**Roots to Shoots - Project Progress Report**

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| **Name of project** | **A2 (a) Narrow Gauge Railway – Brymbo Mineral Railway** |
| **Vision statement** | Create a heritage NGR complimentary of the BHT Masterplan and industrial interpretation. The proposed NGR ‘operator’ (current enthusiast group – Brymbo Mineral Railway, BMR) will undoubtedly work in partnership with BHT and other key stakeholders to develop a robust and sustainable operating and business model.  The NGR will seek to recognise the potential of a collaborative (BHT+BMR) business model, whilst equally acknowledging that an ecology Masterplan is also in place throughout the former steelworks site. It is expected that the NGR ‘offer ‘will significantly compliment  the visitor experience, which also enables numerous learning opportunities; ranging from school visits to vocational training programmes.  The project will have strong links into most of the Connections projects and would see:  • Initial clearing of the BHT’s site and pathways (whilst respecting ecology area priorities) along the suggested areas of the proposed train route (track work laying).  • Interpret the industrial significance of the site;  • Training of volunteers in land clearing, biodiversity management, Railway restoration and operation. |
| **Date of report** | 25th May 2018 |
| **Staff & volunteers participating** | *Tom Taylor – BHT, RTS Project Officer*  *Representatives from Brymbo Mineral Railway Group, including 7 group members.*  *BHT Trustees*  *Heritage Railway and NGR consultants* |

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| **Activity plan** | | |
| **Year1 Years 2-4 Years 5-7** | | |
| Establish roles and responsibilities within group  Review and determine the most appropriate track work configuration.  Engage with an ORR ‘Independent Competent Person  Conceptualise NGR related buildings.  Submit planning application for Railway facilities and services.  Establish action plan for preparatory earthworks for track positions.  Carry out initial facility feasibility study to establish if any smaller site buildings can be utilised for BMR storage.  Initiate ‘governance discussions’ to establish BMR as a constituted entity, appropriate for a longer term commercial relationship with BHT. Engage Wales Coop to support this process.  Ensure project is complementary of ecology Masterplan and other BHT project action plans | Finalise earthworks for track laying  Draft project’s ‘works plan’. Identify contractor and/or volunteer activities.  Identify skills/training needs for volunteer involvement.  Establish volunteer management system  Carry out training, if required; earthworks, landscaping, tools, etc,  Establish planning permission for Railway buildings  Subject to planning, start to bring in equipment and materials for building the Railway.  Establish ‘operating model’ for NGR model.  Incorporate NGR model into BHT’s interpretation strategy.  Finalise governance work  Finalise business model  Finalise commercial relationship between BHT and BMR and establish contractual documents.  Subject to planning; build running shed, workshop compound facilities | Implement operating model  BMR fully operational across site enabling full visitor access for all regardless of abilities  Volunteer Management structure clearly defined and strategic roles and operational roles clearly identified  Regular programme of volunteer training established in line with operating model and ORR regulations.  BMR business plan clearly links into BHT business plan including joint marketing and as a major attraction contributing to BHT’s long term viability and sustainability. |

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| **Date** | **01/06/18** | **01/09/18** | **01/12/18** | **01/03/19** | **Total** |
| **Capital Budget** | £13241.96 | £4k | £2k | £2k | £21241.96 |
| **Actual** |  |  |  |  |  |
| **Revenue budget** |  |  |  |  |  |
| **Actual** |  |  |  |  |  |

**N.B Indicative budgets above link to A2 Brymbo Heritage area – Ecology**

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| **Activities this year against plan (from previous report if applicable)** |
| * Roles have been defined with this project, with BHT facilitating a project management role due to lack of capacity with the BMR group. Further group membership is an action for the group. * A final track work plan has been established and an ORR ICP has been consulted who has endorsed initial phases of track work building. * Extensive earthworks have been carried by BHT. * BMR members have established a small base of operations and storage with the ‘glassworks’ building on site. * Architects have been engaged and are fully briefed to begin concepts visuals for Railway related buildings. * A proposed timeline has been established for the transfer of NGR assets and materials onto site, subject to planning*.* |

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| **Key highlights and achievements this year** |
| * Initial ‘lower level’ trackwork plan established. * Considerable earthworks carried out. * Architects engaged, and concept visuals are imminent. * ORR ICP engaged and initial Railway plan endorsed. * Operating model drafted |
| **Lessons learned/changes needed** |
| * Due to capacity issues on the BMR side, communication is a crucial area of the project that needs to be considered and discussed collectively. With numerous project complexities with a growing involvement of outside ‘professionals’ (architects, consultants etc), it is vital that an honest, open and transparent level of communication exists on project progress matters from all stakeholders. * Objective advice, guidance and support will continue to be required on an ad hoc basis (e.g. ORR, Heritage Railways) to implement and realise BMR’s full potential for BHT heritage site. |

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| **Activities for next year** |
| * BMR will begin formal governance discussions * Establish BMR business model and plan. * Establish legal/commercial contract between BMR and BHT * Subject to planning approval, begin the transfer of Railway assets and materials onto BHT site. |