



MID-HANTS RAILWAY PRESERVATION SOCIETY Charity number: 284406

5 YEAR PLAN 2012- 2017

The first stage in a Plan for the Future

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FORWARD

The MidHants Railway Preservation Society Trustees have prepared this planning document in order to clarify the priorities of the charity and to develop a planning process that will shape its future direction for the short and longer term. As such, we see this as the first iteration of a five year plan. The plan is intended to be developed and to evolve over time and will therefore never be 'fixed' in its entirety. Consequently the first year is quite detailed, the next couple are in outline, beyond that we can realistically only indicate intentions. Moreover, we acknowledge that changing circumstances may move priorities around.

Several years have elapsed since this kind of activity was last undertaken by the Board, and this time we have followed a recognised and robust planning process, with expert facilitation by our Company Secretary, Richard Ormond. We are grateful to him for supporting us through the procedure, and to the Board Members of Mid-Hants Railway Ltd who attended as observers, and, where appropriate, contributed to our work. For example, a major feature of this planning process has been use of the on-line questionnaire to glean the opinions and feelings of members, shareholders and volunteers. This was managed for us by Simon Baggott, a Director of MHR Ltd. The information generated by the results has been extremely helpful in our decision making.

We hope that this planning document will assist everyone involved with the Mid-Hants Railway in working effectively together to sustain and develop this important heritage undertaking and we will be using it as the basis for our work as Trustees going forward.

Steve Crowther,

Chairman, MHRPS

January 2012

BACKGROUND

In late 2010, following the appointment of a number of new Trustees, it was proposed to produce a new 5 Year Plan for the Society, to provide both a way ahead, and the basis for reviewing and measuring progress in achieving the Society's aims.

In developing this plan, reference has been made to the various submissions made by the Society to the Charity Commissioners, to activities carried out in the planning start up exercise and to documents produced as part of the planning stage. The key elements are included below as background.

Another key exercise commissioned early on by the Team was the Member/Volunteer Survey which provided much valuable feedback.

The charity's aims

The aims of the Society are to :-

- preserve, operate, and exhibit for public benefit, educational and instructional purposes;
- to stimulate and encourage all kinds of railway transportation systems, vehicles, and equipment;
- to foster and support railway preservation.

Who benefits from our activities?

Our beneficiaries fall into four main groups:-

- The General Public, Schools, colleges and formal education establishments;
- Our Volunteers and members;
- Railway enthusiasts and historians.

What do we do to achieve our aims?

We aim to achieve our aims by:-

- Demonstrating the history and development of train travel by operating the
 - Railway between Alresford and Alton
 - Providing interpretive displays
 - Promoting Open Days allowing the public to see behind the scenes of the
 - Railway
 - Providing improved access to the Society's archival and photographic collections, providing a designated room at Ropley
 - Supporting and promoting visits by educational groups
 - The providing facilities for research
 - Training in the operation of the Railway and in the maintenance and
 - restoration of its assets
 - Offering appropriate training in these aspects to our young volunteers and
 - apprentices
 - Providing a Railway Website
 - operating the Railway Apprenticeship Scheme
-

The charity's strategy

We are reviewing our strategy continuously in the light of current and anticipated conditions but at this stage the key elements of our charity's medium to long term strategy are:-

- To follow our conservation policy of ,wherever possible, maintaining artifacts in working order and carrying out appropriate restoration.
- To ensure that artefacts are able to be seen and enjoyed, being the best way to bring them alive to our beneficiaries.
- To increase the size of, and enhance the skills of, the volunteer workforce in order to support effectively and develop the Railway in achieving its aims and activities.
- To develop the audience that will benefit from the objectives of the Society.
- To acquire and preserve rolling stock, infrastructure and exhibits, with particular reference to the former Southern Railway and Southern Region of British Railways.
- To improve facilities for interpretation, preservation and education activities.
- To promote inclusive access, irrespective of race, gender, colour, marital status, national origin, disability, sexual orientation, age or ethnicity.

How is the charity governed?

The Society operates through a Board of Directors, who also act as Trustees for the Charitable activities of the Society. The Trustees determine the general policy of the Society. Individual Trustees are also members of sub-groups within the Board through which the detailed objectives and project planning and management are undertaken.

The Board meets approximately every two months and more often if circumstances require. Annual budgets are prepared and compared to actual results on a quarterly basis. Timely and effective administration of the day to day management of the Society is provided by the Chairman and Chief Executive of the subsidiary company, Mid-Hants Railway Limited, assisted by the Finance Director.

Relationship and responsibilities of the Society and Mid Hants Railway Ltd

The Society is the major shareholder of the Operating company, the Mid-Hants Railway Ltd and, as such, is in a position to influence the Railway Board on strategic matters. The responsibility for the day to running of the Railway is however the responsibility of the Chairman and Chief Executive and his team, governed by the MHR Board.

THE PLANNING EXERCISE

The Society Board commenced its current planning exercise in late 2010, following the election of a number of new directors. The Team, comprising the Directors, under the chairmanship of Steve Crowther, was augmented the Directors of MHR, acting as observers, and the exercise was facilitated by the Company Secretary, Richard Ormond.

The objective was to produce a rolling 5 year plan for the Society, providing detailed plans for the ensuing 18 month period, together with a strategy for the ensuing 5 years. As with any plan, a flexible approach would be taken to allow for changes in circumstances, economic climate etc. And the plan will be regularly reviewed and updated.

In preparation for planning proper, the team reviewed progress to date, and carried out the following exercises:-

Weather Vane – Economic Positioning

SWOT Analysis – strengths, weaknesses, opportunities and threats

Risks and Issues Analysis

They then identified the main streams of activity, appointing Stream coordinators with the task of producing Scope Documents and sub plans for their Streams.

The Facilitator (Richard Ormond) would then collate this input into a overall 5 Year Plan Document, which would be approved by the Board and then reviewed on a quarterly basis and updated. The Plan would be revised in December each year to reflect the actual position, and changes and to provide a rolling plan for the ensuing 5 year period.

At an early stage the Team identified the need to obtain feedback from the Society's members and volunteers, in order to ascertain their concerns needs and aspirations, and to enable the planning exercise to reflect both their input . The Team also invited the Directors of the operating company to participate so that operational concerns and constraints were recognised.

Weather Vane – Economic positioning

Consideration was given to the position of the Society in the current economic cycle using a “weather vane” diagram with segments comprising :-

Winding Up – Survival – Consolidation – Growth – Acquisition

The assessment was that the Society was in the “SURVIVAL” segment, the main focus needing to be placed on funding and membership.

SWOT Analysis – strengths, weaknesses, opportunities and threats

The analysis produced the following results which will be used in the planning exercise and to generate Risks and Issues.

STRENGTHS

Special events/galas
 Friendly people/enthusiastic volunteers
 Growing Reputation
 Volunteer input
 Major local attraction
 Own loco fleet
 The product
 Quality of Trustees
 Level of experience in volunteers
 Large number of ex BR locos

WEAKNESSES

Age Profile of members,volunteers and enthusiasts
 Uncertainty of funding streams
 Low new volunteer numbers
 Lack of covered accommodation for assets
 Management expertise in some departments
 Lack of financial resources
 Conditions in loco yard/sheds
 Lack of volunteer accommodation
 Lack of covered accommodation for coach maintenance

OPPORTUNITIES

Wider role in community
 Lottery – HLP Projects
 Involvement with other trusts
 Development of Apprentices
 Run more RATS
 Bar at Alresford
 Extra educational facilities
 Rich Benefactor?
 Take control of Locos/own locos
 Eastleigh Works outstation
 Bridge Option
 NRM Links
 Geographical location/no local competition

THREATS

Government intervention – compulsory purchase/reopen line
 Economic Situation – continuing recession
 Health and Safety issues reducing operation and income
 Insufficient volunteers
 New Legislation e.g. Carbon Footprint
 Movement of staff/recruitment, retention issues
 Fuel costs, insurance premium costs
 Legal action affecting MHR
 Lack of young volunteers
 Hostile takeovers
 Reducing passenger numbers
 Age of volunteers
 Viability of MHR

Risks and Issues

A number of Risks and Issues were identified and the following top six have been included in the Company Risk and Issues Register for regular review by the Board:-

No: 1	Issue	Lack of Management expertise in some departments
No: 2	Issue	Government Health and Safety Legislation
No: 3	Issue	Lack of covered accommodation for Assets
No: 4	Issue	Legal action against the Railway
No: 5	Risk	Uncertain funding streams in current climate
No: 6	Issue	Age profile of Volunteers

Each Risk or Issue will be awarded a score based on timing, impact and effectiveness of mitigation provisions.

Streams

Perhaps the key activity in preparing to plan for the next 5 years was the identification of activity streams. Inevitably these aligned closely with the operational departments of the Mid-Hants Railway, the operating Company.

The Streams role is to propose their scope, and once agreed, produce a draft 5 year plan component. This would provide a detailed plan for the ensuing 12-18months, together with a more outline strategic plan for the remaining period.

These Streams , together with the Coordinators and their teams are set out below in Table A:-

TABLE A ACTIVITY STREAMS

MANAGING VOLUNTEERS	<u>Robin Higgs</u> Steve Crowther Chris Smith
COMMUNICATIONS	<u>Steve Crowther</u> Colin Chambers Geoff Finch
FUNDING/FUNDRAISING	<u>John Trigg</u> Colin Chambers
ENGAGEMENT/RELATIONSHIPS (including Regional Groups)	<u>Rob Latham</u> John Trigg
PROJECT DEVELOPMENT	<u>Colin Chambers</u>
REPUTATION	<u>Steve Crowther</u> Colin Chambers Richard Ormond

STREAM PLANNING SCOPES

As at the end of 2011 , each of the Stream Coordinators has, as part of the year 1 activities, produced a draft scope document and these are attached in Appendix 1. The intention is to review these together with the draft stream plans in December 2011, with a view to producing individual and overall 5 plans, to enable version 1 , 2012 of this 5 year plan document to be issued.

THE MEMBER/VOLUNTEERS SURVEY 2011

The second key activity identified for 2011 by the Team was the need to obtain feedback from Members of the Society and the Volunteers upon whom they relied for the operation of the Railway and the achievement of its aims. The scope for this Survey is set out in Appendix 2. This feedback has been taken into account in the planning exercise and, as it represents a major part of the activity planned for 2011, is reported in summary below.

The Top 10 ideas put forward by Survey respondents were considered in some detail together with the initial response made at the AGM. It was pointed out that the number of people putting forward these items was very small considering the good overall response, so they were not necessarily widely supported.

It had previously been agreed that these would be listed with the numbers of people putting them forward, prioritized, and sorted onto those for immediate inclusion in the plan, future consideration in the plan, the remainder would be either referred to interested parties for a costed feasibility study or parked.

The items are listed below together with the initial response made at the AGM (in italics) and any additional comments. These are in no particular order at this stage:-

1. Review & expand the timetable

MHR constantly reviews the timetable. Gala timetables are being reviewed with a view to expanding the operating days, subject to being able to staff the railway.

The timetable for next year is published today and includes an expanded steam service, and changes to the off peak mid-week where we are focusing on the coach trip market that forms the backbone of our custom at these times. The board's view is that the single train service on during these weeks will be more than adequate, and we should not see a reduction in traffic takings as a result of the changes. We will however keep this under very close review and amend the timetable if necessary.

Again subject to being able to staff the trains we are open to further revisions in the light of experience, and would potentially be prepared to consider some selected additions to the timetable possibly later return trips or similar. We need to be mindful of the operating constraints imposed by Belles and RATs on weekends however, especially as these are continuing to be a source of revenue growth.

We would like to operate more catering trains, as always the issue is staffing them. The current volunteers cannot fairly be asked to do more, we need to find some more help.

2. Vintage Carriages

Part of the lottery grant was for restoration of the LSWR dining car. Unfortunately that was destroyed by the fire. We are now working on a Bulleid brake, and another will follow once that is done.

We have a number of MK1 CKs that resources permitting we would like to return to traffic and this would be the nucleus of a "3rd set".

The problem with the vehicles at Alton is that they are all brake coaches, and we need composites or opens. If we can we would ideally like to get a Bulleid composite or similar for restoration. Efforts to secure such a vehicle have so far come to nothing though.

In addition to the problems of finding and obtaining vintage stock, there would also be the issue of keeping them under cover when not in use.

3. More use of diesels and DMU

We will establish a small working group later this year to look at the feasibility of a gala in 2013. To date, despite our best efforts, we haven't found the winning formula with respect to the increased use of diesels either for galas or normal running.

Colin reported on the current position on the new DMU – see below.

4. Turntable

Yes - if the £600,000 to £1,000,000 necessary were to become available, but additions to visitor facilities, vintage coaches and a shed to keep them in would all logically take priority over an item of equipment with limited commercial or practical use. Flange wear is not sufficiently uneven on the relatively straight MHR to warrant the investment, and it would be a huge investment for railtours for which we are likely always to be a relatively less attractive destination, being both close to London, and without a "cathedral" or similar draw.

This was considered to be a low priority.

5. Carriage Shed

A carriage shed is in the strategic plan for the railway. We had to take it out of the last lottery application as we could not have afforded to match fund.

6. Extend to Winchester

What a lovely idea. We can only hope that the circumstances may one day occur that allow us to consider such an extension. There would be many obstructions including new housing being built in Alresford now, and filled cuttings beyond Itchen Abbas.

Colin had held discussions with HCC who were not in favour. It was agreed to extend this item to include other possible extensions e.g. bordering land for sidings etc.

7. Carriage Cleaning

August peak often results in carriage presentation that falls below our normal expectations. We have investigated automatic washing plants, but experience of fellow heritage railways is mixed with these devices. Ideally we need an additional set of coaches to allow rotational cleaning.

8. More Southern Locos

We currently have 31806. We also have 850, and soon 925. The boiler for the 506 will be returned soon, and we have in service 34007 with 34105 to follow in a few years. 35005 is obviously southern. 41312, 80150, 76017 and 75079 were SR based for much of their working lives. Work has begun on 499, and 828 is also being worked upon. This leaves 45379 and 92212 as being "interlopers", and the former type at least were regular visitors. All in all a representative sample of BR(S) locos couldn't be bettered. In numerical terms 6 out of 15 in the "fleet" are of the Southern railway pre-war!

9. Storage shed for locos awaiting restoration

A loco storage shed is definitely on the "want" list, finding room and finance are the only obstacles.

Many of these locos are in 3rd party ownership, and not the Society's direct responsibility.

10. Access to workshops

Viewing galleries will shortly be provided in all the sheds at Ropley. The galleries are in place in the boiler and carriage workshops, and we will be improving access when the Kings Cross footbridge is put in place.

The gallery in the main workshop is part of the extension works which are progressing very well with the machine tools now moved into the ground floor. There is still a lot more finishing work to do, but the project should be complete by the end of the year, thanks to the heritage lottery fund granting us additional money.

The footbridge was progressing and will be shotblasted and painted before erection.

Each of the Streams will take into account the relevant section of feedback in its planning exercise.

THE NEXT STAGE

With the completion of the survey and scoping exercise, the next stage is for each Stream to plan the activities it proposes to carry out in 2012 in more detail, and to identify its outline strategy for 2013-2017. The first of the draft Steam Plans are included in Appendix 3 and will be implemented, revised and reworked during the year. The plans are in the format produced by the Stream Teams and may be text or bar chart as appropriate.

As with any plan, this is a living document and will be subject to change on a continuing basis. At appropriate times a copy will be posted on the Volunteers Website to enable all involved in the success of the Society and Railway to be aware of plans and developments.

CONCLUSION

Already with the stagnant economic climate and reducing passenger numbers the scene is becoming more challenging day by day. This is necessitating speedy reaction and re-direction in order to safeguard the Society and the operating company, the Mid-Hants Railway. The production of a clear but flexible plan will be essential as the Society manages through the difficult period ahead and, just as importantly, prepares for the hoped for upturn.

APPENDIX 1 STREAM SCOPE DOCUMENTS

MANAGING VOLUNTEERS SCOPE DOCUMENT

Almost without exception, railway preservation schemes have been started up by enthusiastic volunteers prepared to give of their time and effort. And within this simple statement, lies the answer to what we need to bear in mind when thinking of attracting people into volunteering. Experience has already told us that no matter to what extent a project has grown, volunteers will be an essential part of it having a sustainable future. Preserved railways won't work without them.

So in considering ways of attracting and retaining them, we need to tell them what is special about the Mid Hants, mindful of the different areas from which they might come. What is undoubtedly important, is that they should be made to feel they are doing something worthwhile, it has to be enjoyable for them if they are to stay with us.

We need, and do I believe, have fairly robust systems in place to attract new people, and encourage them into volunteering, and we have recently been putting much more emphasis into procedures to follow up and support them. The Mid Hants has in fact a lot to offer a new volunteer, learning new skills, being part of a team, and the camaraderie that goes with it, whilst at the same time preserving a valuable part of our heritage and the way of life that our visitors so enjoy.

Promoting membership, and thus volunteering, to our members through the Mid Hants News, and to our visitors through the website and timetables etc., will in many instances lead to an enquiry via the Info Office as to a way forward. When someone has indicated an interest in this way, they will be invited to one of the 3 or 4 very successful Welcome Days a year run by David Yaldren that are held in the Goods Shed at Alresford, these generally having an attendance of between 25 and 35. Here, the way the Railway is run, and the options open to them are explained, and this will be followed by them being introduced to a departmental manager or a rostering officer to get them into work on the railway. Their involvement will then be followed up 3 months later, by phone, by Ray Berry to see how they are settling in. Not all people go to the Welcome Days though, the Loco Group do, for instance, take in new volunteers directly. Currently a new film is being made to explain different aspects of the railway's operations, which should help.

Our system of Rangers, in introducing young people in the 12 to 16 year age group to the railway works well, they're very much our future. Most of our volunteers though, will probably come from the newly retired 50 to 60 year age group, and this area may well have the most potential for us.

Robin Higgs 11/3/11

COMMUNICATIONS SCOPE DOCUMENT

COMMUNICATIONS

Scope:

Effective Communications are key to the success of the charity. They underpin its aims and objects in fundraising, project development and volunteer involvement and support the maintenance of the Charity's reputation.'

In order to ensure the best possible standards of communications the MHRPS will:

- Seek information about the concerns, motivations and behaviours of stakeholders which will, among other outcomes, inform the nature of the communications required to enhance their experience
- Audit the range of methods of communication currently used to disseminate and collect information about the work of the charity and the purpose each is intended to serve.
- Clarify with stakeholders and from the outcomes of the questionnaire, the effectiveness of each of these methods for the purpose for which they are intended, identifying strengths, gaps and areas for improvement
- Develop a costed priority action plan to meet perceived needs, to include an implementation programme and review procedure
- Establish a Communications Working Party to maintain a quality control function on this workstream going forward, and set the remit for this work.

FUNDING/FUNDRAISING SCOPE DOCUMENT

FUNDRAISING

Objective

To raise funds for the MHRPS to assist the MHR Ltd to achieve its aims.

Scope

The more finance that the charity can produce, the more successful it will be in maintaining the charity's reputation both within the Heritage Railway world and within the local and wider community.

To ensure success in fundraising, effective communications within the Society is essential.

To maximise the yield from fundraising the MHRPS will;

- Produce projects that appeal to the interests and aspirations of the membership and to encourage them to support these projects financially.
- Motivate the Regional Groups of the Society to identify a specific project for them to support and finance.
- Investigate sponsorship from local and national companies; also investigate company schemes for their employees which support their employees' charitable interests and to encourage members to take advantage of these.
- Receive and investigate new fundraising ideas from members and supporters.
- To motivate, encourage and support key individuals within the Society who take a leading role under the fundraising 'umbrella'.

John Trigg
March 2011

ENGAGEMENT/RELATIONSHIPS SCOPE DOCUMENT

ENGAGEMENT/RELATIONSHIPS

Objective

To construct a high level plan of activities to set up relationships with external organisations whose association could benefit the organisation and the Railway and establish closer links between sections of the Railway and Regional Groups.

Activities

- Through the Regional Group Chairman (David Mead) prevail on each Regional Group to identify contact details for:
 - Other preserved railway groups in their locality
 - Other transport groups in their locality
 - Other interest groups (e.g. Schools, WI, U3A, etc.) in their locality to whom Mid Hants presentations can be made
 - Identify existing or prepare suitable new programmes for the selected audiences
 - Identify procure and coordinate availability of suitable equipment
 - Build team of presenters (probably from regional groups) to cover the different localities
 - Establish a coordinator to minimise meeting conflicts, keep records of presenters, contacts and presentations given.
 - Establish contacts with regional tourist boards, coach companies, tour operators and railway oriented publications in order to promote their interest in the Railway through visits, talks and presentations.
 - Establish contact details of Mid Hants department members who can arrange for presentations to Regional Groups on aspects of their work.
-

PROJECTS DEVELOPMENT SCOPE DOCUMENT

PROJECT DEVELOPMENT

Objective

To identify, develop, fund and progress projects that fall within the aims of the MHRPS

Scope

To liaise with the stake holders and identify suitable projects that meet the criteria as laid out above.

The Stakeholders are identified as :-

The Trustees

The Regional Groups

The Membership

The Board of the MHR Ltd

External grant makers such as the HLF

To develop projects to the stage where they can be costed and agreed by the Trustees as worthy and viable.

To prioritise these projects so as to enable The Charity to best meet its aims

Liaise with the fundraisers in providing information to enable them to maximise the yield.

Colin Chambers

15.3.2011

REPUTATION SCOPE DOCUMENT

REPUTATION

Objective: To review, promote and safeguard the Railway's reputation

Scope:

To work with internal and external Stakeholders to review, promote and safeguard the Railway's reputation.

Stakeholders will include:-

- Members , Shareholders of MHR Ltd, Volunteers and paid staff.
- Local Authorities and statutory bodies, Charity Commission, Registrar of companies
- Local Residents and businesses
- Customers – commercial and private
- Suppliers
- The HLF and National Railway Museum
- Other Peer Railways and Societies
- Press, Media and the wider public

Activities will include the development of a programme to include actions in the following areas:-

- Review of Press and Media Coverage
- Marketing
- Customer Satisfaction Surveys
- Volunteer and Staff Surveys
- Publicity of major events and developments
- Review of complaints and plaudits and our response thereto
- Guidance to and training of Volunteers and Staff on customer relations and the presentation of the Society, railway and its objectives and actions

APPENDIX 2 ATTITUDINAL SURVEY SCOPE DOCUMENT

Shareholders, members and volunteers attitudinal survey 2011.

Background:

MHRPS is developing a new vision, strategy and 5 year plan. In initial planning it has been determined that an understanding the demographics and attitudes of shareholders, members and volunteers is critical to the future of the Society and the Mid-Hants Railway Limited.

MHRPS desire to collect feedback in a structured manner to provide clarity on the needs, wants and concerns of shareholders, members and volunteers.

Objective:

The objective is to collect an accurate data set that can be analysed to provide critical insights into the concerns, motivations and behaviours of shareholders, members and volunteers.

Goals:

- 1) To collect key demographic data such as age and gender
- 2) To collect data related to date of first contact with MHRPS/MHR and subsequent key dates, such as commencement as a volunteer if these differ
- 3) To identify the reasons for involvement with MHR over other locations
- 4) To identify why the involvement is being continued, and what might motivate deeper or fuller involvement
- 5) To identify attitude to key economic and demographic factors, such as fuel cost, future retirement age, etc
- 6) To determine performance and importance ratings on key measures of communication, facilities, social activities, training opportunities, shareholder's, member's and volunteer's benefits and rights

Type of study:

This study will be quantitative. Consideration will be given to a short qualitative pre-study to validate the questionnaire, but this would be no more than 12 to 15 respondents.

Channel:

The study is likely to be a paper based questionnaire mailed with various regular communications. On-line submittal should be considered if a process can be found for automating data collection at a low cost.

Target demographic:

All shareholders, members and volunteers.

Key success metric:

A response rate of >20% in each category of involvement is desirable.

Next steps:

- 1) Agree scope by March 19th.
- 2) Draft questionnaire for review by 1st May
- 3) Pilot questionnaire and revise by 1st June
- 4) Implement in stages by date TBA July
- 5) Closing date for responses TBA August
- 6) Collate responses and present for board review by 1st October

APPENDIX 3 DRAFT STREAM PLANS

The plans are in the format produced by the Stream Teams and may be text or bar chart as appropriate.

Draft Five Year Plan – Communications

Year One

- Trustees agree a Communications Matrix identifying the various persons, bodies involved and how they will be communicated with.
- Trustees analyse the results of the Survey to identify areas of concern re communications as outlined in the Remit
- Trustees design the terms of reference for a Communications Committee of interested parties drawn from paid staff, volunteers and Trustees to maintain a quality control function on this workstream going forward, and set the remit for its work.
- The CC is set up and commences its work within 3 months
- The CC establishes a small working group drawn from its members and others if necessary to audit the methods of communication currently used to disseminate and collect information about the work of the charity and the purpose each is intended to serve and report findings to the CC within 2 months of its inception.
- The Communications Committee reports to the Trustees on findings and makes recommendations to improve both the methods and content of communications to reflect the needs of stakeholders
- As a result of the above, the Trustees produce costed and prioritised plans with the CC to address identified issues and propose timescales for implementation
- The Trustees immediately identify three opportunities within the year for open meetings (one of which to be the post AGM discussion) at which interested members and volunteers are able to discuss current issues with members of the Boards and the CC.
- The CC within 2 months of its inception institutes 'comments' boxes for working volunteers in key areas eg engine shed, station offices and sets up a scrutiny team to regularly review these and respond appropriately to comments.
- The Volunteer Co-ordinators identify 'named persons' to whom volunteers may take issues which directly impact on the charitable aims and set up/publicise as required appropriate structures for volunteers to use when they have other concerns regarding their work within the MHR.

- The Trustees ensure that the work of those developing other workstreams are properly coordinated with the development of the communications strand where there are obvious overlaps through the Board's regular meeting pattern or other sessions as required.
- 'Quick wins' from the communications implementation plan are put in place within the first year of operation.

Years 2-3

- Membership of the CC will be maintained in line with the terms of reference set out and approved by trustees
- As funds and circumstances permit, plans identified and costed in Yr 1 to be developed in Yrs 2 and 3 will be implemented. The plans will be reviewed annually following the procedure identified above and reprioritised as necessary.
- Volunteer meetings will be run as proposed and at the end of Yr 3 the CC will review the effectiveness of this initiative and identify and report via the Trustees at the AGM on its progress and any proposals for improvement.
- The effectiveness of comments boxes will be reviewed by the CC at the end of Yr 2 and any proposals for improvement/change will be reported via the Trustees at the AGM.
- The Trustees will commission a further survey at the end of Yr 3 within which specific questions will be asked about the effectiveness of communications and the structures for assuring these.

Years 4-5

- More of the above, refining and prioritising issues and actions according to perceived need.
- Review of the CC terms of reference
- Review of structures for communication in line with the outcomes of the survey
- On going pattern and procedure for ensuring good communications is established.

Draft 5 Year Plan Volunteering

Volunteering Mid Hants Railway January 2012

Volunteers are the lifeblood of the railway, without them there would be no railway, so making a success of volunteer recruitment and participation is not an option, it is a requirement for a sustainable future.

The reasons why people volunteer are many and varied, as are the backgrounds from which they come, and their age range from teenagers to the retired. For them the railway can offer a wide range of opportunities for a satisfying and enjoyable leisure time involvement.

So by a variety of methods, in publications, on websites, posters and timetables etc. we will make people aware of the opportunities, and how they can become involved.

1. If they are interested, they will be advised in the first place, to contact the Information Office, and then go on to a Welcome Day.
2. Following this, their names and contact details will be passed on to the relevant Department or responsible person, so that they can make a start.
3. As a follow up, after about 3 months, the volunteer will be contacted personally, by phone, to see how they are settling in.
4. It is possible to become a volunteer without going to a Welcome Day, by direct contact to a Manager or responsible person, but the above procedure is we feel the most beneficial for everybody.

The responsibility for their successful involvement will lie with the departmental managers, or to those, to whom they delegate this role. Feedback from managers as to particular skills needed in their Departments should be made known to the Welcome Day team.

The railway has a responsibility to see that the safety and well being of the volunteer, and the operation of the railway, is not compromised whilst with us, by seeing to it that they are trained and competent in the job they have chosen to do.

In this short note is set out our thinking on the initial stages which we believe to be relevant for new volunteers. Team working, training, communication and support are critical in all this.

Robin Higgs 8th January 2012

Draft 5 Year Plan Projects Development

2012

Project	Status	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
HLF Projects													
Buildings	in progress												
apprentices	ongoing												
	joint with MHR												
Skills for future	ongoing												
	joint with MHR												
Footbridge	in progress												
NR/RHT/HLF funded	joint with MHR												
	30925 overhaul												
	fundraising												
	75079 overhaul												
	fundrasing												
	45379 In traffic												
	35005 Stored												
	fundrasing												
	34058 Stored												
	205 in traffic												
	ongoing												
	127 Overhaul												
	Fundrasing												
Wagons	Rolling programme												
	Fundrasing												
Wishlist													
SR Coaches	Obtain Fund												

2013 onwards

- Routine activities will continue on an ongoing basis.
- Capital programmes will be dependent on funding.
- Wish list activities will be ongoing and dependent on funding and availability.

Draft 5 Year Plan Reputation

DRAFT 5 YEAR PLAN REPUTATION													
Task	2011 Month			2012 Month									
	10	11	12	1	2	3	4	5	6	7	8	9	10
Establish Stakeholder Matrix (with Communications Stream)			_____										
Review contact strategy (with Communications Stream)				_____									
Monthly review of Press/Media Coverage			_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
Monthly review of complaints/plaudits			_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
Monthly review of Marketing			_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
Produce Guidelines to Volunteers/Staff				_____	_____	_____	_____						
Plan and Arrange Volunteers forum					_____	_____	_____	_____	_____	_____	_____	_____	_____
Host Volunteers Forum after AGM											_____	_____	_____
Plan Cust.Serv.Training					_____	_____	_____	_____	_____	_____	_____	_____	_____
Roll out Cust Service Training										_____	_____	_____	_____
Review Plan progress (Qtrly/Boards)				_____	_____	_____	_____	_____	_____	_____	_____	_____	_____

Year 3 and onward

- The yearly review and monitoring activities will continue
- Following the Volunteers Forum at the AGM , if successful this will be refined and repeated annually
- Build relationships with key stakeholders
- Plan and issue key press releases
- Plan and hold events for key stakeholders
- Consider and recommend Press/Media events