

# Culture Recovery Fund for Heritage

Friends of the Stockton & Darlington Railway.  
A Survey of existing volunteer skills, aspirations, needs and  
development to provide a volunteering, training and  
community development action plan.

Culture  
Recovery Fund  
for Heritage

The  
National Lottery  
Heritage Fund

Historic  
England



Department for  
Digital, Culture,  
Media & Sport

Prepared by

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andie harris associates

For

**Friends of the Stockton & Darlington Railway.**  
WWW.SDR1825.org.uk. Registered Charity 1177252



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**funded by**



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Media & Sport

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# Key findings

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## Challenges and Opportunities

The skills audit, undertaken in 2021 highlighted some key challenges and opportunities facing the Friends of Stockton & Darlington Railway in reaching their goals in time to meet the bicentenary in 2025 and developing with partners the creation of a lasting legacy.

- The overall project is not yet sufficiently defined given the inability of partners to define levels of support;
- Small number of highly active volunteers who take on the majority of the work are in danger of burnout;
- Maintaining and developing trustee skills;
- Pattern of declining volunteering numbers nationally.

Challenges

- 2025 bicentenary;
- Durham County Council City of Culture bid 2025;
- Links to other local projects such as Heritage Action Zones;
- Continuing rise in FS&DR membership both individual and corporate

Opportunities

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# Introduction



Volunteers making repairs to the steps on the scheduled section of the Brusselton Incline

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## The Friends of the Stockton & Darlington Railway

The Friends of the Stockton & Darlington Railway began in 2013 as a loose affiliation of people with the common purpose of marking the historical and cultural significance of the S&DR.

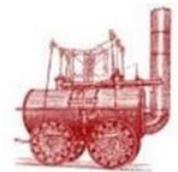
A key objective of the Friends was to ensure a wide range of partners were brought together to plan for and mark the bicentenary in 2025 and put in place a lasting legacy.

In 2018 the Friends became a registered charity and are now a member of the Rail Heritage Board executive together with Durham, Darlington and Stockton Councils, the Tees Valley Combined Authority, Historic England and the National Railway Museum, putting in place plans for 2025 and beyond.

The Friends undertake a wide range of activities from a largely voluntary base. These include site maintenance, input to planning & development, guided walks and lectures, production of guide books, interpretation, research and publications; education and celebratory/dramatic events.

Current information on the Friends and their activities can be found at [www.SDR1825.org.uk](http://www.SDR1825.org.uk)

**Friends of the Stockton & Darlington Railway.**  
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# Introduction



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## The Brief

The Friends have evolved largely organically through enthusiasm, force of personalities and optimism! We have in place a constitution, management and operating structure including reciprocal arrangements with Area Groups. Much of this depends on significant contribution of voluntary time and skills. The time now seems opportune to review our skills base and look at how we recruit and retain volunteers across the charity from those clearing vegetation along the line to researchers and trustees. The content of this study should address the following;

- Skills audit of existing members and volunteers.
- Referring to the evolving business plan (Brief 1), identify what additional voluntary and professional skills the FSDR needs access to for future development and the costs of providing this.
- Identify and cost a programme of training for required skills for trustees and volunteers.
- Through a brief survey of other community based charitable bodies regionally and nationally taking best practice in hand, look at operating models for governance and voluntary work.
- Look at recruitment and retention policies for volunteers including identifying paths to access for people (such as expenses, transport etc)
- Investigate partnership working with councils, business and NGOs to develop a programme for community/corporate volunteering opportunities.

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# Introduction

## Overview

Culture Recovery Fund for Heritage monies were secured by the Friends of the Stockton & Darlington Railway to commission a series of reports to take a snapshot of where the organisation is in 2021 and to determine future direction and ambitions.

This report forms part of this suite of reports and specifically looks at volunteering, training and community development research and planning.

### Discover activity

- Skills audit of member volunteers
- Trustee skills audit
- Discover what makes people volunteer
- Survey of volunteer policies
- Investigate partnership opportunities

### Discover

### Define activity

- Skill sets highlighted
- Skills gaps identified
- Identify barriers to people volunteering
- Identify best practice in volunteering

### Define

### Develop activity

- Suggested programmes for volunteers and Trustees
- Suggest best practice in volunteering policies
- List of organisations to approach with opportunities

### Develop

### Deliver activity

- Visual report outlining:
  - Introduction to the project
  - Skills audit results
  - Overview of the barriers and opportunities
  - Good practice in volunteering policy
  - Identification of future opportunities

### Deliver

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# The Stockton & Darlington Railway

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## Background

The Stockton & Darlington Railway (S&DR) was formally opened on the 27th September 1825.

It marked a significant milestone in the development of the modern railway network.

Whilst some of its operations were still developing after 1825, the Stockton & Darlington Railway proved to be “the great theatre of railway operations”, lighting the fuse for the explosive expansion of railways across the world and a second wave of the industrial revolution.

The Friends of the S&DR will be at the forefront of the 200<sup>th</sup> anniversary celebrations.



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# Skills Audit

## Trustees



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### Introduction

To prosper, trustees need to provide a diverse board with a wide range of skills, experience and perspectives bolsters a CIO resilience and gives it the best chance of fulfilling its purposes into the future.

The case for good governance is led by trustees that are well qualified and who have a proper understanding of their role has never been clearer.

Disruptive change is happening across the political, economic, legal, social and technological spectrum. It is therefore imperative for every charity to have the best trustees on board.

Charities need a wide range of skills from their trustees, to understand and address the many challenges charities can face and navigate the changing context in which they operate. They need trustee boards that can challenge one another and the status quo, that bring different experiences, knowledge and ideas, but that are able to work constructively and enthusiastically as a team.

# Skills Audit

## Trustees

### Trustee Skills Audit

Current Trustees were sent the skills audit.  
Seven responses were received.



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# Skills Audit

## Trustees

### Trustee Motivation

Current Trustees were asked what motivated their involvement.

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### Motivation to be a Trustee

‘This (geographical) area is relatively poor, but has something no other place has. This could attract visitors from all over the world. These visitors will bring money and will create the need for jobs and improved hospitality. For me, this is all about heritage led economic and social regeneration. I also hope that as people learn more about what this area contributed to the world, the more they will have a feeling of pride for their area. I also think the S&DR creates great role models. Admittedly finding female ones is tough, but many of the key innovators were teenagers or retired people, or late starters! What a great message to get out there! You are never too late, too old, too young or too uneducated to do something amazing! Related to that therefore is encouraging more people to participate in STEM subjects and create the next generation of North Eastern pioneers.’

‘I care about the heritage and history of our area, particularly Stockton, and particularly the Stockton end of the S&DR. I’m happy to be a Trustee in order to help influence raising knowledge and awareness of these issues.’

‘Lifelong expertise in historical railway development, as in maps’

‘Continuing personal commitment to the regeneration of the area, having lived in South West Durham since 1970’

‘Two spells of work in Stockton’

‘My main interest in the preservation and promotions of the S&DR is that I was born in the old station at Fighting Cocks and have a life long interest in railways, both heritage and modern.’

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# Skills Audit

## Trustees

### Motivation (continued)

'I am massively keen on wanting to tell our areas history. I think there has been somewhat of a disconnect over recent years to exactly what it is the north and the northeast has achieved and the more we can do to preserve and show that story the better. For the Stockton & Darlington Railway it's not just the trains themselves but the shop floor workers and what they did to build our areas history that really appeals to me.'

'To get things done.'

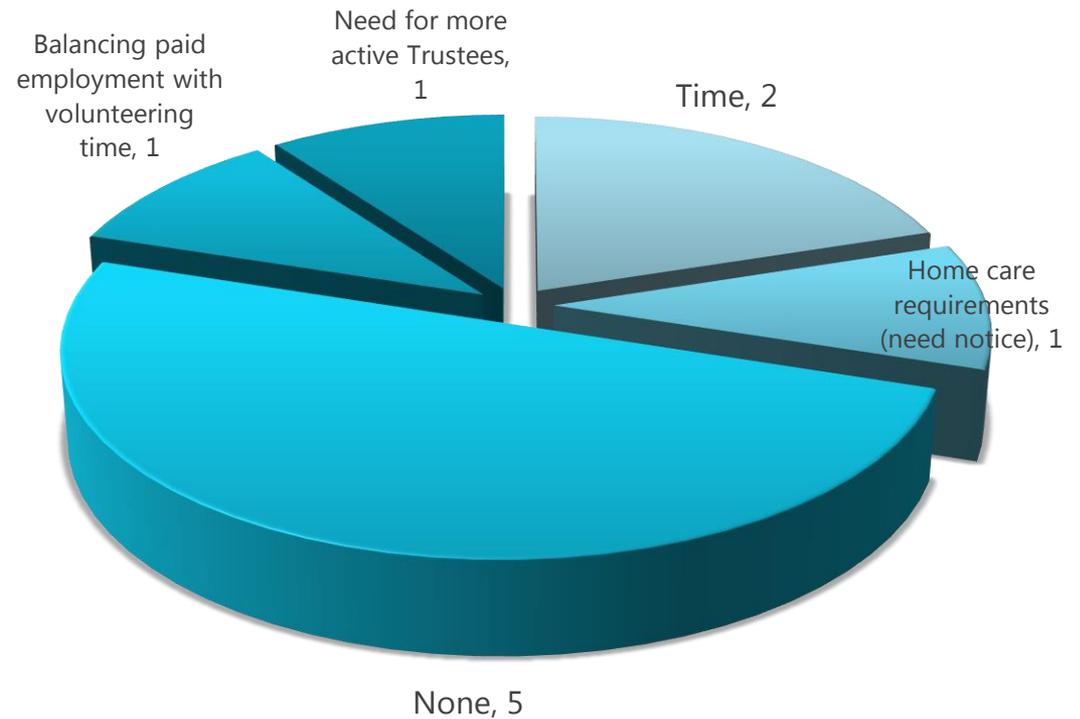
'All aspects of railways – past, present and future.'

# Skills Audit

## Trustees

### Barriers

'Trustees were asked if they faced any barriers that prevented or hindered them from undertaking their duties. Most Trustees felt they had no barriers to overcome.



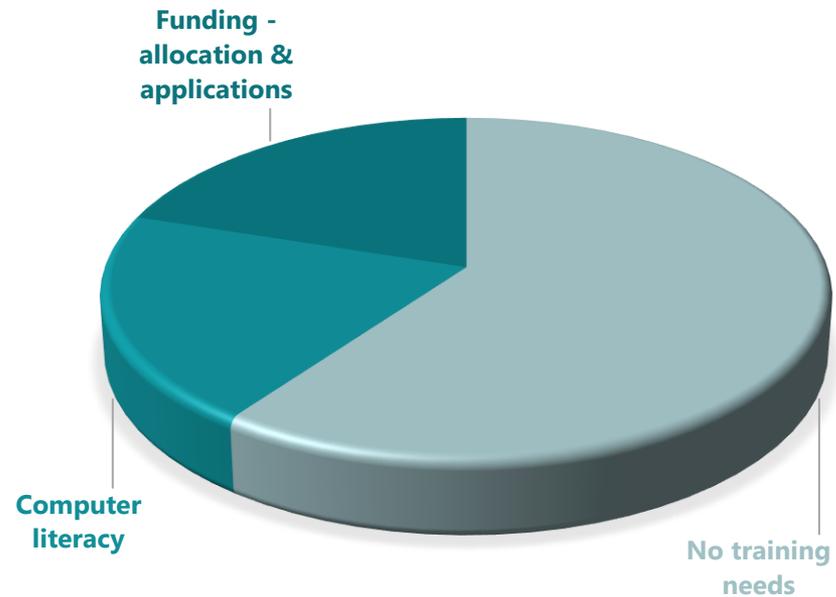
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# Skills Audit

## Trustees

### Training

Next, Trustees were asked to identify any training requirements they felt they had. It is notable that many felt they had no training requirements with only one Trustee wishing to develop skills whilst in the role.

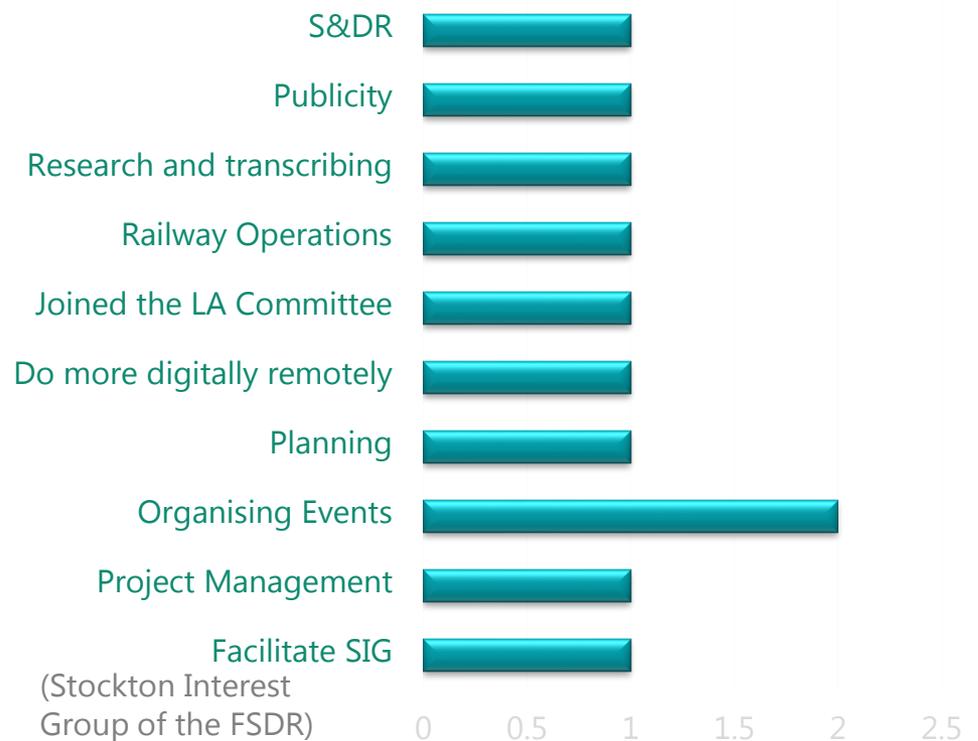


# Skills Audit

## Trustees

### Preferred areas of work

Most Trustees responded to the question of which area they preferred to work in by stating their current interest, with only one wishing to undertake other activities with the caveat stating this would only be possible with their current trustee activities being backfilled.



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# Skills Required

## Observations

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The Skills Audit has highlighted some key areas in which additional skills and knowledge should be sought to strengthen the board to help the Friends of Stockton & Darlington Railway navigate their aspirations over the next 3-5 years.

### Identified Requirements post Skills Audit exercise:

**Education** - is a **key area** to recruit a new trustee as the Friends recently lost a Trustee with a professional Education Background. This area will be critical to the Friends' future plans.

### Charity Accounts

The Treasurer requires additional training on how to present charity accounts and in due course the establishment of trading accounts depending on evolution of FSDR business.

Responding trustees have demonstrated their passion for their area of expertise and most see no reason for additional training, so with this in mind, it may be pertinent to recruit or co-opt trustees with skills in the following key areas as highlighted by the audit on page 10.

#### Legal

charity and property law

#### Income Generation

- Fundraising & Corporate giving

#### IT and Digital

#### Governance

#### Communications

- Marketing
- Social Media
- Public Relations

#### Soft Skills

- Conflict Resolution
- Influencing
- People Management

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# Skills Required

## Observations

The designation of these roles may assist in providing a more gender balanced board of trustees whilst delivering additional skills and expertise.

### Observations:

**It is disappointing that only 7 of the 11 trustees responded to the survey and this leads to the next troubling point;**

**Some trustees take on a more active role and it must be noted that whilst this is sustainable in the short term, it should not be seen as a long term solution for fear of over reliance and burn out of trustees.**

**The question must be asked, what happens if active key trustees resign or their personal or professional priorities change and they can no longer sustain that level of engagement?**

Full Trustee responses can be found in electronic Appendix 1.

# Skills Audit

## Volunteers

### Volunteering Survey

Current and prospective volunteers were asked, via social media, to complete the Volunteer Survey. The post reached 7061 people with 135 people engaged, but only returned 20 responses.

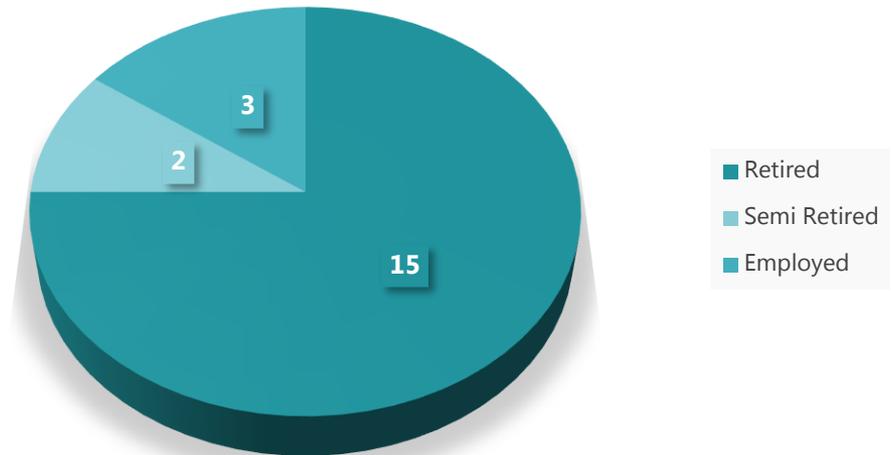
Current national trends show volunteering declining. Formal volunteering has declined by 17% and informal volunteering by 33% and further information can be found in the following survey <https://www.gov.uk/government/statistics/community-life-survey-202021-volunteering-and-charitable-giving>

As the friends rely on volunteers it is imperative that support through funding and a wider array of trustees or employed volunteer coordination is developed to take on the planned work.

In the first question, volunteers were asked to describe their current employment status.

### Employment Status

In the first question, volunteers were asked to describe their current employment status.

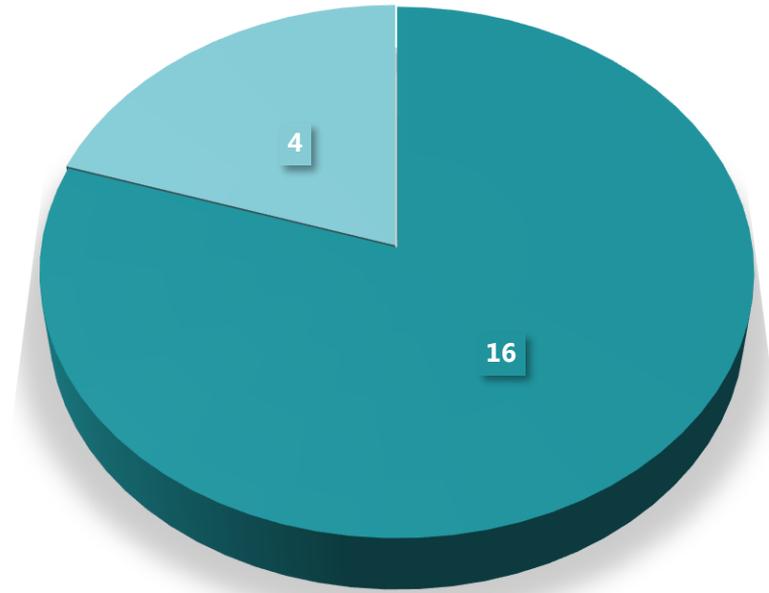


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# Skills Audit

Volunteers

Gender

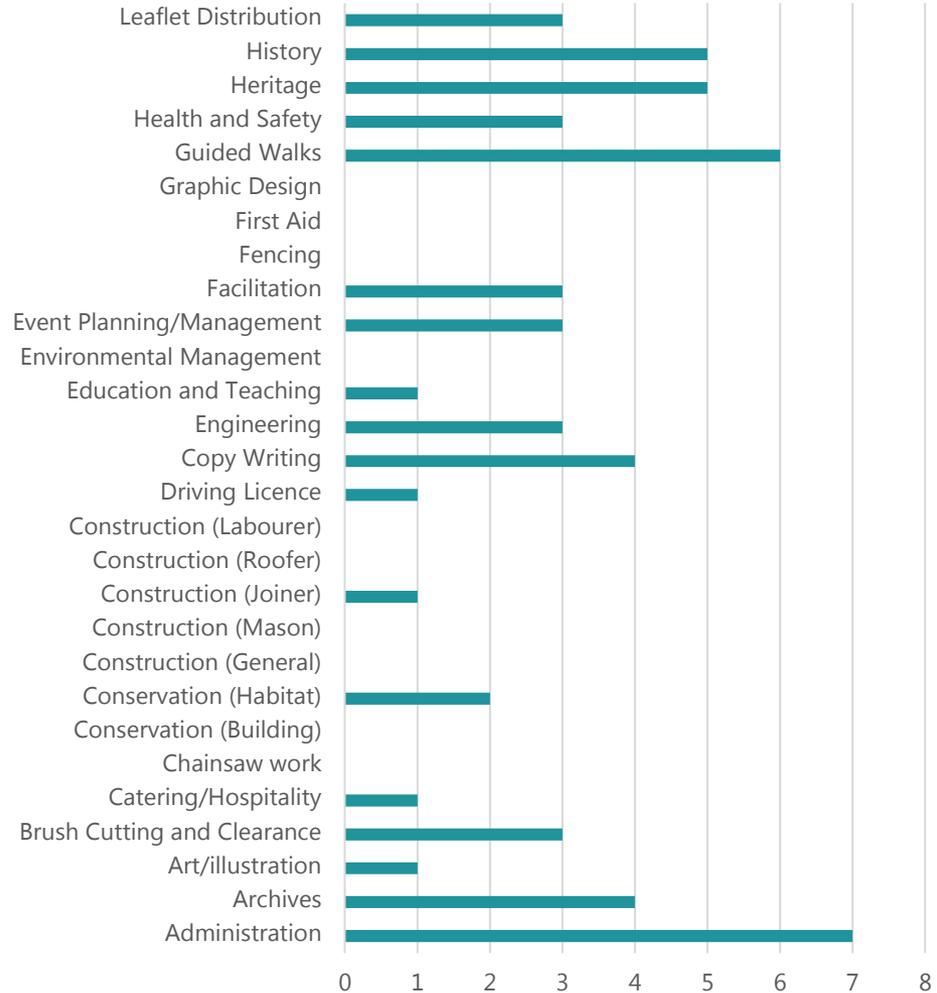


- Male
- Female

# Skills Audit

## Volunteers

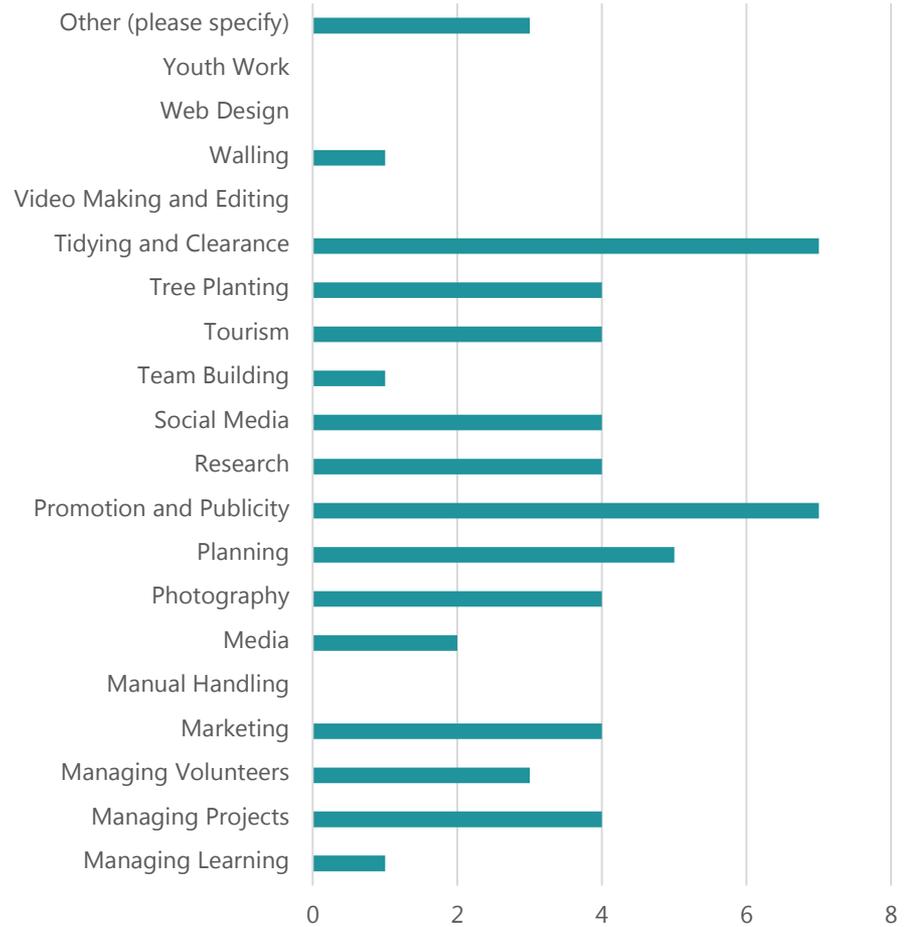
### What skills or expertise do you feel you could offer the Friends of the Stockton & Darlington Railway? Part 1.



# Skills Audit

## Volunteers

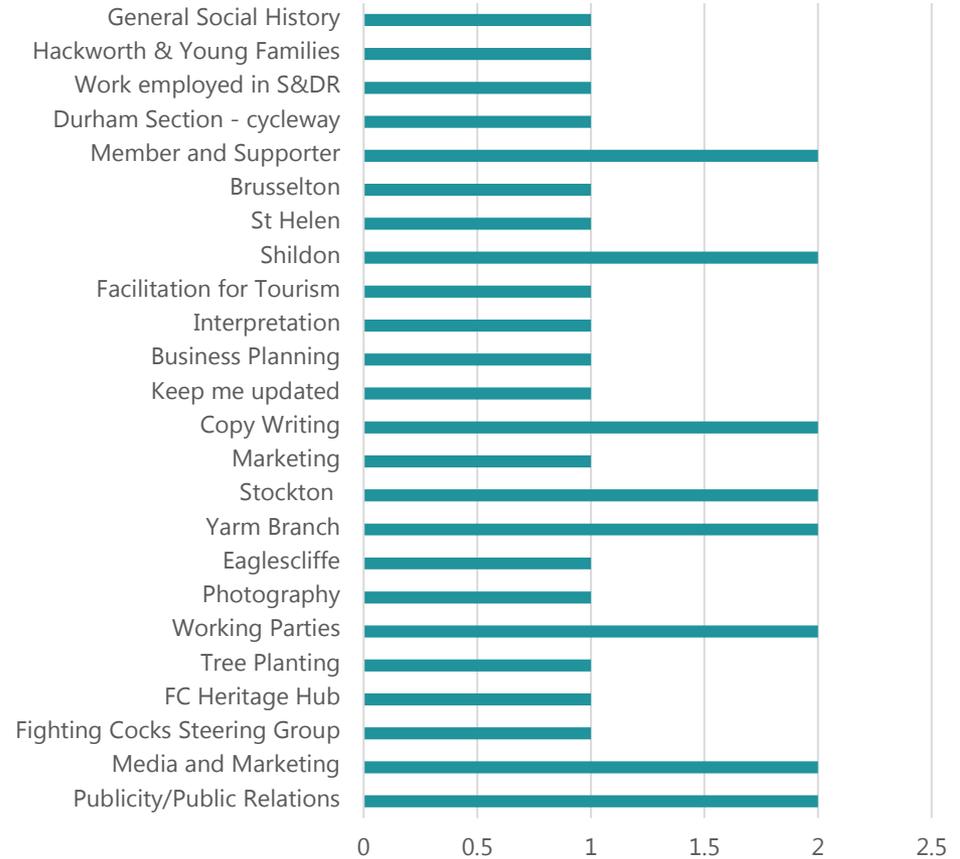
What skills or expertise do you feel you could offer the Friends of the Stockton & Darlington Railway? Part 2.



# Skills Audit

## Volunteers

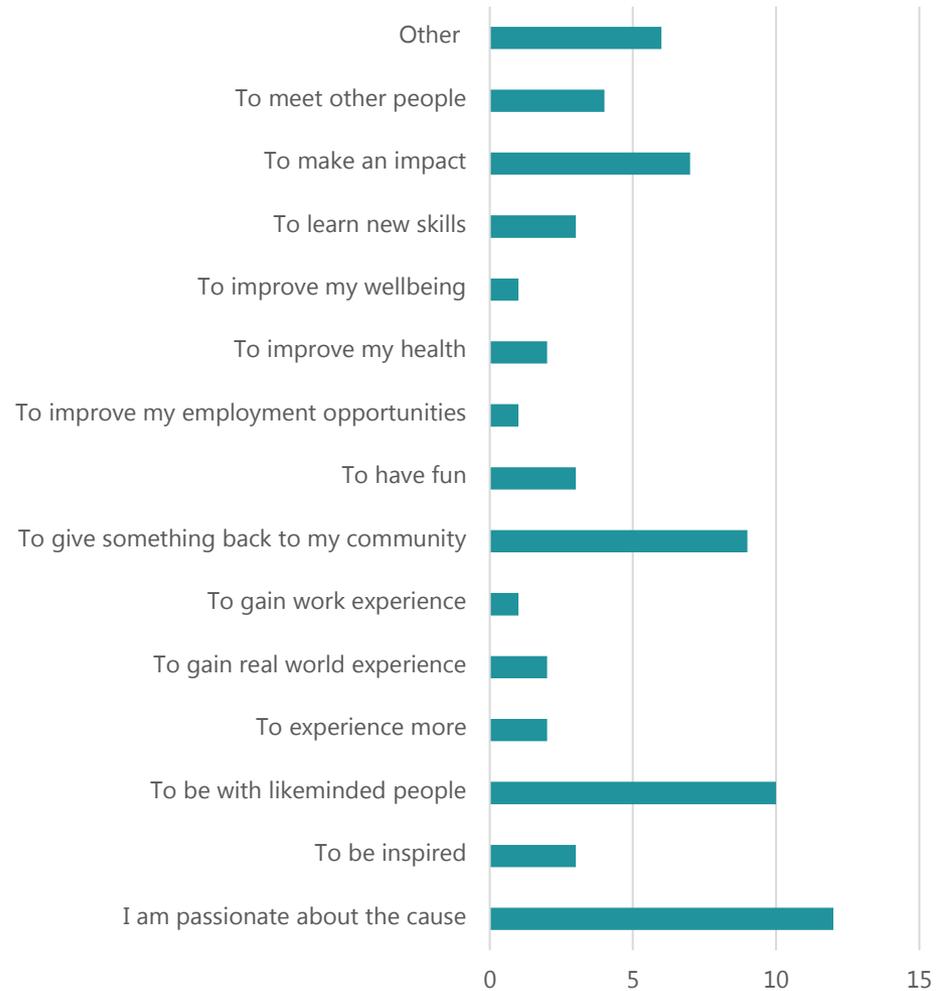
Are there any particular areas within the S&DR that you would like to be involved in?



# Skills Audit

## Volunteers

### Why have you chosen to volunteer?



# Skills Audit

## Volunteers

### Why have you chosen to volunteer? OTHER

Other reasons given for volunteering.

‘To help our town and keep people informed with correct information.’

‘I’m interested in local history.’

‘Generally interested and aware of the local railway heritage (the 'cradle of the railways'), particularly with SDR200 in mind. With my background, maybe there might be things I could assist with. Locally based.’

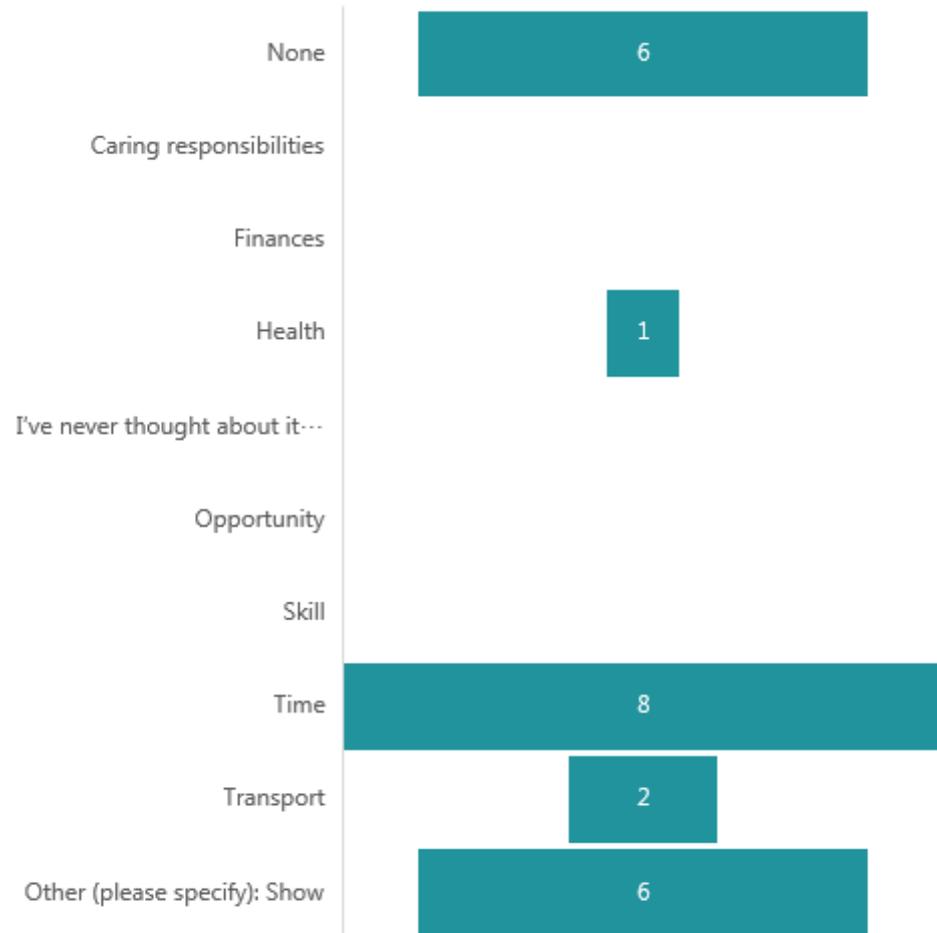
‘To support a worthwhile endeavour that has the potential to be of great benefit to our area.’



# Skills Audit

## Volunteers

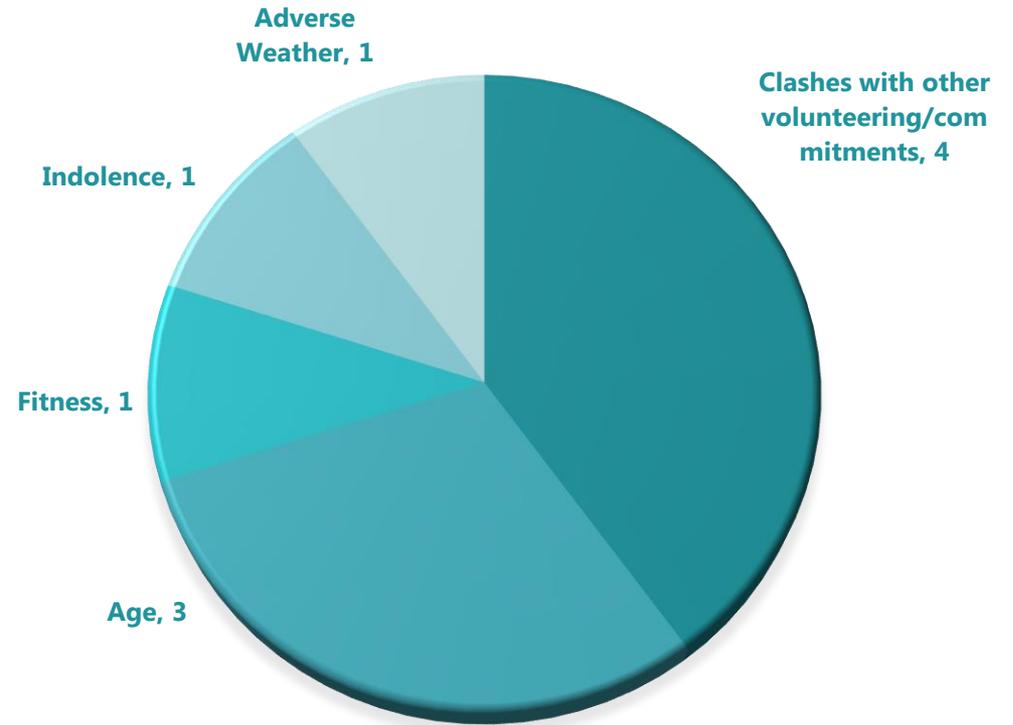
Are there any barriers preventing you from volunteering?



# Skills Audit

Volunteers

Are there any barriers preventing you from volunteering? OTHER



# Skills Audit

## Volunteers



### How we can help overcome any barriers preventing you from volunteering?

We asked if the current cohort felt that there were any barriers preventing them from volunteering.

‘Give advanced warning for any events.’

‘Allow for some drop in tasks that can be started easily and continued easily without the need for organised events. For example allow for someone to pop over to a work site and trim trees or cut back bushes on a route as long as the photograph there (sic) work and inform people of there (sic) actions.’

‘Send me press releases or brief me on what your aims are!’

‘Co-operative working with other groups I'm involved with (notably NERA)’

‘Patience’

‘Being realistic, there are plenty of other calls on my time. So any input might be limited, at least in the short-to-medium term.’

‘With no particular likelihood of success: timely reminders, moral persuasion, mild/low level harassment’

‘In reality I can only do things from home such as make comments on proposals.’

‘I have to come from Richmond by Public transport so evening meetings are difficult to attend and get back home 21.30 last bus from Darlington.’

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# Skills Audit

## Volunteers

### Any other comments 1

‘My working life was spent in Local Govt Finance and I have an accountancy qualification. I have an Honours degree in Social Science and Psychology. When I retired, I completed a 2 year course in PR and Media Studies. I am fit and well and an active member of Rotary Newton Aycliffe and the wider community. I lead a walking group every Monday (The Manic Mondays). Please use my skills as necessary before I lose them.’

‘As someone who grew up on part of the Stockton to Darlington railway ( Low Etherley incline area) it would be a great pleasure to help maintain and improve some of the route if possible. I have always wished for the path from Low Etherley to be able to go all the way to West Auckland rather than cutting out halfway due to nature baring the way. I always thought the line was a huge missed opportunity for local tourism and that although we may never see a train run along it again, it would make a great cycling and running/walking route if properly developed like the Bishop Auckland Lines.’

‘I think this is a spectacular opportunity for Darlington and our region to increase tourism, pride in and knowledge of our history, community and sense of place, and generate and sustain new opportunities for the future. It seems to me there are many knowledgeable and able people in Darlington, but they don't seem to get involved in contributing to things. Sometimes it seems the contribution is about watching developments and criticising. Perhaps they don't know how to go about getting involved. This seems to me to be a significant challenge for Darlington!’

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# Skills Audit

## Volunteers

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### Any other comments 2

'I can't wait to help you celebrate - and create a long lasting legacy.'

'Let's make 2025 totally inclusive of all geographically and demographically and make the Friends of the S&DR an organisation of international repute - but retaining humility and the ambition for continuous improvement.'

'I have been heavily involved in the clearance at Brusselton and the repairs to the bridge there for the last 7 years and more recently, in the last 2 years, to projects in Shildon. My focus now is in maintaining those areas and ensuring what has been achieved is not lost. It is not my intention to become heavily involved in further projects but am willing to offer guidance and experience where appropriate.'

'Important to recall that the ongoing pandemic, has badly disrupted the time line And step back and take a breath before moaning about something that should happened by now but has not. Dealing with D C C Parish or Town Councils will always take longer than you hope. Sticking together and support for the whole group, committees are unfortunately a necessary evil. COMMUNITY UNITY'

'I am heavily involved as archivist of the Robert Stephenson Trust, associated with Stephenson's Works in Newcastle upon Tyne which takes up a lot of time. I would be happy to be a contact if we can contribute.'

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# Skills Audit

## Volunteers

### Any other comments 3

‘Good luck!’

‘I admire your aims, your skills and abilities and I joined to support Alan Macnab in starting The Friends but I can contribute no longer, except by paying the annual subscription.’

‘Training is not included in this survey. The friends of the S&DR is hoping to provide a larger data base for research (Drop Box) and I think many of us need training on how to use it, cross reference entries etc.’

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# Skills Audit

## Observations

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Of the responding volunteers, it must be noted that **75% self identify as being retired**, but are very active in a number of local groups, with 42% stating a barrier to volunteering is ‘clashes with other meetings’. 20% state that age is a barrier for them being able to volunteer.

Of the 19 respondents there is **a good mix of skills sets** with notable skill in areas such as working parties, administration, archives, guided walks, history, copy writing, tidying and clearance, tree planting, promotion and publicity, public relations, media and marketing and interest in specific geographical areas.

**Could this wealth of knowledge and experience be managed by the trustees to ease workload in certain areas?**

There are no respondents that have construction skills, bar joinery, or youth work experience and this may provide an opportunity to collaborate with other local charities, colleges and organisations that often look for real life projects to develop skills, but would need a named contact to develop the project and enable it to happen.

It is clear that most volunteer because **they ‘are passionate about the cause’,** to be **‘with like minded people’** and to **‘give back to their community’.**

As new volunteers are recruited it would be advantageous to undertake a skills audit with each one as part of the induction process, to keep a vibrant and active volunteering group ensuring the success of the developments over the coming years.

**Full Volunteer responses can be found in electronic Appendix 2.**

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# Skills Required

The skills audit has taken a snapshot in time of how the FSDR stand as of 2021. This will be a constantly evolving picture, but the trustees need to ensure that a basic level of skills in the highlighted areas are maintained and grown as projects come on board.

After views and feedback were requested in March 2021 from S&DR Rail Heritage Board Exec members regarding the Function, Support and Governance and Accountability –the subsequent response provided clarity on how Exec members saw the FSDR developing up to and after 2025 and the role they could play in the long term care, interpretation, access and promotion of the S&DR and associated heritage. Clearly support from and partnership working with Exec members is key to realising the potential of the FSDR and the benefits of working through a registered charity firmly rooted in the communities of the line.

The detailed reply from the Exec and subsequent conversation identified some core basic principles and firm support for the FSDR, but also left open any firm vision or ultimate form and role the FSDR might play. This was largely due to the overall project not yet being sufficiently defined and an inability for partners to confirm levels of support at this time. Nevertheless, a firm agreement was reached that the FSDR had a long term and fundamental role in caring for and managing the S&DR into the future, and that this should develop gradually as need, resources and competency evolved over the next few years.

The level of skills required by the FSDR to provide its current functions and then to enhance these to occupy a more professional model as the need arises are very similar and largely a question of degree whether provided by unpaid volunteers or paid staff. In any case a list of skills needed and training needs to achieve these can be identified and are provisionally identified on the following table in no particular order.

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# Programmes of Training

## Training

FDSR has a growing list of skills sets that need to be acquired and this can be done in several ways.

- Purely Voluntary.
- Minimal Staff to support volunteer programme.
- Fully staffed to deliver agreed work programmes and support volunteers.
- Buying in additional expertise from external organisations.

Where trustees and volunteers can be up-skilled and training provided has been drawn from the Business Plan list as outlined in Section 2.

It must be noted that the Covid19 pandemic has provided opportunities and challenges in being able to research the information for this section. The challenges have been that prices for courses are very changeable and courses, especially those requiring in person attendance to learn practical skills have been cancelled or providers have disappeared entirely.

The next pages give information and links, correct at the time of research, so that up to date information can be accessed easily, when required.

# Programmes of Training

## Training

Task	Skills	Training Solution
<b>Membership services</b>	<p>Database management.</p> <p>Collection and banking of fees.</p> <p>Correspondence.</p> <p>Provision of up to date membership list as required.</p> <p>Record Keeping</p> <p>Data Protection</p>	<p>Microsoft courses</p> <p><a href="#">Training and Certification Programmes – Learn New Skills   Microsoft Resilience</a></p> <p>Reed</p> <p><a href="#">Microsoft Access Courses &amp; Training   reed.co.uk</a></p>
<b>Management &amp; Development</b>	<p>Working with S&amp;DR Exec.</p> <p>Liaising with outside bodies such as HRA, HE, HTN etc.</p> <p>Chairing of meetings.</p> <p>Review and development of business plan.</p> <p><b>Continued development of GIS held S&amp;DR database</b></p>	<p>Most of these skills currently exit within the trustees with demonstrable experience. Sound succession plan is required.</p> <p><b>External business support</b></p> <p><b>Training and development</b></p>
<b>Finance</b>	<p>Keeping of charity accounts.</p> <p>Trading accounts; Issuing and payment of invoices.</p> <p>HMRC responsibilities.</p> <p>Gift Aid claims.</p> <p>Annual Accounts &amp; Auditing.</p> <p>Monitoring of grant aid expenditure.</p>	<p>Trustees with demonstrable experience to be recruited with a sound succession plan in place.</p>

# Programmes of Training

## Training (continued)

<b>Fundraising</b>	<p>Working with Fundraising consultant to identify and develop relations with potential funders.</p> <p>Liaising with donors and grant giving bodies.</p> <p>Legacies.</p> <p>Identifying fund raising opportunities.</p> <p>Making grant applications.</p>	<p>External Consultant</p> <p>There are training providers in the NE, Cornsay Colliery, who can provide day long, light touch courses.</p>
<b>Planning and Advice</b>	<p>Monitoring and commenting on planning applications affecting the S&amp;DR.</p> <p>Inputting to strategic planning policy.</p> <p>Seeking appropriate conditions and 106 agreements.</p> <p>Working with Historic England on listing/designation.</p>	<p>Support for existing trustee planning officer and recruitment of members with demonstrable experience with a sound succession plan in place.</p> <p>Good existing expertise within FSDR to be supplemented by expert guidance from officers within the council and Historic England to be co-opted when required and if there is no conflict of interest.</p>
<b>Charitable Status</b>	<p>Trustee training.</p> <p>Annual return to Charity Commission.</p>	<p>NCVO Online Training</p> <p><a href="#">Studyzone — NCVO Knowhow</a></p>

# Programmes of Training

## Training (continued)

<b>Commercial</b>	<p>Establishment of trading company.</p> <p>Undertaking contract work.</p> <p>Development of income streams to support charitable work.</p> <p>VAT management for charities.</p>	<p>Speak to the team at Durham Community Action, who can assist but also direct to courses and free resources</p> <p><a href="#">Durham Community Action   Funding Advice   Durham Community Support   Durham Public Health</a></p>
<b>Countryside Management</b>	<p>Drystone walling.</p> <p>Hedge laying.</p> <p>First Aid training.</p> <p>Use of herbicides.</p> <p>Heavy lifting.</p> <p>Safety at work.</p> <p>Power tools.</p> <p>Litter picking/fly tipping.</p>	<p>Dry Stone Walling Association</p> <p><a href="#">Home - Dry Stone Walling Association (dswa.org.uk)</a></p> <p>First Aid</p> <p><a href="#">First Aid Training Courses   St John Ambulance (sja.org.uk)</a></p> <p><a href="#">First aid courses and training   Red Cross Training (redcrossfirstaidtraining.co.uk)</a></p> <p>Landscape – contact UTASS or Durham Wildlife Trust to see if you can 'buddy up' on training courses, due to numbers required to attend.</p>
<b>Website</b>	<p>Updating and management.</p> <p>Adding content/answering enquiries.</p> <p>Maintaining domain name and email registrations.</p>	<p>Recruit Trustee with the skills or involve a volunteer with the skills and develop a role. May be worth ensuring that anything published is seen first to ensure 'one voice' for FSDR.</p>

# Programmes of Training

## Training (continued)

<b>Social Media</b>	<p>Facebook Admin &amp; Moderation.</p> <p>Twitter/Instagram</p>	<p>Short courses on social media training are available online from here <a href="#">Measure and Optimize Social Media Marketing Campaigns   Coursera</a></p>
<b>Events</b>	<p>Organising an annual programme of events including walks and lectures.</p> <p>Publicising annual programme.</p> <p>Taking and managing bookings.</p> <p>Organising annual birthday party. HAZ festival and HoD events.</p>	<p>Trusted Volunteer overseen by Trustee</p> <p>Paid member of staff, funded by project or development funding.</p>
<b>Publications</b>	<p>Production of journal and development of publication programme</p> <p>Liaison with publishers, printers and distributors.</p> <p>Review and updating of walk booklets.</p>	<p>Trusted volunteer managed by Trustee.</p> <p>There were a number of trustees identified with this skill set and wanting to be involved.</p>

# Programmes of Training

## Training (continued)

<b>Research and Archives</b>	<p>Developing an S&amp;DR research Strategy.</p> <p>Develop a collection policy</p> <p>Digitisation of archive material</p>	<p>Both trustees and volunteers have these skills currently.</p>
<b>Secretarial</b>	<p>Taking and circulating minutes.</p> <p>Insurance requirements and policies.</p> <p>Risk Assessments for events and volunteer activities.</p> <p>Focal point for correspondence.</p> <p>Arranging and agreeing license and leases for conservation work and occupying land and buildings.</p>	<p>Trustee.</p> <p>If additional training is required, the NCVO website have some online courses regarding point 1.</p> <p>It may be an advantage to have one key person with some support given by other trustees or volunteers, but retaining the overview.</p> <p>Secretariat support from a associate agency?</p>

# Programmes of Training

## Training (continued)

<p><b>Safeguarding and Inclusion</b></p>	<p>Producing a safeguarding and inclusion policy.</p> <p>Identifying the need for enhanced DBS checks and undertaking when relevant.</p>	<p>Bishop Auckland and Darlington Colleges do a short, online course on Safeguarding at Level 2.</p> <p>Enhanced DBS checks should be undertaken by anyone working with young people or vulnerable adults. These should be completed and returned, prior to anyone undertaking this type of work.</p>
<p><b>Education</b></p>	<p>Developing a range of educational materials for primary, secondary, tertiary and lifelong learning needs.</p> <p>Attending and providing training sessions for teachers.</p> <p>Keeping up to date with KS/curriculum contents.</p>	<p>Volunteers are great in supportive roles in this area but need to be led by someone in role.</p> <p>Paid member of staff. Funded post via project or specific role funding.</p>
<p><b>Volunteering</b></p>	<p>Recruitment and retention of volunteers.</p> <p>Coordinating and arranging a programme of volunteering events along the line.</p>	<p>Paid member of staff in a funded post and could be the same role as the Events profile?</p>

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# Programmes of Training

## Useful links

Subscribe to local and sector specific networks to access training and support, such as:

- Durham Community Action - <https://www.durhamcommunityaction.org.uk/dca-training.html> DCA are running FREE online training during 2021 in Volunteer management (legal, recruitment, boundaries), community engagement, strategic planning (safeguarding, GDPR, Risk, trustee responsibilities and good governance), operational and financial management (grant funding, finances)
- Durham Area Action Partnerships <https://www.durham.gov.uk/article/1960/About-AAPs>
- Museum Development North East - <https://museumdevelopmentne.org.uk/support> with online resources to improve and coordinate enterprise, schools, audiences, marketing, volunteer benefits, collections care, and accreditation.
- Voluntary Organisations Network North East - <https://www.vonne.org.uk/events> with wide ranging training, peer support, and resources available from VONNE and member organisations
- Heritage Railway Association UK <https://www.hra.uk.com/> outside of Covid HRA offer peer learning through their 'Mutual Improvement Classes'

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# Programmes of Training

## Useful links (continued)

- The Big Lottery Fund supported the development of a free e-learning course for charity trustees which is available online here: <http://trusteelearning.org/courses.php>
- Trustees Week – an annual week to support charity trustees have a collection of training and resources from members including NCVO, Institute of Fundraising, Small Charities Coalition, available on their website <http://trusteesweek.org/training/>
- Localities are the national body who support community organisations, they have a series of free resources for community organisations <https://locality.org.uk/services-tools/resources/resources-for-community-organisations/>

Review and evaluate the progress made, perhaps by retaking the Resilient Heritage Strength Checker, or perhaps by using a more in-depth tool such as the Charity Governance Code <https://www.charitygovernancecode.org/en>

# Volunteer Policies



## Volunteer Engagement Framework

FSDR has produced a framework for volunteer engagement during the lifetime of their Regional Capacity Building Grant, provided by Historic England and whilst working on the S&DR HAZ.

The Friends of the Stockton & Darlington Railway, in partnership with the HAZ Project Manager will coordinate engagement activities that will raise the awareness of the S&DR HAZ. This will provide opportunities for communities along the 26 miles and beyond, to engage and work with the Heritage Action Zone through the delivery of a wide range of events, educational activities and focused heritage crime initiatives. An indirect benefit of this may be the on-going engagement of beneficiaries in a volunteering capacity, which will complement any targeted volunteer recruitment work that is undertaken as part of this project. It is hoped that this will:

- Increase the number of volunteers in priority areas to reduce instances of heritage crime
- Deliver volunteer involving educational activities across all ages to increase understanding and importance of the S&DR
- Create and support emerging community groups and volunteers at key locations
- Increase and diversify FSDR volunteer base.

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# Volunteer Policies

## Volunteer Engagement Framework Aims

The overarching aim is to ensure that volunteer involving activity is culturally embedded within the FSDR to ensure activity sustainability is achieved beyond the lifetime of the HAZ. The aims of the Volunteer Engagement Framework are reflected below.

1. Increasing accessibility opportunities for heritage volunteering by people of all ages, abilities and backgrounds to increase diversity.
2. Increasing the number, quality and diversity of heritage volunteering opportunities.
3. Develop a volunteering recruitment programme that offers flexible opportunities for a variety of interests and abilities, with clear processes and appropriate resources in place.
4. Creating specific volunteer roles and providing tailored opportunities, as well as complementary training and support for volunteers within the S&DR programme.
5. Offer taster sessions or shadowing opportunities, as a way to encourage new volunteers or develop the skills base of existing volunteers.
6. Strengthen and develop partnership-working relationships with other volunteer involving organisations to share best practice, and resources if appropriate.

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# Volunteer Policies

## Volunteer Engagement Framework Aims (continued)

7. Provide training opportunities through a programme of demonstrations, lectures and events.
8. Work with business partners to develop a programme of corporate volunteering opportunities.
9. Provide opportunities for public health benefits through green exercise, social and health prescribing noting recent research by Historic England on 'Heritage at Risk, Volunteering and Wellbeing (2002).

Efforts will be made to ensure that volunteering opportunities are accessible to all; this will include some targeted engagement work with specific cohorts of the population over the lifetime of the project. This may include (but will not be limited): to older people, children, young people and families, areas of economic disadvantage, existing resident groups, Parish Councils, existing management groups, land and property owners, local history groups and other communities of interest. The project will also specifically seek to work to engage with the local traveling community at St Helen Auckland and along the line.

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# Volunteer Policies

## Volunteer Engagement Framework Milestones

A number of key milestones have been developed which will be supported by the principles outlined in this framework. These are as follows;

### Year 1.

- Standardised administrative and support systems for all volunteers in place.

### Year 2.

- Standardised recruitment process and single point access for volunteers established.
- Website volunteers component live on FSDR website
- 20 new volunteers recruited to the programme
- Two monument support groups at Etherley and St Helen Auckland established.
- Role of Volunteer Manager post considered within FSDR.

### Year 3.

- Coherent volunteering programme in partnership with other agencies established post HAZ.
- FSDR support and training programme for volunteers established.
- Monument support group for Darlington established

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# Volunteer Policies

## Developing Volunteering Strategy and Policies

As an organisation grows it is useful to establish agreed policies to ensure goals, approaches and standards are clear, consistent and achievable.

**Sistema Scotland**, a music charity for disadvantaged children, has provided a useful primer on the **Volunteer Scotland** website for developing a volunteer strategy, explaining what a strategy is, highlighting examples from other organisations, pointing to helpful resources, and explaining the development process. The case study can be found here: [Developing an effective volunteer strategy \(volunteerscotland.net\)](http://volunteerscotland.net) (note: some of the links to highlighted strategies no longer work, so later versions or correct links are below where possible).

Some organisations identified by Sistema Scotland which have strategies that might be useful to refer to include:

- Prostate Cancer UK volunteer policy: [volunteer-policy-may-2018.pdf \(prostatecanceruk.org\)](http://prostatecanceruk.org)
- Kingston Hospital volunteer strategy: [Enc-I-Volunteering-Strategy.pdf \(kingstonhospital.nhs.uk\)](http://kingstonhospital.nhs.uk)
- Edinburgh Compact (a partnership of public and Third Sector organisations) – volunteer strategy and action plan [Inspiring Edinburghs Volunteers Strategy And Action Plan 2012-2017.pdf \(edinburghcompact.org.uk\)](http://edinburghcompact.org.uk)

Other useful volunteer strategies which are publicly available include the Royal Parks [180626 DRAFT Volunteering Strategy.indd \(royalparks.org.uk\)](http://royalparks.org.uk)

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# Volunteer Policies

## Sources of Support and Guidance

### Heritage Volunteering Group

Membership of the Heritage Volunteering Group can provide a valuable network of support and advice from professionals across the heritage sector, from community organisations and charities, to large national bodies. Through conferences (next conference is 6 and 7 July 2021), forums, web resources, social media channels and more, the HVG seeks to encourage best practice to ensure a positive experience for both volunteers and their managers.

Heritage Volunteering Group: [HVG – Heritage Volunteering Group](#)

### National Council for Voluntary Organisations

This national support organisation provides a wealth of advice and guidance on all aspects of volunteering, both from the perspective of managers and from that of volunteers. Its NCVO Knowhow site provides material on safeguarding, governance, managing a team and more, as well as a range of case studies.

NCVO: [NCVO – Home](#)

NCVO Knowhow: [Home — NCVO Knowhow](#)

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# Volunteer Policies

## Sources of Support and Guidance (continued)

### Volunteer Scotland

Volunteer Scotland provide training, guidance and extensive materials relating to research and evaluation of volunteering. Although some material is specific to Scotland, other resources are useful across the UK.

Volunteer Scotland: [Volunteer Scotland | Help Make a Difference through Volunteering](#)

### National heritage bodies: National Trust, English Heritage and National Trust for Scotland

Volunteering opportunities are widespread in the heritage sector across the United Kingdom, and some of the largest organisations rely heavily on volunteers throughout the year. These organisations all provide useful information to prospective volunteers helping to manage expectations, enthuse and allay any concerns, but their work and experience can provide helpful pointers in developing an approach to volunteering.

The **National Trust** has developed a toolkit to help managers of volunteers with planning, recruiting and providing induction for volunteers. This pack takes a step-by-step approach, helping managers to reflect on what they need from a role, who they would ideally like to fill it, and how they can recruit for it; once a position has been filled, it then

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# Volunteer Policies

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## Sources of Support and Guidance (continued)

provides guidance on induction for new volunteers, ensuring that both parties understand the expectations and feel confident.

[https://www.google.co.uk/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUKEwj16\\_rb0NjwAhUE3lUKHskzCWAQFjAFegQIGRAD&url=http%3A%2F%2Fwww.tcv.org.uk%2Fwp-content%2Fuploads%2F2014%2F11%2FRecruit-and-Selection-Participant-Workbook-NT.docx&usg=AOvVaw2LZdt-806VEYuY-Rslc4HB](https://www.google.co.uk/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUKEwj16_rb0NjwAhUE3lUKHskzCWAQFjAFegQIGRAD&url=http%3A%2F%2Fwww.tcv.org.uk%2Fwp-content%2Fuploads%2F2014%2F11%2FRecruit-and-Selection-Participant-Workbook-NT.docx&usg=AOvVaw2LZdt-806VEYuY-Rslc4HB)

**English Heritage's** volunteer policy sets out in a simple one-page format their commitment to and expectations of volunteers – this enables people interested in volunteering to see that the organisation has taken their safety, well-being and rights into consideration, but also demonstrates that by becoming a volunteer they too are making a commitment to the organisation. The policy does not go into detail about specific policies (e.g. Health and Safety), as these are policies which would be developed independently of, but with reference to, volunteering.

<https://www.google.co.uk/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKEwif7sjCiNvwAhVzQxUIHfpTCZcQFjABegQIBBAD&url=https%3A%2F%2Fwww.english-heritage.org.uk%2Flink%2Fd6c99f6f3e714cdeae337e0bbcdfec1.aspx%23%3A~%3Atext%3DAs%2520a%2520volunteer%2520you%2520can%2520expect%2520that%25E2%2580%25A6.%26text%3DYou%2520will%2520be%2520provided%2520with%2Cto%2520fulfill%2520your%2520volunteer%2520role.%26text%3DYou%2520will%2520be%2520volunteering%2520for%2Cyour%2520experiences%2520as%2520a%2520volunteer.&usg=AOvVaw3zryqmVvNnP7Hg8wyuCHBr>

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# Volunteer Policies

## Sources of Support and Guidance (continued)

Pre-empting questions through a ‘Frequently Asked Questions’ section on the website can also be a useful way of highlighting particular skills that might be useful, level of commitment required, the organisation’s commitment to equality of opportunity, potential benefits, or allaying concerns (e.g. whether volunteering is compatible with a full-time job or if the person is in receipt of social security payments). The **National Trust for Scotland** has an FAQs section on its website which outlines common questions volunteers have and provides clear, simple answers.

<https://www.google.co.uk/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKEwjajvHJitvwAhW9D2MBHUXXD-gQFjAlegQIFBAD&url=https%3A%2F%2Fwww.nts.org.uk%2Fvolunteering-jobs%2Ffind-a-volunteering-opportunity%2Fvolunteer-faq&usg=AOvVaw2tk6svzTd22xGlxC8qjISL>

During 2020/21 **Historic England** has developed its strategy relating to how the historic environment could contribute to wellbeing. As part of this initiative, it commissioned the University of Lincoln to undertake the Heritage at Risk and Wellbeing (HARAW) project to explore the relationship between wellbeing and volunteering in activities dealing with assets on the [Heritage at Risk Register](#), which identifies those sites that are most at risk of being lost as a result of neglect, decay or inappropriate development. The HARAW work has thrown new light on the ways in which heritage volunteering is associated with wellbeing and has identified achievable objectives for the future which will help people, places and our understanding and appreciation of the preserved past. [Heritage at Risk, Volunteering and Wellbeing | Historic England](#)

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# Volunteer Policies

## Incentives and benefits

Partnering with a local rail service could enable greater benefits to be offered to volunteers, and also encourage volunteers for the FSDR to support other lines and stations, building a bigger community of support and extending the reach of the organisation; for example, ScotRail's volunteering scheme where people support the maintenance of local stations has benefits including free train travel to the station when volunteering, a pair of standard return tickets, and a quarterly prize draw for an annual rover pass.

ScotRail: [Volunteering with ScotRail](#) | [ScotRail](#)

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# Volunteer Policies

## Young people, diversity (socio-economic, ethnicity, disability, etc.) and supporting older volunteers

### Stockton and Darlington Railway Youth Team

This is already an excellent example of engaging committed young people in a mutually beneficial programme; developing further youth initiatives for the FSDR can demonstrate to funders that there is a focus on the future and building a new audience for rail heritage. Working closely with Learning teams at local heritage attractions such as Locomotion could also be beneficial in reaching younger audiences.

[Bishop Trains Rail Travel Centre \(ba-rail.co.uk\)](http://ba-rail.co.uk)

### Volunteer Centre for East Sussex

The Volunteer Centre for East Sussex has produced a document to help organisations think through the steps that may be required to diversify their volunteer base, whether that be engaging people with financial challenges, those from ethnic minority backgrounds, people with additional access needs, or other real or perceived barriers.

[Essential-Guide-to-Recruiting-Diverse-Volunteers.pdf \(vces.org.uk\)](https://www.vces.org.uk/essential-guide-to-recruiting-diverse-volunteers.pdf)

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# Volunteer Policies

## Young people, diversity (socio-economic, ethnicity, disability, etc.) and supporting older volunteers (continued)

### Centre for Ageing Better

A 2020 guide produced by the Centre for Ageing Better focusing on how to better engage volunteers who are over 50 makes five key recommendations:

- **Connect and listen** – take time to understand people’s individual circumstances
- **Focus on what matters to people** – explore the different ways they want and are able to contribute
- **Play to people’s strengths** – make the most of people’s diverse abilities and skills
- **Remove barriers** – take steps to provide the support individuals need, including for things like lack of confidence or self-esteem
- **Be flexible** – create a range of opportunities to suit different people and changing circumstances.

[New guide launched to help community organisations diversify and future-proof their volunteer base | Charity Today News](#)

### Volunteer Rights

[Volunteer opportunities, rights and expenses - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

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# Volunteer Policies

## Additional resources in electronic Appendix 3

### Railways

West Somerset Steam Railway Trust – volunteer policy

Crofton Park Railway Garden – volunteer policy

Severn Valley Railway – volunteer staff handbook

Princess Royal Class Locomotive Trust – volunteer policy

Heritage Railway Association – working with young volunteers

Avon Valley Railway – guide to volunteering

### Museums

\*Full suite of Birmingham Museums Trust policies (Recommended)

Geffrye Museum – volunteer handbook

### General

Heritage Volunteers Organisers Scotland (HVOS) TOOLKIT

The liV Standard

Volunteer Led Volunteer Management

Example Volunteer Agreement

# Partnership working opportunities



## Current Partnerships

Along the 26 miles of original line (plus the branches), there are already a number of established groups or mechanisms through which the objectives of the S&DR project might be achieved for objectives such as litter picking, removing fly tipping waste, graffiti removal, tree planting and general environmental improvements. Rather than reinvent the wheel, the FSDR have worked with many of these groups and should continue to foster and develop relationships as a more inclusive and practical way of achieving things.

## Local authorities

Maintain and provide services to support litter picking, graffiti removal and fly tipping.

## Durham

Find and Fix Team.

T: 03000 26 0000

W: <https://www.durham.gov.uk/findandfix>

E: [findandfix@durham.gov.uk](mailto:findandfix@durham.gov.uk)

Durham County Council, Chilton Industrial Estate, Chilton  
County Durham, United Kingdom. DL17 0SD

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# Partnership working opportunities

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## Current Partnerships (continued)

### Darlington

Arranged through countryside ranger service

Pippa Smaling, Ranger

Darlington Borough Council, Clock Tower Lodge, South Park  
Parkside, Darlington. DL1 5TG

T: 01325 406719 M: 07977982090

E: [Pippa.smaling@darlington.gov.uk](mailto:Pippa.smaling@darlington.gov.uk)

### Stockton

Supports community litter picking groups and provides services for larger issues such as fly tipping etc. <https://www.stockton.gov.uk/our-places/litter-street-cleaning-and-fly-tipping/>

You can report issues in confidence regarding fly tipping, litter and graffiti plus non-urgent issues via our [Do it Online](#) page.

You can also report by phone 01642 391959 or email [careforyourarea@stockton.gov.uk](mailto:careforyourarea@stockton.gov.uk)

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# Partnership working opportunities

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## Current Partnerships (continued)

### Town and parish Councils, local groups

**Shildon Town Council** have provided grass cutting at the Brusselton Incline, arranged through the Town Clerk.

**Middleton St George Parish Council.** Partnership working on litter picks etc. arranged through the Parish Clerk.

**Clean up St. Helen Auckland and West Auckland Group.** Arranged through FB and has helped with work along the line already.  
<https://www.facebook.com/groups/238185408038344/>

### Other trusts and charitable bodies

Along the line there are a number of groups who have overlapping objectives with the S&DR for care of the environment.

### Wear Rivers Trust

Close partnership around the River Gaunless and West Auckland/St Helens to engage community, including GRT groups to care for and appreciate their local environment. Opportunities for further work together building on links around the River Gaunless.

Belmont Business Park, Finchale House, Durham DH1 1TW

T: [07759261884](tel:07759261884)

E: [admin@wear-rivers-trust.org.uk](mailto:admin@wear-rivers-trust.org.uk)

W: <https://wear-rivers-trust.org.uk/>

Contact: Peter Nailon, Director.

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# Partnership working opportunities

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## Current Partnerships (continued)

### Darlington Forest Project

Charitable body undertaking tree planting schemes in Darlington, worked with FSDR to put in planting scheme along Tornado Way.

<https://www.darlingtonforestproject.org.uk/>

Roz Henderson. M: 07967 213584; E: [roz-henderson@outlook.com](mailto:roz-henderson@outlook.com)

### Bishop Line Community Rail Partnership

The Bishop Line is the railway line which runs between Bishop Auckland and Darlington. With six stations along the line, including Darlington's main line station, the Bishop Line serves commuters, shoppers and day travellers alike.

<https://www.bishopline.org/>

CRP Officer Felicity Machnicki M:07917 040 680  
E:[felicity.machnicki@darlington.gov.uk](mailto:felicity.machnicki@darlington.gov.uk)

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# Partnership working opportunities

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## Potential Partnerships to explore

### Darlington Cares

Darlington Cares offers a coordinated approach to corporate social responsibility by utilising the skills, expertise, knowledge and volunteering resources of local businesses and their employees. These are matched to bespoke volunteering projects or existing community groups and charities.

Volunteering projects are delivered across three key areas:

- Education
- Environment
- Social Justice

**T:** 01325 406090

**E:** [seth.pearson@darlington.gov.uk](mailto:seth.pearson@darlington.gov.uk)

Darlington Building Society, Sentinel House, Morton Road,  
Darlington, County Durham. DL1 4PT

### Groundwork NE & Darlington

Passionate about creating a future where every neighbourhood is vibrant and green, every community is strong and able to shape its own destiny and no-one is held back by their background or circumstances.

**T:** 01388 662666

**E:** [north.east@groundwork.org.uk](mailto:north.east@groundwork.org.uk)

Unit 14 Parsons Court, Welbury Way, Aycliffe Business Park, Newton  
Aycliffe, DL5 6ZE

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# Partnership working opportunities

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## Potential Partnerships to explore (continued)

### Reach Volunteering

We help charities and other non-profits find the skills they need to thrive. Every year hundreds of charities recruit volunteers through our service. These volunteers share their skills as trustees, advisors or mentors, carrying out short term projects or ongoing operational roles. Our goal is to create a step change in the quality, range and scale of skills-based volunteering and trusteeship in the UK.

[I am an organisation | Reach Volunteering](#)

### VONNE

VONNE is the support body for the voluntary, community and social enterprise sector (VCSE) in the North East of England. We represent over 700 member charities, voluntary organisations, community groups, networks and social enterprises from across the region with further reach through our many networks. Why not join us and [\*\*become a member\*\*](#)

### The Conservation Volunteers (TCV)

Used to be very active in the North East but appear to have no active groups currently – worth exploring.

[Information About TCV](#)

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# Partnership working opportunities

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## Potential Partnerships to explore (continued)

### Community Payback

<https://www.gov.uk/nominate-community-payback-project>

### National Citizen Service

[NCS | No We Can | National Citizen Service \(wearencs.com\)](#)

### Durham Community Action

Provides support and training for volunteers who are actively providing local services, such as managing community buildings, running self-help groups, contributing as trustees with local charities, or co-ordinating local clubs and groups. We also collaborate with other organisations and agencies that recruit and benefit from the work of volunteers.

We support organisations, large and small, to help them recruit volunteers and to provide them with advice on policies and procedures, so that volunteers and organisations can flourish. Our help includes coordination and provision of background information, training, checks, policies and procedures that organisations and volunteers need to operate and to thrive.

T: 01388 742040

E: [info@durhamcommunityaction.org.uk](mailto:info@durhamcommunityaction.org.uk)

9 St Stephen's Court, Low Willington Industrial Estate  
Willington, Crook, Co. Durham. DL15 0BF

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# Partnership working opportunities

## Corporate and Social Responsibility

Companies who pay staff to volunteer – main contact HR

<https://www.latimerhinks.co.uk/who-we-are/social-responsibility>

<https://www.stiller.co.uk/about-us-2/> - transport company close to the railway

Tarmac quarry at Thrislington near Ferryhill

<https://www.banksgroup.co.uk/corporate-responsibility/community/>  
they have an office near Ferryhill

Nationwide – various local branches, and give 2 paid volunteering days per annum.

Accenture – 3 offices in Newcastle but they may have staff more local and allow employees 3 corporate volunteering days.

Sage – again in Newcastle but with staff locally and allow 5 paid days for staff to volunteer.

EE, based at Darlington also pay staff to volunteer.

EBAC, based at Newton Aycliffe used to pay staff to volunteer but I can't find evidence that this is still the case.

Howdens Joinery, based on Newton Aycliffe Business Park

Hitachi, Newton Aycliffe – I have asked if they allow employees to volunteer but had minimal response.

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# Partnership working opportunities

## Other useful links

### Governance Best Practice

<https://knowhow.ncvo.org.uk/governance/governance-structure-and-roles>

<https://knowhow.ncvo.org.uk/governance/studyzone/board-appraisal-toolkit>

### For volunteers

Legal requirements: <https://www.gov.uk/guidance/how-to-manage-your-charitys-volunteers>

Volunteer management: <https://beta.ncvo.org.uk/help-and-guidance/involving-volunteers/>

<https://beta.ncvo.org.uk/help-and-guidance/involving-volunteers/>

### For Demonstrating the Value and Benefits of Volunteering

<https://historicengland.org.uk/whats-new/research/heritage-at-risk-volunteering-and-wellbeing/?fbclid=IwAR3jhIWFeQx35LPwv9iRIImkp-J82Ud6KMUMj2KUv9HQ6b5Ic1xPWZVwPp8c>

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# Appendices

## Provided electronically

Appendix 1	Trustee Questionnaire Trustee Responses
Appendix 2	Volunteer Questionnaire Volunteer Responses
Appendix 3	Volunteer Strategies and Policies



Friends of Stockton & Darlington Railway and  
Andie Harris Associates Ltd.

