

RHEILFFYRDD FFESTINIOG AC ERYRI  
FFESTINIOG & WELSH HIGHLAND RAILWAYS

# Values & Behaviours







## INTRODUCTION

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We are well known for our remarkable railways, but it is the tremendous reserves of knowledge and dedication amongst our staff both paid and volunteer that makes the Ffestiniog and Welsh Highland Railways really stand out.

We feel that, when people join the Ff&WHR, we need to be in a position to quickly answer the following major questions:

- What sort of organisation is this?
- What is important to the organisation?

We have all tried to answer these questions from time to time.

The following document aims to capture what matters to us right across our organisation, and to map out how we expect people to behave. The central panel in each case shows what we consider to be effective behaviour, and there are illustrative examples of too much or too little emphasis on particular courses of action.

These values come not only from the Company Board or the Ff&WHR Trustees but from everyone in our organisation. We have been collecting opinions and suggestions for more than a year, from a very broad cross-section of our people, both volunteer and paid staff, long-serving or newcomer. These are now reflected in this document for everyone to see.

People often mention the Ffestiniog & Welsh Highland Way of doing things. This document aims to capture that 'way'. We hope it is useful, believe that it is important to our future success, and expect it to be used as a clear guide as to how everyone should behave in their work for the Ff&WHR.

*John Prideaux*  
Chairman

*Paul Lewin*  
Director and General Manager



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## SAFETY

### TOO LITTLE

- Standards drift
- Short cuts are taken
- Practices are not kept up to date
- Staff and assessors are inadequately trained
- Issues are under-estimated
- Options are chosen for cheapness rather than effectiveness

### OUR WAY

- We thoroughly assess risks
- We prioritise our actions
- We learn from others' mistakes
- We accept external advice and input to avoid problems
- We communicate openly
- We always strive to do things in safer ways
- We ensure staff have relevant health and safety training

### TOO MUCH

- Safety issues are overstated and inhibit progress
- Priorities are skewed – 'safety' criteria are used to achieve non-safety goals
- Safety management document system heavy, at the expense of actual 'shop floor' safety



## COLLECTIVE RESPONSIBILITY

← TOO LITTLE

- Lack of support for colleagues
- Departments working against each other
- Projects half finished
- Unauthorised projects
- Blame culture
- Non-support of company policy
- Not listening to the views of the people involved
- Ignoring company policies
- Presenting a personal view as that of the company

OUR WAY

- Freedom of speech internally
- Problems dealt with internally
- Unity of message externally
- Stand together in a crisis
- Shared responsibility for decisions made and actions taken
- Thorough research
- Inter-departmental collaboration
- Respect all views when creating policies
- Use company policy in decisions, working practices and external communications

TOO MUCH →

- Micro management
- Blocks initiative
- Important issues not questioned
- Too many people get involved with internal problems
- Views of the people taken but ignored



## OUR PEOPLE

### TOO LITTLE

- People aren't awarded suitable recognition for significant contribution
- There is no operational flexibility, no volunteer appeal, and therefore no fun
- Volunteers are unable to contribute meaningfully to projects
- Projects are 'ring fenced' and the individuals involved do not pass on their experience to the next volunteering generation
- New employees and volunteers left to fend for themselves

### OUR WAY

- We appreciate, acknowledge and reward our loyal staff, both volunteers and employees together, for a job well done
- We value and encourage work carried out by groups
- We are enthusiastic railwaymen, not railway enthusiasts, and gain satisfaction from a job well done
- We have flexible projects which acknowledge volunteer and employee input and skill sets, and provide appropriate training
- We share work, experience, and ideas to enthuse younger people
- We support each individual

### TOO MUCH

- The demands of volunteers outweigh the value of their input to the organisation
- Group projects divert attention from the core purpose of the company
- Work being done by volunteers is left incomplete and momentum is lost
- The younger generation is not allowed autonomy after training



## LEADERSHIP

### ← TOO LITTLE

- Subordinates' contributions aren't recognised
- Leaders are seen as 'distant'
- Outcomes are not in line with F&WHR priorities
- Outcomes are inconsistent
- Team needs are ignored
- Communication with staff is poor
- Staff skills sets aren't utilised to their full potential
- There is an unwillingness to modernise or innovate
- Accepting poor performance

### OUR WAY

- We set clear objectives
- We motivate, encourage, enthuse and appreciate
- We delegate where appropriate
- We operate in a consultative environment
- We respect people and their views
- We are fair and consistent
- We communicate effectively
- We work in a visible and open minded manner
- We promote team work
- We promote recognising and nurturing leadership talent

### TOO MUCH →

- Excessive pressure is applied to staff
- Targets are set with unrealistic expectations
- Staff are micro-managed
- Leaders control junior staff through fear
- The prevailing ethos is dictatorial
- Staff are not treated equally
- The views of staff and volunteers are ignored





## PROFESSIONALISM

### TOO LITTLE

- Staff do the bare minimum
- Staff ignore questions and others' opinions
- Staff don't take pride in their jobs
- Staff forget that the public see and hear what is going on
- Individuals are discriminated against
- There is a 'blame culture'
- There is an atmosphere of poor etiquette and bad attitudes

### OUR WAY

- We have a positive "can do" attitude
- We 'go the extra mile'
- We provide a good first and lasting impression
- We are business-minded, with a pioneering edge
- We have a culture of openness and transparency
- We are realistic and deliver what we offer
- We are punctual
- We operate a 'no blame' culture

### TOO MUCH

- Staff put the job before the customer
- There is no room for compromise
- Staff are unapproachable and officious
- Staff promise what they cannot deliver
- Staff exhibit a 'hard sell' approach to customers
- There is a culture where staff blame other people and do not get on with the job



## COMMUNICATION

### ← TOO LITTLE

- Closed groups emerge
- There is an 'us and them' culture
- Communication is restricted on a 'need to know' basis
- Others' views are not considered
- Communication is impersonal
- Staff don't respond when required
- Decisions are made without consultation with relevant parties

### OUR WAY

- We communicate openly
- We listen attentively
- We are open and honest
- We value personal communication above electronic messaging
- We welcome positive and constructive feedback
- We challenge others when necessary
- We respect confidentiality where necessary

### TOO MUCH →

- Staff and customers are bombarded with unnecessary information
- Confidential information may be disclosed
- There is a tendency to talk around rather than solve problems
- Excessive committees and communication channels



## VALUING OUR COMMUNITY & SUPPORTERS

### ← TOO LITTLE

- There is poor or non-existent communication with supporters
- There is little respect for the local community and environment
- The contributions of supporters aren't properly recognised
- There is no collaboration with local organisations or authorities
- The organisation distances itself from the community

### OUR WAY

- We respect the community and environment in which the Company is located
- We engage with supporters, taking their views and ideas into serious consideration
- We liaise with local organisations and communicate effectively
- We acknowledge the expertise offered by our supporters
- We always give the local economy an important place in our thinking
- We involve the local community during major railway events

### TOO MUCH →

- There are attempts to exercise too much power within the community
- There are excessive demands for contributions from loyal supporters
- Decisions are made without involving the local community
- There is over-communication with supporters



## HERITAGE AWARENESS

### TOO LITTLE

- Concern for heritage isn't on the radar
- Heritage material is disposed of, or damaged, without assessing its intrinsic value
- There is no consultation with others about the importance of heritage material

### OUR WAY

- We are knowledgeable about our heritage
- We value and work in ways that respect heritage materials and traditional ways of working
- We value the railways' place in the context of local and regional communities and industries
- We value:
  - Rolling stock
  - Buildings
  - Infrastructure
  - The setting in which the Railway operates
  - The railways' past people and their contributions

### TOO MUCH

- Undue concern for heritage prevents the organisation from developing and moving forward
- Safety is compromised by the use of out-dated equipment or materials
- Misinformation about the organisation's heritage becomes accepted as correct and misleads people
- Excessive conditions imposed on new developments



## SECURING FUTURES

### TOO LITTLE

- Opportunities go unrecognised and unrealised. There is a 'we have always done it this way' attitude to change
- The opinions of volunteers and staff are not taken into account
- Changes are made without consultation with the local community
- Decision making processes are too long
- Significant numbers of volunteers and staff lack commitment to the Company and its objectives

### OUR WAY

- We recognise and embrace positive opportunities
- We introduce new practices to remain inventive and competitive
- We listen to the views of volunteers and staff
- We liaise positively with the local community
- We research projects effectively and make informed decisions
- We are committed to the Company and its objectives

### TOO MUCH

- Unrealistic and inappropriate projects are initiated
- Change is enforced without proper regard to the Company's unique heritage
- Cliques are allowed to form and their opinions take precedence
- Decisions are made regardless of the needs of the local area.
- The pioneering spirit, and the fun element of working for the Company is forgotten



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NOTES



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SAFETY COMES FIRST

WE TAKE COLLECTIVE RESPONSIBILITY

**WE VALUE:**

OUR PEOPLE

LEADERSHIP AND PROFESSIONALISM

EFFECTIVE COMMUNICATION

WE CARE ABOUT OUR COMMUNITY & SUPPORTERS

WE WANT TO SECURE THE FUTURE SUCCESS OF THE RAILWAY  
AND ALL OUR PEOPLE

OUR HERITAGE IS KEY IN OUR PLANS FOR THE FUTURE

