of Association has recently taken place, including an update of the Objects, following the gift of D1048, which has been approved by the Charities Commission. The amendments likely to be approved by the Membership at the Annual General Meeting in November 2025.
- 3.28 The Working Members and Ordinary Members Officers are available to pass on ideas, thoughts or opinions, on behalf of the Membership to the Management Committee.
- 3.29 The Fundraising Officer was a post created during 2024. The responsibility will be to look at ways of achieving additional income, such as Crowd Funding and a new Lottery scheme, providing further funding for individual projects. This position was formalised at the AGM held in 2024.
- 3.30 The Charities Officer is currently “under review” as new technology and computer programming linking the WLA’s on-line Membership data base has enabled Gift Aid submissions to be made within a matter of minutes, rather than days.

4. Company Values

- 4.1 The WLA seeks to be regarded as a professional organisation achieving high standards particularly where safety, business and railway preservation are concerned.
- 4.2 The WLA values its members and supporters, without which the WLA would not exist. All volunteers, working and committee members are expected to work in the best interests of the Association and locomotives, as outlined in the WLA’s Environmental, Social & Governance (ESG) Policy, Environmental Policy and within the WLA’s “Guide to Volunteers, Working and Committee Members”.
- 4.3 The WLA will seek to ensure that its locomotives maintain their authenticity, except where genuine improvements can be made to the original specifications, without compromising overall authenticity.
- 4.4 The WLA values safety and will work to “best practices” in conjunction with and in compliance with Health & Safety Policies laid down by the Severn Valley Railway.
- 4.5 The WLA seeks to live within its means, without running into debt or unsustainable borrowings, whilst remaining a “not for profit” organisation.
- 4.6 The WLA values its good working relationship with the Severn Valley Railway and strives to maintain good relationships with other preservation groups and heritage railways.
- 4.7 The WLA values the environment as detailed in the WLA’s Environmental Policy Statement (Appendix II) and undertakes to comply with all “best practice” to minimise any harm to the environment, whilst retaining its position as carbon neutral organisation, through the Trees for Life scheme at:

<https://treesforlife.org.uk/groves/315992/>

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5. Critical Success Factors for the WLA

5.1 The critical success factors for the WLA are as follows:

- Safety of Locomotives & Working Members
- Communication & Teamwork
- Increasing Volunteers, appealing to a diverse, younger audience
- Increasing Membership numbers, appealing to a diverse, younger audience
- Locomotive availability
- Donations & Support
- SVR relationship

5.1.2 *Safety of Locomotives and Working Members*

The safety of the locomotives is overseen by Maintenance & Standards Engineer where maintenance schedules and requirements are coordinated by the Engineering Coordinator. A skills-based competency system was introduced from 2022 to enable more working members to become competent to carrying out safety critical work. Working members are working within the WLA guidelines and under the safety requirements of the SVR. Running maintenance is normally planned around the need to ensure that the WLA can meet the operational requirements of the SVR.

5.1.3 *Communication & Teamwork*

The WLA continues to develop ways of communicating both its achievements and requirements, not just within the group but externally as well. This includes regular Board and Committee Meeting, together with Working Members meetings within the group, along with WhatsApp Group Messaging. Minutes of meetings, with the action required are progressed and followed up. The WLA continues to produce its much-appreciated monthly e-Newsletter to its membership, in addition to the well regarded “Courier magazine”, issued out twice a year. Externally, the WLA will continue to issue out regular Press Releases, making use of social media within Facebook Groups and LinkedIn.

5.1.4 *Increasing Volunteers and Membership Numbers, Donations & Support*

The future success of the WLA is totally dependent on increasing the numbers of volunteers to help run the association and to maintain the locomotives, in conjunction with an increasing membership from which the WLA receives valuable income (normally around £15k to £20k in donations and subscriptions each year). Without the support of the volunteers and members, the WLA would cease to exist. To help increase the membership numbers from 630 to 700 by the end of 2027, the WLA will continue to take advantage of social media advertising in order to raise its profile further, appealing to a more diverse, younger audience and encouraging more people to join.

5.1.5 *Locomotive Availability*

Whilst D1062 is classed as “operational” there were a number of programmed maintenance items that needed attention, to ensure that the locomotive can return to traffic at the beginning of May 2026:

- Fuel shut-off valves to be replaced
- Pump to be replaced in A end transmission
- Oil to be replaced in A end transmission
- A end transmission to be unlocked from 1st converter if possible
- Both bogies and axle boxes to be greased.
- Final Drives to be checked and topped up
- New batteries to be fitted
- Air Receivers to be tested and recertified for 10 years
- Equalising Beam at A end to be examined on pit
- A end bogie lift to rectify equalising beam, if necessary
- Sticking brushes at “B” end preheater to be attended to.
- Engine components to be checked.
- Underframe checks to be completed.

The main items requiring attention concerning D1013 were as follows:

- On-going bogie work.
- NDT's to be carried out.
- Bodywork/window & frame repairs.
- Horn box repair.
- Fuel hose replacement.
- Remove both preheaters for attention and testing.
- Turbo charger overhaul to be completed
- Front main reservoirs, manifolds and pipework to be reconnected.
- Cab desks to be finished.
- “B” end engine top end overhaul to be completed.
- Cab chairs & armrests to be re-fitted.
- Horn boxes to be removed and resealed.
- Boiler room window frames to be re-metalled/welded.
- Remaining fuel pipes to be replaced.
- Transmission oil pump project to be tested.
- Complete electrical re-wire & preparatory testing.
- Fire extinguisher system to be tested & recommissioned.
- Further attention to bodywork repairs and ultimately, a full repaint.
- Continue with overhaul plan for re-work of both engines & associated systems.
- Fit overhauled brake valves and recalibrated gauges.

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5.1.6 SVR Relationship

Whilst the WLA has enjoyed an excellent relationship with the SVR during the past with the SVR Management, Directors and Volunteers, there is a need to realise that there have been many recent changes, particularly within the SVR Management Team. Therefore, efforts need to continue to help inform the SVR of future progress being made within the WLA, if its locomotives are to be recognised as a reliable and valuable contributor to the SVR's operation. More recently, the WLA is grateful for the support given by the SVR towards the recent acquisition of D1048 Western Lady.

6. Sales

6.1 Sales revenue is usually generated by the following means:

- Membership Donations
- Appeals
- General Donations
- SVR Operating Income
- Merchandise Sales
- Raffle Receipts
- Gift Aid

6.2 The following table outlines the sales revenue summary for the WLA:

	2021	2022	2023	2024	2025+	2026*	2027*
Membership Subscriptions	£9k	£6.5k	£6.5k	£10.4k	£14.0k	£14.6k	£15.5k
Strategic Donations & Appeals	£1.2k	£1k	£10.4k	-	£102.5k	-	
General Donations	£7.6k	£9.6k	£15.1k	£19.1k	£15.9k	£10k	£10k
SVR Operating Income	£4.3k	£16.5k	£8.8k	£10.8k	£12.6k	£12k	£12k
Restricted Funds/Loco Appeals	£10.1k	£3.2k	£16k	£13.4k	£3.5k	£10k	£10k
Merchandise Sales	£8k	£16.1k	£17.4k	£28.6k	£25.4k	£17k	£18k
Raffle/Lottery Receipts	£6k	£5.5k	£5.6k	£2.5k	£5.3k	£8k	£8k
Gift Aid	£2.3k	-	-	-	£8.9k	£2.5k	£2.5k
Interest/Misc.	£.2k	£.2k	£.9k	£2.2k	£2.8k	£2k	£2k
TOTAL (2021-2024 per stat. accts.)	£48.7k	£58.6k	£80.7k	£87.0k	£190.9k	£76.1k	£78.0k

+ Projection * Forecast

6.2.1 Membership Subscriptions

Currently, the WLA has approx. 630 members (as of November 2025), which has increased from 250 over the last few years. During the early days of the WLA, when interest in the Westerns was at its highest the membership was approx. 900. There still remains a great deal of interest in the Westerns (the Class 52 Enthusiast Group on Facebook has over 2.2k members), there is no reason why the WLA shouldn't be able to increase membership to the current target of 700 by the end of 2027, taking advantage of on-line memberships and through marketing. A breakdown of membership numbers, as reported at each AGM in November is as follows:

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Year	Adult	Senior	Family & Junior	Life	TOTAL
2020	170	44	11	18	243
2021	196	75	16	19	306
2022	188	89	22	21	320
2023	254	106	24	27	411
2024	289	184	32	28	533
2025+	308	251	47	28	+634
2026*					*660
2027**					**700

+ Projection * Forecast ** Target

6.2.2 Appeals

During 2018 and 2025, the WLA received a much-appreciated legacy bequest of c. £100k from the late Greg Heathcliffe and then c. £100k from the late Chris Shields. During 2021, an appeal was launched to overhaul the bogies on D1013, which included a web site at: <https://d1013bogieappeal.uk/> . To date, the WLA has raised approx. £30k towards the bogie overhaul which has been sufficient to place orders for key component replacements such as spring hangers, pedestal brackets and bushes. During 2025 an appeal was launched for D1048 with a new web site at <https://d1048appeal.uk/> to help raise funds for bodywork restoration. Some £7.6k has been raised to date, against a target of £15k.

6.2.3 General Donations

General donations are usually received from WLA members and have remained steady, despite the Covid-19 restrictions in 2020 and 2021. Whilst D1062 had very limited availability during 2021, donations helped to finance essential bogie work plus a substantial amount of technical work to replace front end air receivers and pipework, to overcome a brake problem. However, during 2022, the WLA was able to provide D1062 to help cover for increased use of diesel locomotives by the SVR. This ended up being a record year for mileage with over 3k miles covered by D1062. In return, this resulted in greater publicity for the WLA and ultimately, greater interest and donations, reaching a peak in 2023 with the SVR's high profile Autum Diesel Bash, along with the acquisition of D1048.

6.2.4 SVR Operating Income

Unfortunately, during 2020, the SVR operating income was substantially reduced due to the lack of availability of D1062 undergoing essential maintenance and repairs, plus reduced operating mileage and revenue during the Covid-19 restrictions during 2020 and 2021. This changed during 2022 with D1062 helping to provide cover for increased reliance on diesel locomotives with a shortage and high price of coal for steam engines, together with restrictions on the use of steam engines, due to lineside fire risks from the hot summer. The locomotive went on to successfully operate during 2023, 2024 and 2025, generating revenue earning income.

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Revenue is generated by an SVR mileage allowance, income from WLA/SVR Driver Experience Courses and an annual SVR maintenance allowance. It is not known to what extent the SVR will rely on diesel traction in future years but further climate change and hot weather during the summer periods will provide more reliance and operating income, although no provision has been made for any further additional running, as far as the business plan is concerned.

6.2.5 *Merchandise Sales & Raffle Receipts*

A very reasonable level of merchandise sales has been maintained despite the lack of running from 2019 into 2021, which illustrates the support generated from the WLA membership. Sales during 2020 and 2021 were without the benefit of a sales stand due to Covid-19 restrictions but with the WLA's on-line store helped to make up some of the shortfall. The average sales margin has been maintained at approx. 35%. From 2020 raffles were doubled to twice a year, as reflected in the figures. The projection for 2025 is £16k for Merchandise Sales and £5k for raffles, with similar forecasts for 2026 and 2027, as agreed with the Sales Officer.

6.2.6 *Gift Aid*

Gift aid is applied for from time to time and considerable work has been undertaken in 2025 to bring Gift Aid up to date. In addition, thanks to some highly advanced computer programming, a new system has been introduced to link up with the WLA's on-line Membership data base. As a consequence, Gift Aid submissions can now be made within minutes rather than days of administration work. Gift Aid is generally budgeted at approx. £2.5k per annum.

6.2.7 *Fundraising*

Fundraising is a new category for the Business Plan as it represents a new Committee post with Mike Tromans appointed as the new Fundraising Officer as from April 2024, which will result in new ways to raise income for the WLA, such as Crowd Funding and a Lottery. Both initiatives are already generating a modest amount of revenue.

7. Marketing

7.1 The WLA currently uses several ways to communicate and to keep the membership and supporter informed of progress, events and general news, including:

- Regular emails to Board, Committee and Working Members.
- Instant and regular Facebook Group updates.
- Regular news updates on the main web site.
- Occasional news updates on the bogie appeal web site for D1013.
- Monthly e-Newsletters sent to Members who have opted-in.
- Courier magazine issued out to the Membership twice a year.
- Individual posts on Facebook and Linked-In.
- Occasional magazine advertising.
- Sales stands on SVR running days, when permitted.

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7.2 From 2024, the WLA will continue with its marketing efforts help raise the profile of the WLA:

- A new WLA handout leaflet to be distributed.
- Continued railway press coverage and social media updates such as behind the scenes activities on the locos, running highlights etc.
- Further promotion of D1013 Bogie Overhaul Appeal, and work on D1013.
- A new appeal to be launched for the preservation of D1048.
- Pop-up stands to promote both D1013 overhaul, and the WLA.
- Develop relationships with other heritage organisations and railwayana auction houses, attending events, increasing WLA visibility.
- Presentations to railway clubs and organisations.
- Continue to promote the success of the WLA's carbon neutral campaign, which has attracted much attention.

7.3 The target market for the WLA has traditionally been individuals who are “Western enthusiasts”; mainly people who can remember Westerns running on the main line. However, whilst this market remains relevant, the Association must also appeal to wider market, especially for the younger generation. To help survive for the longer-term future, the WLA must aim to increase its membership numbers in order to secure future support, thereby increasing the possibility of more potential working members and donations.

7.4 The WLA has set itself an objective to raise the membership number to 700 members by the end of 2027. Membership of the WLA is fully inclusive and welcomed whatever ethnicity, gender, age or disability for individuals, juniors, seniors and for families.

7.5 To help increase the membership numbers, the WLA will continue to raise its profile in several ways:

- Promote the WLA's web site (introduced in 2022)
- Develop a new marketing campaign for new members
- Find ways of appealing to younger members
- Provide information at talks and film or slide shows
- Create a new advertising and/or videos

7.6 The WLA has its main web site (introduced during 2022) at the following address:

<https://www.westernlocomotives.com>

The web site is working well, with News and Events maintained, on-line sales and membership renewals. The WLA currently owns the following domain names:

www.d1013bogieappeal.uk (Current D1013 bogie appeal web site)
www.d1048appeal.uk (Current D1048 appeal web site)

cont'd/.....

- 7.8 As from May 2021, the WLA is believed to be one of the first diesel preservation groups in the UK to become carbon neutral through the Trees for Life scheme, supporting wild forest revitalisation in the Highlands of Scotland. The WLA has a Corporate Grove at “Whizzo Woods”, which can be seen at:

<https://treesforlife.org.uk/groves/315992/>

- 7.9 Based on how much diesel fuel used in an average running season, the WLA has calculated its approximate annual carbon emissions and how much is needed to offset through other means:

- One gallon of diesel fuel burnt produces 10.9kg of carbon dioxide.
- A Class 52 Western consumes one gallon of fuel per mile (whether on one engine or two).
- An average day on the SVR of two round trips from Kidderminster to Bridgnorth totals 64 miles.
- A single day’s operation on the SVR therefore produces 697.6kg of carbon (64miles x 10.9kg). NB This would compare to an estimated 2,000kg of carbon for a steam engine.
- The WLA would normally operate on 20 days per year, so will produce 13,952kg of carbon.
- On average, it is assumed that the WLA produces 15,000kg (15 metric tonnes) of carbon per annum.
- Trees for Life advise that to offset 1 metric tonne of carbon, 4.19 trees need to be planted. Therefore, the WLA objective is to plant a minimum of 62 trees per annum.

- 7.10 Despite covering over 3k miles with D1062 during 2022, the WLA managed to off-set its carbon footprint by the end the year and, as of November 2025, the WLA had 507 trees planted.

- 7.11 The WLA has a Facebook Group page for instant and regular updates, which can be seen at:

<https://www.facebook.com/groups/1573213916268073>

- 7.12 During 2025, the WLA launched a new YouTube channel for video content to promote its locomotives, (almost 300 subscribers as at November 2025), which can be seen at:

<https://www.youtube.com/@westernlocomotiveassociation>

- 7.13 Once additional, programmed maintenance work has been completed on D1062, consideration will be given to attending open days at Depot events and possibly running on other preserved lines, subject to agreement with the SVR. This would help generate additional operating revenue, although any additional sales income is not included in this plan.

cont’d/.....

8. SWOT Analysis

Strengths	Weaknesses
Ownership of three Westerns	No internal cover for locos
Supportive membership	Minimum number of working members
Relationship with SVR	Bogies on D1013 life expired
Financial information	"B" end noise on D1062 transmission
Positive cash balance	D1013 overhaul still to be completed
General Spare parts	Overall condition of D1048 unknown
Engines for D1013 & D1062	Lack of Safety Critical Accreditation
Existing working members	
New working members from 2023	
D1062 available for traffic	
Use of Kidderminster TMD	
Strong Balance Sheet	
Current Web Site	
Charitable Status	
VAT Registered	
Governance with Board & Committee Members	
Increase in Working Members	
Publicity & Marketing material for the WLA	
Opportunities	Threats
More diverse membership recruitment	Potential loss of BH Workshop/Storage
D1013 overhaul + in-house bogie overhaul	Equipment failure
D1062 depot Open Days/visiting other railways	Fire, theft, vandalism or weather damage
Safety Critical Training for working members	Increased cost for specialist spares
Marketing & Publicity for WLA	Decreasing availability of spares
NHLF application for bogie overhaul & retyre	Decreasing number of specialist suppliers
D1048 Preservation	Decline in working members
New oil pump system for transmissions	
New Fundraising Officer post	
Safety Critical Training	
Strategic spares	

9. Grand Strategy (Vision)

"The Grand Strategy is to have both D1013 and D1062 restored to the highest standards, fit for main line running as and when future resources allow, plus the preservation of D1048."

cont'd/.....

10. Company Objectives

The four main Company Objectives for the WLA are as follows:

- To increase membership to 700 by the end of 2027.
- To complete D1062's planned maintenance by May 2026.
- To complete the overhaul for D1013's including an in-house bogie overhaul during 2026/27.
- To complete an engineering assessment for D1048 during 2026.

11. Strategy & Action Plans relating to objectives

11.1 OBJECTIVE: *"To increase membership to 700 by the end of 2027"*

Strategy: To increase awareness and raise the profile of the WLA
Action: Maintain new web site created by 2022 **Sales**
Action: Consider Depot Open Days & visits to other heritage railways for D1062 when available **Board/Committee**
Action: Continue reduced rate for Junior Membership **Board/Committee**
Action: Offer membership with SVR Driver Experience Courses **Sales/Publicity**
Action: Marketing to appeal to a more diverse, younger audience **Sales/Publicity**
Action: New hand-out leaflets to be distributed **Sales/Publicity**
Action: Develop adverts and educational videos for social media **Sales/Publicity**
Action: Promote carbon neutral achievements **Publicity**

11.2 OBJECTIVE: *"To complete the D1062's planned maintenance by May 2026"*

Strategy: To coordinate work required with Working Members
Action: Regular updates with work required **Eng. Coordinator**

11.3 OBJECTIVE: *"To complete the overhaul for D1013, including an in-house bogie overhaul during 2026/27"*

Strategy: To progress orders placed with specialise suppliers
Action: Complete current approaches with potential contractors **Board**
Action: Ensure that Kidderminster TMD become available **Eng. Coordinator**

11.4 OBJECTIVE: *"To complete an engineering assessment for D1048 during 2026."*

Strategy: To co-ordinate work required with Working Members
Action: Regular updates with work required **Eng. Coordinator**

cont'd/.....

12. Key Financial Figures

The key financial figures are as follows:

	2021	2022+	2023	2024	2025*	2026*	2027*
Membership Subscriptions	£9k	£6.5k	£6.5k	£10.4k	£14.0k	£14.6k	£15.5k
Appeals	£1.2k	£1k	£10.4k	-	£102.5k	-	-
General Donations	£7.6k	£9.6k	£15.1k	£19.1k	£15.9k	£10k	£10k
SVR Operating Income	£4.3k	£16.5k	£8.8k	£10.8k	£12.6k	£12k	£12k
Restricted Funds/Loco Appeals	£10.1k	£3.2k	£16k	£13.4k	£3.5k	£10k	£10k
Merchandise Sales	£8k	£16.5k	£17.4k	£28.6k	£25.4k	£17k	£18k
Raffle/Lottery Receipts	£6k	£5.4k	£5.6k	£2.5k	£5.3k	£8k	£8k
Gift Aid	£2.3k	-	-	-	£8.9k	£2.5k	£2.5k
Interest/Misc.	£.2k	£.2k	£.9k	£2.2k	£2.8k	£2k	£2k
TOTAL INCOME	£48.7k	£58.6k	£80.7k	£87.0k	£190.9k	£76.1k	£78.0k
Total Expenditure	£32.4k	£27.1k	£30.5k	£47.9k	£73.5k	£50.0k	£55.0k
Profit/(loss) before tax	£16.3k	£31.5k	£50.2k	£39.1k	£117.4k	£26.1k	£23k
BALANCE SHEET Capital & Reserves	£259k	£297k	£348k	£822k	£939k	£965k	£988k

* Forecast

Assumptions:

- Membership numbers increase to 700 by 2027
- Average membership subscription remains at £22.22
- D1062 available for traffic 2025 to 2027
- Two Raffles/Lotteries per year
- Locomotive Expenditure to complete D1013 in 2026/27

APPENDIX I

Environmental Social & Governance Policy

Western Locomotive Association Ltd
(Version 1.2)

Everything you need to know about ESG...

Western
Locomotive
Association



Version 1.2 (Updated January 2025)
Environmental,
Social & Governance Policy (ESG)

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1. About this policy

1.1 Environmental, Social and Governance (ESG) issues do not exist in one isolated place. ESG is about bringing them together under one banner to demonstrate the positive impact our organisation is having on the world. ESG is much like corporate social responsibility but on a vastly larger and more measurable scale. Companies who are at the forefront of talking about their ESG credentials are generating more attention from across the business spectrum, and investors are more likely to take notice and invest within organisations which take on ESG responsibility.

1.2 This policy will inform you about the efforts made by the Western Locomotive Association (WLA) with ESG as part of our operation. This includes, but is not limited to reporting, disclosures (both material and non-material), business practices, policies, procedures, investments, board activities, stakeholder engagement, and investor relations.

1.3 Nothing in this policy shall be taken or understood to limit or reduce the WLA's current Board or Management Committees, both legally and ethically.

1.4 This policy does not form part of any contract of employment or other contract to provide services, and we may amend it at any time.

2. Purpose of this policy

2.1 The purpose of this policy is to provide information about ESG factors and to provide a better understanding for those within and outside our organisation.

2.2. This policy has been devised at Board level, in consultation with the Management Committee.

3. Who is responsible for this policy?

3.1 The WLA's Board has overall responsibility for the effective implementation of this policy. They work in conjunction with the WLA's Management Committee for overseeing the day-to-day operation of the policy by its Volunteer Members, working with on behalf of the WLA.

3.2 The WLA's Board assumes overall responsibility for this policy and any questions about this policy should be referred to a Board member.

3.3 This policy is reviewed annually by the Board. Changes may be made at any time as government guidance develops.

4. Our ESG commitment

4.1 The WLA strives to build a sustainable, equitable, healthy, and diverse organisation through a combination of innovative business practises and exemplary environmental, social and governance (ESG) performance. This commitment informs every aspect of our business, including how we operate our business and collaborate with stakeholders and report on progress.

4.2 Our ESG Policy sets out our approach to sustainability matters. At the heart of the Policy is an organisational culture that has sustainability at the core of all our future business operations and values.

5. Our statement on climate change and the environment

5.1 We are committed to driving down our energy and carbon impacts, as we believe that climate change is one of the greatest risks to our world. Our sustainability program is committed to environmentally sustainable initiatives that delivers efficiency, value, and health for our business, our Members, Volunteers, and the wider community.

5.2 We encourage our Members and Stakeholders to reduce their impact on the environment by recommending the use of more sustainable materials, whilst promoting a paper-free office to give priority in becoming a digital-first business.

5.3 We seek to comply with current environmental legislation and work to minimise the impact of our activities on the environment.

6. Our statement on social responsibility

6.1 Our focus is to deepen relationships with our key stakeholders including partnering with our investors and suppliers.

6.2 We are committed to engage with our Volunteers to provide a dynamic, inclusive and diverse environment that supports their individual skills base, whilst contributing towards a good work-life balance.

6.3 The WLA supports initiatives that benefit the environment, human welfare and education. This includes skills training and certification where appropriate, that will contribute towards the professional operation of our organisation, particularly where safety critical work is concerned.

6.4 We will engage with our Volunteers, around safety, health, and wellness.

7. Our statement on ethical governance

7.1 Our focus is to promote strong oversight, transparency and sound management at all levels of our organisation, ensuring resilience and long-term preservation of value for our business.

7.2 The WLA will maintain strong corporate governance practices through exemplary board stewardship, management accountability, and proactive risk management.

7.3 The WLA is committed to high ethical standards and executive leadership that promotes a culture of integrity.

7.5 The WLA will always endeavor to cultivate a strong stakeholder relationship through transparency, open communications, and responding to stakeholder input.

7.6 The WLA will establish clear and effective governance for business planning, incorporating ESG, set goals, establish accountability and action plans, through regular Board and Management Committee meetings.

8. Our business and ESG

8.1 ESG is about assessing a net positive impact in the world, providing a continuous ongoing review by observing and learning from social and economic advances, and the raising of standards both nationally and internationally.

8.2 The ethical and practical values that make up the different parts of ESG and are at the heart of what we as a company stand for. With the growth of ESG and the increased awareness of these factors among our key stakeholders, we have a better opportunity to tell the story of how our business makes a positive impact in the world, through our magazine, newsletters and social media.

8.3 The drive to assess and take into account environmental and climate change considerations to the social issues whilst taking into account how we structure our business, always reaching for better governance, means we can tell our story better. We welcome opportunities to highlight the positive impact we have on the world.

8.4 Fostering openness, sustainability, and respect are our key objectives. We value everyone and strive to work as one team. Our view on ESG is that it is a continuous process of aligning our operations and controls within our values as a company.

9. ESG and our reputation

9.1 ESG is fundamental to our reputation as a business. Reputation is built through frequent and repeated interactions with stakeholders. When those interactions are positive, our business, and our reputation, can thrive. In an uncertain economic climate, positive reputation is one of the key drivers to long term success.

9.2 We want all our stakeholders, from our Members to Investors, to be proud to be a part of, or associated with, our organisation. Part of that pride is understanding how our business makes a positive contribution to the world.

9.3 **Environmental** - Environmental sustainability is an ethical and commercial imperative. Managing our carbon footprint goes hand in hand with the strategic necessity to operate efficiently. Our commitment to tackling climate change at a corporate level, particularly through the WLA's **Trees for Life Scheme**, which forms a fundamental part of our ESG objectives.

9.4 **Social** - Our members and volunteers make up our business. We aim to foster an environment that values and nurtures unique talents and contributions from every individual within a culture of inclusivity. While we have progress to make, we are committed to cultivating and empowering change by building an inclusive volunteer workplace where all talents can thrive.

9.5 Within the ESG framework, the WLA has an **Environmental Policy; Equality, Diversity & Inclusion Policy**, and **Guidance Notes for Volunteers**.

9.6 **Governance** - Good governance is foundational to our business, and all aspects of ESG. We cannot thrive without paying attention to our compliance obligations. Our business seeks to go beyond the concept of 'box-ticking' and embed compliance into the heart of our business.

9.7 The WLA has a detailed three-year **Business Plan document**, which is available from our website as a download document, for anyone to see.

10. Your role to play in ESG

10.1. Everyone can play a part within ESG and on an individual level, you have an important role to play in meeting our ESG objectives. Here's how:

10.2 **Environmental** - We all have a role to play in reducing carbon emissions by considering the choices you make and the environmental impact. For instance:

- When travelling, are there more environmentally friendly options to take?
- Can some meetings be done remotely instead of travelling?
- Think before you print
- Making use of recycling and energy saving measures

10.3 The WLA's **Environmental Policy** sets out our principles, together with how the policy applies to all aspects of the WLA operations, in accordance with the Severn Valley Railway's Management System.

10.4 **Social** - Building a diverse and inclusive workforce where everyone feels valued is everyone's responsibility. Understanding your role in helping to bring people together is critical to our success as an organisation.

10.5 **Governance** - Good governance goes beyond having the right policies and procedures in place. It's about embedding compliance in our activities, understanding how regulations affect our volunteer work. The WLA's "**Guidance for Volunteers, Committee and Working Members**" document, clearly sets out our expectations.

10.6 The ultimate aim of the WLA is to ensure that all WLA Members have an enjoyable, worthwhile and rewarding experience, contributing towards our ongoing passion to achieve the very best locomotives in preservation.

Thank you!

The Western Locomotive Association Limited is the owner of D1013 Western Ranger, D1048 Western Lady and D1062 Western Courier on the Severn Valley Railway, and is a Company Limited by Guarantee Registered number 3873466

Registered office: 5 Prospect Place, Millennium Way, Pride Park, Derby, DE24 8HG
The WLA is registered as a charity under number 1115058

APPENDIX II

Environmental policy

Western Locomotive Association Ltd
(Version 3.1)



Everything you need to know...

Western
Locomotive
Association



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1. About this policy

1.1 This policy forms part of our Environmental, Social and Governance (ESG) framework, covering the WLA's Environmental Policy in its own right.

1.3 Nothing in this policy shall be taken or understood to limit or reduce the WLA's current Board or Management Committees, both legally and ethically.

2. Purpose of this policy

2.1 The purpose of this policy is to provide information on how the Western Locomotive Association Ltd (WLA) conducts its operations, in an environmentally responsible manner.

2.2. This policy has been devised at Board level, in consultation with the Management Committee.

3. Who is responsible for this policy?

3.1 The WLA's Board has overall responsibility for the effective operation of this policy, within our ESG framework. The Board works in conjunction with the WLA's Management Committee for overseeing its implementation to Members, Volunteers and others, who work with or on behalf of the WLA.

3.2 The WLA's Board assumes day-to-day responsibility for this policy and any questions about this policy should be referred to a Board member.

3.3 This policy is reviewed annually by the Board. Changes may be made at any time as government guidance develops.

4. Our ESG commitment

4.1 The WLA strives to build a sustainable, equitable, healthy, and diverse organisation through a combination of innovative business practises and exemplary environmental, social and governance (ESG) performance. This commitment informs every aspect of our business, including how we operate our business and collaborate with stakeholders and report on progress.

4.2 Our ESG Policy sets out our approach to sustainability matters. At the heart of the Policy is an organisational culture that has sustainability at the core of all our future business operations and values.

5. Our statement on climate change and the environment

5.1 We are committed to driving down our energy and carbon impacts, as we believe that climate change is one of the greatest risks to our world. Our sustainability program is committed to environmentally sustainable initiatives that deliver near-term efficiency, value, and health for our business, our Members, Volunteers, and the wider community.

5.2 We encourage our Members and Stakeholders to reduce their impact on the environment by recommending the use of more sustainable materials, whilst promoting a paper-free office to give priority in becoming a digital-first business.

5.3 We seek to comply with current environmental legislation and work to minimise the impact of our activities on the environment.

6. Our Environmental Principles

6.1 The WLA's environmental principles aim to comply or surpass the Severn Valley Railway's (SVR) legal requirements, within the Heritage Railway sector. It is committed to preventing pollution and continually improving its environmental performance, reducing its Carbon Footprint, whilst maintaining good relations with all regulatory bodies. Our focus is to deepen relationships with our key stakeholders, including partnering with our investors and suppliers. This will be achieved by:

- Providing visible leadership from the WLA Board & Management Committee.
- Promoting a positive environmental culture throughout WLA, by engaging its Volunteers, Contractors and others who contribute towards our locomotive operation.
- Actively supporting a carbon off-set plan (thought to be the first within Heritage Diesel Preservation) to help enable wild forest revitalisation in the Highlands of Scotland.
- Seeking ways to avoid or minimise WLA's life cycle impacts through high quality maintenance (equivalent or better to British Rail specifications and current Standards).
- Consistently aiming to improve human welfare through the protection of natural capital through the avoidance and reduction of pollution, involving Noise, Air, Water, Contamination of land and groundwater.
- Adopting environmental enhancements where practicable, including applying the SVR's "Reduce, Reuse, Recycle" model and to use sustainable materials and processes within its operations.

- Communicating regularly with those affected by WLA operations including WLA Volunteers, Members and Volunteers or Employees of the SVR.
- Assisting the SVR wherever possible in implementing an Environmental Management System, in line with the requirements of the International Standard ISO14001.

7. Applicability, implementation & resources

7.1 This policy applies to all aspects of the WLA operations in association with the SVR. Implementation within the SVR is through the SVR Management System, while implementation by suppliers and industry partners is achieved through contracts and agreements developed by the SVR Management Team, in accordance with the Management System.

7.2 The WLA and SVR will ensure the availability of resources needed to implement this policy and ensure that it remains effective and relevant through regular reviews and updates.

8. Your role to play within this policy

8.1. Everyone can play a part within our ESG and Environmental Policies. On an individual level, you have an important role to play in meeting our ESG objectives. Here's how:

8.2 **Environmental** - We all have a role to play in reducing carbon emissions by considering the choices you make and the environmental impact. For instance:

- When travelling, are there more environmentally friendly options to take?
- Can some meetings be done remotely instead of travelling?
- Think before you print
- Making use of recycling and energy saving measures

8.3 Our **Environmental Policy** sets out our principles, together with how the policy applies to all aspects of the WLA operations, in accordance with the Severn Valley Railway's Management System.

8.4 Our Environmental and ESG Policies are outlined within our Guidance Notes for WLA Volunteers, which is available as a download document from our web site.

APPENDIX III

A man in a blue jumpsuit and orange cap stands in front of a large green locomotive (D 1013) in a workshop. The locomotive is elevated on yellow supports. The man is holding a small tool in his right hand. The background shows various workshop equipment, including a yellow crane and a green bag.

Equality, Diversity and Inclusion Policy

Western Locomotive Association Ltd
(Version 3.1)

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1. About this policy

1.1 The Western Locomotive Association Ltd (WLA) is committed to encouraging equality, diversity and inclusion among our volunteer workforce, and eliminating unlawful discrimination.

1.2 The aim is for our volunteers to be representative of all sections of society and for each volunteer to feel respected and able to give their best.

1.3 The WLA - in providing services to the Severn Valley Railway (SVR) and its members is also committed against unlawful discrimination of any members, suppliers, customers or the public.

2. Purpose of this policy

2.1 The purpose of this policy is to provide information about our Equality, Diversity & Inclusion (EDI) Policy and to encourage our organisation to understand EDI better.

2.2. This policy has been devised at Board level, in consultation with the Management Committee.

2.3 This policy does not form part of any contract of employment or other contract to provide services, and we may amend it at any time.

2.3 Not unlawfully discriminate within the Equality Act 2010 “protected characteristics” of:

- Age
- Disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race (including colour, nationality, and ethnic or national origin)
- religion or belief
- sex
- sexual orientation

2.4 Oppose and avoid all forms of unlawful discrimination, including dealing with opportunities, training, grievances and discipline.

3. Who is responsible for this policy?

3.1 The WLA's Board has overall responsibility for the effective operation of this policy, within its Environmental, Social & Governance (ESG) framework. The Board works in conjunction with the WLA's Management Committee for overseeing its implementation to the Volunteer Members, working within or on behalf of the WLA, in conjunction with policies set out by the Severn Valley Railway (SVR).

3.2 The WLA's Board assumes day-to-day responsibility for this policy and any questions about this policy should be referred to a Board member.

3.3 This policy is reviewed annually by the Board. Changes may be made at any time as government guidance develops.

4. Agreement to follow this policy

4.1 The equality, diversity and inclusion policy falls within the WLA's ESG framework and is fully supported by WLA Board and WLA Management Committee.

5. Our disciplinary and grievance procedure

5.1 The WLA works within policies set out by the SVR and details of the SVR's grievance and disciplinary policies and procedures can be found in the SVR's Staff Handbook. In the first instance, if you feel that you are being victimised or bullied in any way by any individual(s), you must notify the person in charge of work and/or report the matter to a Director of the WLA, preferably in writing, outlining the circumstances, as detailed in the WLA's Guidance for Volunteers, Committee & Working Members document.

6. This policy within ESG

6.1 Our Environmental, Social & Governance (ESG) Policy is fundamental to our reputation as a business. Reputation is built through frequent and repeated interactions with stakeholders. When those interactions are positive, our business, and our reputation, can thrive. In an uncertain economic climate, positive reputation is one of the key drivers to long term success. The Social & Governance aspects are as follows:

6.2 **Social** - Building a diverse and inclusive workforce where everyone feels valued is everyone's responsibility. Understanding your role in helping to bring people together is critical to our success as an organisation.

6.2 **Governance** - Good governance goes beyond having the right policies and procedures in place. It's about embedding compliance in our activities, understanding how regulations affect our volunteer work. The WLA's "**Guidance for Volunteers, Committee and Working Members**" document, clearly sets out our expectations.

The Western Locomotive Association Limited is the owner of D1013 Western Ranger, D1048 Western Lady and D1062 Western Courier on the Severn Valley Railway, and is a Company Limited by Guarantee Registered number 3873466

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APPENDIX IV

Guidance Notes for Volunteers, Committee & Working Members

Western Locomotive Association Ltd
(Version 4.5)



Everything you need to know...!



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1. Welcome!

1.1 Welcome to the Western Locomotive Association (WLA), which was formed as long ago as 1974, before the British Rail Class 52 “Western” diesel hydraulic locomotives were withdrawn from traffic! Since then, the WLA went on to become the proud owner of D1062 Western Courier, whilst looking after D1013 Western Ranger from its withdrawal date in 1977, until D1013 was finally purchased by the WLA in 2004. More recently, D1048 was gifted to the WLA in September 2023.

1.2 Looking after three former main line locomotives is a massive undertaking with limited amounts of cash and resources available. In fact, the WLA is totally reliant on support from its membership base and from its volunteers to look after not just the locomotives but also to run the WLA as a Company, not only as a registered charity but also as a business in its own right. Indeed, the success of the WLA is dependent upon support from people who have a cross-section of skills, whether it be from basic jobs such as scraping and painting metal, to understanding and dealing with complex engineering tasks relating to bogies and engines or helping out with difficult management and administrative issues.

1.3 The ongoing future of the success of the WLA will always be dependent upon the support and goodwill of its Member and Volunteers, working to the very best of abilities, in order to maintain our passion to preserve and operate what we believe to be amongst the very best locomotives in private railway preservation.

1.4 The WLA is very much aligned with the guidance offered to volunteers through the SVR’s Volunteer Staff Handbook, which provides essential basic information about being a volunteer on the SVR, setting out a code of practice on which staff-volunteer teamwork is based. Volunteering is fully inclusive, open to all, and welcomed whatever ethnicity, gender, age or disability for individuals, juniors, seniors and for families.

1.5 All WLA volunteers are expected to work as a team, working within a friendly atmosphere, where you and fellow volunteers are seen to be polite, respectful and helpful to each other, including to other people such as volunteers or members from other groups, paid staff and members of the public. Under no circumstances is there to be any excuse for discrimination, rudeness, harassment (sexual or otherwise) and unwanted physical contact. Anything contrary could jeopardize your membership.

2. Purpose of these Guidance Notes

2.1 This document forms part of our Environmental, Social & Governance (ESG) Policy and the content is to help provide a basic overview and understanding of what’s required, if you wish to become a Committee or Working Member of the WLA, or to work alongside as a Volunteer. These notes should not be seen to be a complete and comprehensive guide to cover every aspect of your work.

3. Who is responsible for these Guidance Notes

3.1 The WLA's Board has overall responsibility for the content of these Guidance Notes. The Board works in conjunction with the WLA's Management Committee for overseeing the running and overall governance of the Association.

3.2 The WLA's Board assumes day-to-day responsibility for the content of this document and any questions about this policy should be referred to a Board member.

4. Equality, Diversity and Inclusion Policy

4.1 The Western Locomotive Association Ltd (WLA) is committed to encouraging equality, diversity, and inclusion amongst our volunteer workforce, and eliminating unlawful discrimination, within our ESG framework.

4.2 The aim is for our volunteers to be representative of all sections of society and for each volunteer to feel respected and able to give their best.

4.3 The WLA, in providing services to the Severn Valley Railway (SVR) and its members is also committed against unlawful discrimination of any members, customers or the public.

4.4 Our Equality, Diversity and Inclusion Policy is available as a separate document which can be downloaded from the WLA's website.

5. Environmental Policy

5.1 We are committed to driving down our energy and carbon impacts, as we believe that climate change is one of the greatest risks to our world. Our sustainability program is committed to environmentally sustainable initiatives that deliver near-term efficiency, value, and health for our business, our Members, Volunteers, and the wider community.

5.2 We encourage our Members and Stakeholders to reduce their impact on the environment by recommending the use of more sustainable materials, whilst promoting a paper-free office to give priority in becoming a digital-first business.

5.3 We seek to comply with current environmental legislation and work to minimise the impact of our activities on the environment.

5.4 The WLA complies with the Severn Valley Railway's legal and other requirements, relating to its operation as a Heritage Railway within the Tourist Sector. The WLA is committed to preventing pollution and continually improving its environmental performance, reducing its Carbon Footprint, whilst maintaining good relations with all regulatory bodies.

5.5 The WLA seeks ways to consistently improve human welfare through the protection of natural capital through the avoidance and reduction of pollution, involving Noise, Air, Water, Contamination of land and groundwater.

5.6 The WLA is one of the first railway preservation groups to actively support a carbon off-set plan which helps with wild forest revitalisation in the Highlands of Scotland. This forms a key part of our ESG Policy to remain carbon neutral.

5.7 Our ESG Policy sets out our approach to sustainability matters. At the heart of the Policy is an organisational culture that has sustainability at the core of all our future business operations and values.

5.8 Our Environmental Policy is available as a separate document, which can be downloaded from the WLA's website.

6. General Principles

6.1 The WLA really appreciates and values any Member who is prepared to help work for the Association as a Volunteer in whatever capacity. There are, however, a few important principles which need to be adhered to, if we are to build upon our success, which are outlined as follows:

- Just because the WLA is perceived to be successful, there is no room for **Complacency**. Please don't assume that someone else is going to undertake work to complete important tasks, if you can help, please offer to help out!
- Good **Communication** is vital for any organisation and therefore, if you need help with anything, please be clear about what it is you need help with, outlining what's required and when. If necessary, please use one of the WhatsApp Groups, use the telephone and/or use email. Please be aware that not everyone uses WhatsApp! For any important communication please use email with the appropriate subject heading. Whenever submitting reports, please ensure that these are submitted in a timely manner and use email or provide hard copies.
- When entering any correspondence with fellow members, the SVR, suppliers or other third parties, please have the courtesy to reply, even if only to acknowledge receipt.
- Always remember to give thanks or acknowledge others who have helped you.
- Although you may have a particular interest in a locomotive, project etc, **Co-operation** with other fellow Members is an essential part of teamwork – the success of the WLA is not down to any one individual or particular group of individuals!

7. Becoming a Working Member

7.1 To become a working member, you must be a fully paid-up member of the WLA and you must also be a member of the Severn Valley Railway (SVR) for insurance purposes. You must also register with the SVR's Volunteer Liaison Office (VLO) and undertake an induction course with other members who wish to become a Working Member on the SVR.

7.2 Before working "on-site" at the SVR you **MUST** sign-on at one of the signing-on points, which are located at Bridgnorth MPD, Bewdley MPD & Kidderminster TMD. In all cases, you are confirming that you are fit to work, working in compliance with the SVR's rules & regulations and not under the influence of drugs and alcohol. **All safety rules must be obeyed.**

7.3 If you just wish to do just one or two days' work with an existing WLA Working Member then, that is acceptable, so long as you work under supervision. People below the age of 18 may also help as a Working Member but must be closely supervised by their responsible person and not undertake safety critical work which can only be carried out by competent, skilled people.

7.4 On occasions, it may be possible to work on WLA components from home, with permission from a Director or the Maintenance & Standards Engineer.

7.5 The **normal place of work** for Working Members will either be at our workshop facilities at Bridgnorth Motive Power Depot (Bridgnorth MPD) or at Kidderminster Traction Maintenance Depot (Kidderminster TMD).

7.6 When working at Kidderminster TMD, you will need to have an **Induction Course** to familiarise yourself with all the safety aspects unique to this purpose-built building such as open pits, cranes, emergency exits, lighting, power supplies etc.

7.7 Before undertaking any actual work, please make sure that the tasks are required with one of the regular Working Members. Please bear in mind that some aspects of work may be "work in progress" with an existing Working Member who may be acting as a "Project Manager" and therefore, do not assume that any work can be just carried out without cross-checking first. If you are not sure, please ask!

7.8 Whilst we appreciate that many of us have our own preferences for working on a particular locomotive, you must be prepared to help out on any one of our locomotives, should the need arise.

7.9 If you happen to be working alone on a locomotive or on a WLA site, then please make sure that you inform someone on the SVR that you are **working alone**, so that they can check on your safety from time to time. Unless you are specifically qualified (eg PICOS), you cannot work completely alone on any SVR site. When working on a locomotive, it is important to check if a "Not to be moved" board is required on the locomotive, preferably with your name tag attached, which must be removed once the work has been completed.

7.10 Please be prepared to follow instructions on any tasks that require specific requirements or where the Working Members need to work as a team. Under no circumstances is the authority of the person in charge of work to be disregarded or undermined. Likewise, when working as a team, then you must fully co-operate and help to the best of your ability to ensure that work can be completed safely and competently.

7.11 Any work carried out by you as a Working Member should be recorded, with a brief detail of work undertaken provided to your Project Manager. Please note that it is extremely important that any maintenance work carried out on the locomotives is recorded and signed off. A “Repairs Arising Sheet” should be completed and returned to the WLA Maintenance & Standards Engineer. Any doubt in completing or filing this form, please ask!

7.12 When working with other Working Members, you will be expected to work in a friendly and courteous manner. Please bear in mind that you will be working with people with differing backgrounds and skill sets, which helps make the WLA the success that it is today. A degree of understanding will be required to “accept people for who they are” and that not everyone will think the same way as you!

7.13 Existing Working Members must understand that new Working Members or prospective Working Members will help to secure the future of the WLA and therefore, it is absolutely essential that these Members are made to feel welcome and treated in a friendly, courteous and helpful manner.

7.14 Whatever your position within the WLA there is no room for undeserved criticism, rudeness or ridicule to another Member and if you feel that you are being victimised or bullied in any way by any individual(s), you must notify the person in charge of work and/or report the matter to a Director of the WLA, preferably in writing, outlining the circumstances. In serious circumstances, any Member may risk suspension or expulsion, if it is found that there have been instances of bullying or similar.

7.15 From time to time, there may be the need to **purchase goods or services** for the WLA. Some members may wish to purchase items themselves and claim back from the WLA. Other items may be purchased directly by the WLA or on behalf of the WLA by the SVR. For items under £1,000 the purchase must be approved in advance by at least one Director. For items over £1,000, then a purchase order form will need to be raised against a quotation, with approval of at least two Directors. For items over £5,000, the Directors would normally expect to see three alternative quotations before approval.

7.16 Payments for goods and services paid for privately by WLA Members will normally be paid for by BACS or cheque, against a valid receipt, approved by a Director. No reimbursement will be made without documentation (preferably an invoice), for expenses incurred by individuals on behalf of the WLA.

7.17 No goods or services may be ordered through or on behalf of the WLA without the approval at Director level.

7.18 Travelling, hotel, meals and refreshment expenses will normally be paid from your own account although consideration can be given by the Directors in exceptional circumstances, approved in advance.

7.19 No WLA Member may receive rewards or stand to gain any personal benefit from any supplier, without approval of the WLA Committee.

7.20 Regular Working Members are recognised by the SVR and are entitled to benefits such as free car park passes, travel passes and free tickets. However, to retain these benefits you must be seen to be a regular Working Member each year (whichever Group you work with or belong to). Where Footplate Crews are concerned, your duties are considered by the SVR to be a privilege and therefore, you must be prepared to help out with the Group or the SVR as a Working Member in general, and not just solely on the Footplate.

8. Committee Members

8.1 Should a Committee post become vacant during the year; you may agree to be co-opted on to the Committee, if you feel that you have the skills for the post and you agree.

8.2 Each Committee Member is elected to the respective post each year at the Annual General Meeting (AGM), through a Proposer and a Secunder, followed by a show of hands. In theory, it would be possible to have more than one person to be put forward for any one post. Prior to the vote, you will be given the opportunity to say a few words as to why you would like to put your name forward.

8.3 Your work as a Committee Member will either take place from your home or place of work or on a WLA/SVR site. Committee Meetings are normally held three or four times a year and usually held at the SVR Kidderminster Museum or held as Zoom meetings but may take place at other locations.

8.4 Committee Members are expected to attend at least 50% of our Committee Meetings to help ensure that there is a Quorum present (so 2 out of 4 meetings at least, should be attended), and absence may be logged officially against this requirement without good reason to attend. Attendance should be by default face to face as this is the best way to conduct business, but a virtual option, (using technology if available), will be provided for those who cannot attend in person.

8.5 All Committee Members are expected to attend the AGM and provide both an electronic report to the Secretary in advance and a verbal report of their duties of the year to Members in attendance. If it is not possible to attend, you will need to let the Secretary know in advance and submit an electronic report to the Secretary, where your report will be provided to the Membership verbally, on your behalf. The AGM is normally held at the SVR Kidderminster Museum or in Central Birmingham in November of each year.

8.6 Our focus is to promote strong governance within our ESG framework, providing transparency and sound management at all levels of our organisation, ensuring resilience and long-term preservation of value for our business.

8.7 The WLA is committed to high ethical standards and executive leadership that promotes a culture of integrity.

8.8 The WLA will always endeavor to cultivate a strong stakeholder relationship through transparency, open communications, and responding to stakeholder input.

8.9 The WLA will always endeavor to cultivate a strong stakeholder relationship through transparency, open communications, and responding to stakeholder input.

8.10 The WLA will establish clear and effective governance for business planning, incorporating ESG, set goals, establish accountability and action plans, through regular Board and Management Committee meetings.

8.11 As a WLA Committee Member you must undertake your work to the best of your ability and in circumstances where you feel that you need any help and assistance, you must be prepared to ask.

8.12 During your role of a Committee Member, you must act at all times in the best interests of the WLA and not let your position become compromised by accepting rewards or stand to gain any personal benefit from any supplier, without approval of the WLA Committee.

8.13 As a Committee Member you will need to work as part of a team and to be seen as polite and helpful as possible to other WLA Members with any aspects of your responsibilities.

8.14 When attending meetings or working with other WLA Members you will be expected to treat others with respect, to work in a friendly manner and to understand that any form of verbal abuse or unwarranted personal criticism will not be accepted or tolerated.

9. ESG and our reputation

9.1 Our Environmental, Social & Governance (ESG) Policy is fundamental to our reputation as a business. Reputation is built through frequent and repeated interactions with stakeholders. When those interactions are positive, our business, and our reputation, can thrive. In an uncertain economic climate, positive reputation is one of the key drivers to long term success.

9.2 Good governance goes beyond having the right policies and procedures in place. It's about embedding compliance in our activities, understanding how regulations affect your volunteer work. This document, attempts to set out our expectations, as clearly as possible.

10. Summary

10.1 You can be assured that any positive contribution for the good of the WLA will be very much appreciated, not just by the people you work with but by the Board, Committee and the Membership as a whole.

10.2 The ultimate aim of the WLA is to ensure that all WLA Members have an enjoyable, worthwhile and rewarding experience, contributing towards our ongoing passion to achieve the very best locomotives in preservation.

Thank you!

The Western Locomotive Association Limited is the owner of D1013 Western Ranger, D1048 Western Lady and D1062 Western Courier on the Severn Valley Railway, and is a Company Limited by Guarantee Registered number 3873466

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