

**development
partners**

Friends of Chatham Traction Business Plan

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I. Context, brief and objectives

The Friends of Chatham Traction (FoCT) has made terrific progress towards the restoration of GKE 68. In autumn 2017 FoCT was awarded an HLF Resilient Heritage grant to develop a 5 year Business Plan (brief attached as Appendix 1) covering a period during which restoration of GKE68 will be completed and the bus put into operation as an educational, community and leisure asset. It was proposed that the business plan should answer the questions:

- What are we going to achieve over the next 5 years?
- How are we going to achieve it?
- What funding and resources will we need?
- How will it be funded?

The business plan needs to be realistic and viable and should lead to the long term sustainability and development of FoCT and the Medway Heritage Bus. Work undertaken in the course of developing the plan was expected to be:

- A review of ambitions, opportunities, challenges and threats;
- A summary of operational context, competition, potential partnerships, and comparator business models;
- An analysis of operational and maintenance costs, storage options, and income-generating opportunities;
- A costed programme of interpretation and audience engagement activities;
- An outline marketing & communications plan, including plans to thank National Lottery players;
- A fundraising strategy, five-year timetable and income & expenditure plan; and
- A review of FoCT's board, including a skills audit and recommendations on recruiting new Trustees and diversifying the Board.

The purpose of this piece of work is to build on the plan created by Trustees in November 2014, and attached to this document as Appendix 2. Since 2014 progress has been made in a number of areas: restoration of the bus has continued; membership of FoCT has increased; and there has been a FoCT presence at a range of events raising awareness of the project. The 2018 plan provides a practical roadmap for the next 5-6 years, ensuring long-held objectives are achieved in a way which ensures long-term sustainability of the organisation.

Since this work started there has been a significant development: An anonymous donation of £40,000 + Gift Aid has been received, to be dedicated to the restoration of the bus. This has changed the focus of the fundraising strategy but has not affected the need for FoCT to develop sustainable revenue operations.

2. Ambitions, opportunities, challenges & threats

Ambitions

FoCT's ambitions remain the same as in 2014: To create, through the restoration of the only surviving Chatham Traction Bus, GKE 68, an educational resource with which to promote the history of Chatham Traction and the role the company plays in the transport, social and industrial heritage of the Medway Towns. The vision is that GKE 68, the Medway Heritage Bus, will be established and recognised as a unique part of the civic heritage of the Medway Towns. FoCT and its partners will have realised the potential of GKE 68 to contribute to the education of the people of Medway. The restored bus will be a viable and self-sustaining community asset located in Medway.

Originally the timescale was to complete restoration by 2020. This has been brought forward to 2019 as a result of the donation and the 80th anniversary of the bus.

Opportunities

- The major donation: this has been reflected in the revised timetable for restoration. It can also be used to leverage further donations
- GKE 68's 80th birthday: it was built in the year the Second World War broke out – 1939
- Partnerships: research and feedback has shown other organisations hoping to work with FoCT once the bus is operational
- HLF: grants for the business plan and earlier restoration show HLF's interest in the project. Although their funding strategy is changing, and there is much less money available than in earlier years, they continue to be a potential funder for the future
- Scope for complementary audiences: the bus can be used in different ways to attract and satisfy a range of audiences
- Existing events, activities and venues: local festivals and other events provide a platform for the bus, delivering audiences without FoCT needing to invest in significant marketing
- Activities not dependent on a PSV license: there is scope to deliver a wide range of activities without this license.
- GKE 68 is uniquely placed to work with communities across Medway, building on the practical links it created for residents in the 40's and 50's.

Challenges and threats

- Funding to complete restoration: until recently this was a major risk factor. It now looks very achievable
- Funding to complete preparation of the bus for its proposed activities: if the bus cannot address audience needs, it will fail to achieve the donations and volunteers required for long-term sustainability.
- Operating income: keeping the bus maintained and being able to deliver its purpose as an educational resource will require income

- Diversity of trustees and volunteers: the future of the charity will depend on increasing the diversity of people who will govern and support FoCT – in particular, attracting younger generations to get involved could be challenging
- Expertise that matches operational need: it's vital the organisation has the skills necessary to deliver the plan
- Grants: from the HLF to small local trusts, there is more and more competition for grants
- Somewhere to house the bus: this could be a major challenge for FoCT if in-kind support is removed
- Competition: there are no direct competitors to the bus, but, of course, there will be other organisations and activities addressing the same audiences and seeking funding from the same sources.

3. The market

The Medway Heritage Bus has the opportunity to appeal to a range of audiences whose motivations will vary. Whilst these motivations are discussed in more detail in Section 4, the market for the bus and its services is as follows:

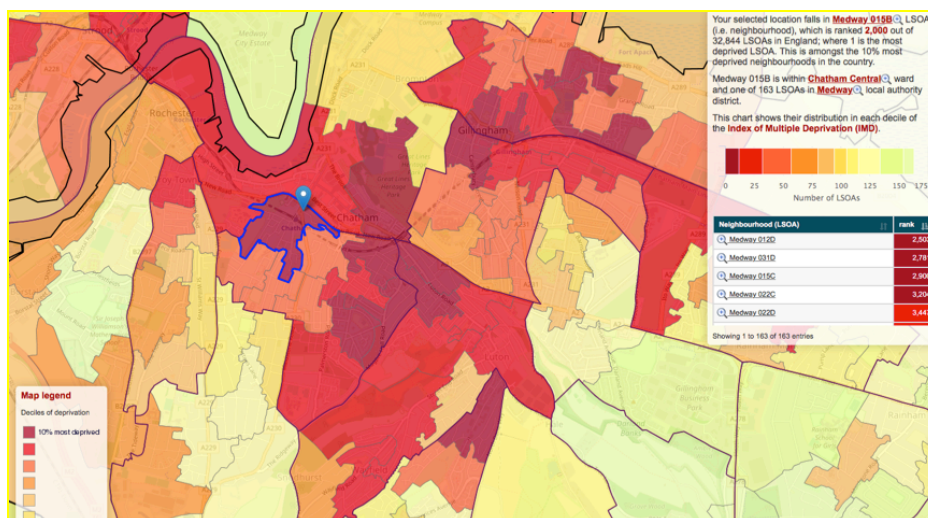
Enthusiast

There is a healthy community of bus enthusiasts who attend special events as well as museums with buses in their collections. Many preserved buses are in private ownership. The current membership of FoCT includes a number of such enthusiasts. By taking the bus to transport festivals and bus events, as well as arranging private events, FoCT will be able to share the experience of GKE 68 with fellow enthusiasts.

Local

Medway has a population of c280k. It is younger than the England average, but mortality rates are considerably higher. It is the cheapest place to live whilst working in London, resulting in an increase in young families moving to the area. The population is 89.6% White, but this is changing amongst the young. There is above average education attainment.

There is a strong interest in local history amongst those who have been in the area for a long while, and a desire to use the past to link contemporary communities with a shared sense of belonging. Many of the members of FoCT worked for, or had family members working for Chatham Traction: Others just remember using or seeing the bus during the course of their earlier lives.



Medway has some of the poorest and most deprived wards in the south-east. Improving employability and skills, reducing offending and re-offending behaviour, and supporting vulnerable people are local priorities. The diagram above is drawn from the national Index of Multiple Deprivation and shows there are a number of Medway wards within the bottom 10% of English areas. There is an opportunity for FoCT to use the bus to help address social issues in the area through community projects, and it is likely that grants would be available to support such work.

Local festivals provide opportunities for FoCT to engage with Medway families during their leisure time.

Education

There are 76 primary schools in Medway. This is the age group most likely to find the bus useful for curriculum related activity. Jeremy Clarke, Education Officer at the Guildhall Museum, has expressed an interest in working in partnership with FoCT to deliver joint education workshops at local schools.

It is worth noting that homeschoolers can also be an educational market, often looking for experiential environments in which small groups can research and conduct activity. Based on the national increase in homeschooling, and earlier figures, there are likely to be c750-1,000 homeschooled children in Medway.

4. The Medway Heritage Bus

FoCT has options regarding how the bus operates once restoration is complete, what it offers and to which audience/s. These options are dependent on a range of factors including:

- The need to generate income
- The need (or not) to secure and maintain a PSV license
- The capacity and willingness of the organisation to secure funding for and manage ancillary activities
- The availability of volunteers to run the activities
- Physical impact on the bus
- Audience interest in what the bus can offer

From discussions, it would appear the minimum level of activity acceptable to FoCT would include:

- Appearance of the bus at local bus and heritage transport shows
- Ability for FoCT members to ride on the bus
- A schools offer

Any plan for the bus should ensure its mileage is limited to c1,000 miles per year. Costs need to be measured in terms of both cash and volunteer resource.

Themes

The bus lends itself to specific themes:

- The 1940s including World War II
- The 1950s
- Heritage Transport

Themes do not need to be singular and exclusive – the bus can be prepared so that there is flexibility to change from theme to theme, as appropriate for each event/activity. Different themes will attract different audiences, which will help the organisation broaden its appeal and secure a more diverse range of supporters and volunteers. The chart below makes some assumptions based on the likely primary and secondary interests of particular audiences:

- Memory: Adults who have nostalgic interest in the 40s and/or 50s in particular, including audiences with special needs such as dementia sufferers
- Education: Links to curriculum subjects and themes such as World War II, the Cold War, local history, science and technology etc
- Specialist: Enthusiasts and researchers with specific interest in transport heritage
- Fun: Families in particular, often multi-generational, looking for a good day out or 'something to do with the kids'

	1940s	1950s	Heritage Transport
Memory	*	*	*
Education	*	*	*
Specialist	*	*	*
Fun	*	*	*
	*	*	
	Primary interest	Secondary interest	

For each of these audiences it is important to consider what the bus can and should offer. Below are some examples:

- Memory: Objects from the collection; costume of the era; photographs; music; film.
- Education: Interpretation related to themes of interest to schools; dressing up/role play; objects from the collection; activities; information to support teachers
- Specialist: Bus specific photographs/drawings; related publications; objects from the collection.
- Fun: Dressing up/role play; music; light-touch interpretation.

Understanding these different groups and their requirements will enable FoCT to prepare the bus correctly for each event, targeting each audience appropriately: What the bus takes with it to a school visit will be different to its contents at, for example, Chatham Historic Dockyard's Salute to the 40s event. Preparing for these modes of operation will require some capital expenditure (included in the target for the Restoration and Preparation Appeal) and there will also be a need for a storage area, convenient to the bus' garage. Being able to present the bus according to each audience expands the opportunities for income generation, membership and volunteer recruitment.

5. Operating model options

We have looked in detail at 3 possible operating models. All can offer FoCT sustainability once the bus is fully restored and equipped. Selection is therefore down to the appetite of FoCT and the willingness of volunteers to support the activities. The 3 models are described in outline below: The advantages and disadvantages, and the funding implications of each, are discussed later in this section.

None of these options require FoCT to hold a PSV License. The only event at which the bus would carry passengers would be an annual Members' event and this would be held on private land and without charge.

Core operation

We suggest the core operation of the bus should be:

- Appearance at 8 heritage, transport and family events, eg:
 - Heritage Transport Show/South East Bus Festival (20 miles return)
 - Dockyard Festival of Steam & Transport (10 miles return)
 - Medway Bus Rally (10 miles return)
 - Heritage Open Days (position tbc – 10 miles return)
 - Dockyard Salute to the 40s (10 miles return)
 - Hever's Home Front (68 miles return)
 - Kent & East Sussex Railway 1940's weekend (60 miles return)
 - Kent Life's Christmas of the Home Front (15 miles)
- An annual Members event (allow 50 miles for getting to location & trips)
- 10 school visits in partnership with Medway Council (10 miles each – 50 miles)

Total miles: 305

Total volunteer shifts¹: 56

Core operation + cinema + private hire

This enhanced operation of the bus would include further income generation through cinema screenings and private hire. We believe private hire is more likely to be a success if there is an activity available on the bus, such as film screening:

- Appearance at 8 heritage, transport and family events, eg:
 - Heritage Transport Show/South East Bus Festival (20 miles return)
 - Dockyard Festival of Steam & Transport (10 miles return)
 - Medway Bus Rally (10 miles return)
 - Heritage Open Days (position tbc – 10 miles return)
 - Dockyard Salute to the 40s (10 miles return)

¹ Volunteer shifts calculated as 4 volunteers per event day & members event; 2 volunteers per school visit; 2 per cinema screening, private hire & community appearance.

- Hever's Home Front (70 miles return)
- Kent & East Sussex Railway 1940's weekend (60 miles return)
- Kent Life's Christmas of the Home Front (15 miles)
- An annual Members event (allow 50 miles for getting to location & trips)
- 10 school visits in partnership with Medway Council (10 miles each – 50 miles)
- 6 cinema screenings (10 miles each – 60 miles)
- 10 private hires (average 15 miles each – 150 miles)

Total miles: 515

Total volunteer shifts: 88

Core operation + cinema + private hire + community project

In addition to enhanced operation of the bus, a community project could be added to the programme:

- Appearance at 8 heritage, transport and family events, eg:
 - Heritage Transport Show/South East Bus Festival (20 miles return)
 - Dockyard Festival of Steam & Transport (10 miles return)
 - Medway Bus Rally (10 miles return)
 - Heritage Open Days (position tbc – 10 miles return)
 - Dockyard Salute to the 40s (10 miles return)
 - Hever's Home Front (68 miles return)
 - Kent & East Sussex Railway 1940's weekend (60 miles return)
 - Kent Life's Christmas of the Home Front (15 miles)
- An annual Members event (allow 50 miles for getting to location & trips)
- 10 school visits in partnership with Medway Council (10 miles each – 50 miles)
- 6 cinema screenings (10 miles each – 60 miles)
- 10 private hires (average 15 miles each – 150 miles)
- 4 appearances to support the community project (10 miles each – 40 miles)

Total miles: 545

Total volunteer shifts: 96 + additional volunteers involved directly in the community project

Community projects can take many forms. An example of a potential theme for FoCT is costume and sewing. The bus would provide the inspiration for a project in which people in the local community would come together to learn/share skills in sewing, history of costume, dress design, leatherwork, millinery etc, whilst, at the same time, creating costumes for use on the bus for dressing up activity, role play and interpretation. The project, which might be funded by HLF or Arts Council England, would include the involvement of experts, providing tuition and guidance, as well as a Community Project Officer.

The funding requirements and advantages/disadvantages of each operating model are shown below:

	Funding	Advantages/Benefits	Disadvantages/Risks
Core operation	<ul style="list-style-type: none"> Self-financing once bus is restored and prepared for operations 	<ul style="list-style-type: none"> No need for PSV license Includes big public events Addresses education objective via school visits Minimum requirement of volunteers 	<ul style="list-style-type: none"> Does not fully address community benefit objective
Core operation + cinema + private hire	<ul style="list-style-type: none"> Self-financing with likely annual surplus Will require up-front capital investment in film equipment – to be funded from Final Push Appeal 	<ul style="list-style-type: none"> No need for PSV license Includes big public events Addresses education objective via school visits Opportunity to involve volunteers with different interests (eg: film) Generates surplus 	<ul style="list-style-type: none"> Greater requirement of volunteers Does not fully address community benefit objective Additional use of the bus could have impact on maintenance
Core operation + cinema + private hire + community project	<ul style="list-style-type: none"> As above. Community project to be fully funded from external sources (eg: JHLF or Arts Council + trusts if necessary) 	<ul style="list-style-type: none"> No need for PSV license Includes big public events No additional impact on bus above previous option above Addresses education objective via school visits Opportunity to involve diverse volunteers with different interests (eg: film, costume, etc) Provides costumes etc for the bus' other activities, thus improving audience offer Potential to generate income from eg: hire of costumes Generates surplus Fulfils community objective Community project will bring greater awareness of the bus and the Medway heritage to a wider audience 	<ul style="list-style-type: none"> Recruitment and management of a member of staff. Grant applications and management of funder relationship/s

Our recommendation is that FoCT should start by operating one model and then move to another. For example, the following programme enables the organisation to grow organically, recruiting new volunteers and supporters in advance of implementing new activities:

Year 1	2019	Launch + core operation
Year 2	2020	Core operation + launch screenings + private hire
Year 3	2021	Core operation + screenings + private hire
Year 4	2022	Core operation + screenings + private hire + set up Community Project
Year 5	2023	Core operation + screening + private hire + launch of Community Project

Even though it would not be required until Year 2, it is vital the infrastructure and equipment needed for screenings and private hire is included in the initial restoration and preparation project.

The financial model for this proposed programme is shown in Appendix 3.

6. Restoration and preparation

It is currently estimated that completion of the restoration and preparation of the bus for core operations + screenings + private hire will cost around £100,000. This includes an allowance for audio visual equipment and installation, interpretation displays/materials and on-bus storage for objects, photographs, dressing up clothes etc. 50% of this (including Gift Aid) has been offered by an anonymous donor. FoCT already holds £5,000 in designated funds for the restoration. This provides a fantastic opportunity for FoCT to fundraise for the remaining £45,000 (including Gift Aid). This would enable the organisation to launch the bus in full operating condition, in early/mid 2019.

We recommend a fundraising appeal is launched as soon as possible. It should be targeted at the 300 people already on the FoCT database, local companies with an interest in the bus, and local grant-making trusts. They will be asked to contribute to the appeal to complete the restoration and launch the bus as a sustainable educational resource.

Careful communication about the existing donation can be crafted to motivate donors of all sorts, by positioning it as match funding. It gives a sense of urgency to the appeal, and a good rationale as to why someone should give now – a vital message for fundraising.

The appeal action plan is as follows:

May

- Agree appeal strategy with the main donor
- Segment the database into:
 - Companies
 - Trusts
 - Individuals who have previously donated
 - Individuals who subscribe to the Friends
 - Individuals who have not yet given
- Hold private conversations with 6-10 of FoCT's top donors, seeking pledges to be announced during the appeal

June

- Draft letters for each individual on the database plus any other prospects, according to the segmentation above; send the letter accompanied by a Friends' newsletter
- Follow up as appropriate

July

- Prepare tailored letters/applications for trusts and companies
- Follow up as appropriate

The appeal is likely to take until December 2018 to complete and will require significant work from volunteers.

7. Further fundraising

In addition to the Restoration and Preparation Appeal, FoCT will need to raise funds to support the core operation of the organisation, and any special projects including the Community Project. The financial models attached do not assume any larger gifts from members on the assumption that they will have given to the Appeal. They do however assume a growing number of people will give a minimum amount each year in lieu of membership, rising from £20 each to £25. We have assumed FoCT will gain 10 additional members per year – a number we believe you could easily exceed.

In order to achieve these, or better, annual donations in lieu of membership we recommend organising one big members event each year. Members would be invited free of charge, although donations would be invited. They would be asked to pay c£10 per head to bring any guests – the intention being that these guests can then be encouraged to sign up. We recommend that passenger trips on the bus should only be available at this annual event (other than special trips for major donors etc) which would be held on private land, thus encouraging people to a) sign-up and b) attend the event.

Within the financial model, we have assumed a higher level of donations to be secured at events. However, this will only be achieved if the bus provides an offer which people really value. Hence the need to ensure the offer is appropriate to the key audience/s attending each event.

A major income element of the financial model is in-kind support of storage space for the bus, and 50% of maintenance costs. FoCT has already secured and received pledges of valuable help from local bus companies: These will make a big difference to the sustainability of the organisation.

The Community Project, and any other special projects, would require external funding. Both HLF and Arts Council England have funding streams which could be useful for the Community Project. This may or may not need to be enhanced by grants from trusts and foundations. It is likely that FoCT will require some help in developing the project to the point at which it could be submitted to major funders and an allowance has been made for this in year 3.

We believe the type and level of fundraising is sustainable for the organisation. Priority should be given to increasing the number of members and raising the minimum level of donation they make, and securing and managing in-kind business support. Requests for larger personal donations should be saved for future projects, which are inevitable.

8. Marketing and communications

Current marketing activity is confined to:

- The website
- Visibility and leaflet distribution at events
- Facebook (not updated since May 2015)
- Newsletter for Friends and others on the database

FoCT has a database of c300 names. These are currently being validated in line with GDPR requirements.

This activity has been adequate for the current period during which the bus cannot be seen. In the future there will be much more opportunity to promote the bus, but that needs to be weighed up against the volunteer resource available and the need for self-generated promotion.

The proposed plan enables FoCT to rely largely on partner organisations for promotion, particularly at events where the organiser is responsible for bringing customers to the show (eg: Chatham Historic Dockyard). However, FoCT should ensure that it keeps its supporter network informed about where and when the bus can be seen in public and how it is being used as an educational resource. We would therefore recommend establishment of an attractive email newsletter (eg: Mailchimp) to be distributed once a month. Each issue only requires 2-3 items of content: photographs will be important. It would also be worth FoCT having functioning Facebook and Instagram accounts. These can be set up easily but would require maintenance and a steady flow of photos.

At launch, we recommend having materials available in print and on the website, outlining:

- public events for 2019
- the schools offer
- becoming a friend/donating

The website will need to become more focused on what the bus is doing and where people can see it. This shouldn't be difficult to achieve. As new services are added (eg: film screenings) these will need to be promoted, and there may need to be an integrated booking service or you could use an application such as Eventbrite.

We would expect the local paper to be interested in covering a launch event, and it would be worth talking to them about 6 months beforehand as they may be able to do some background articles in the run-up and provide ideas for the launch itself. The bus' 80th anniversary will be an additional 'hook' for the media. Always make sure you link your website to any articles that appear online, and make reference to these articles in your monthly newsletter.

The launch event should cater for all your key audiences:

- Donors and friends (HLF, individuals, trusts, businesses)
- People who have undertaken work on the bus
- Heritage stakeholders (eg: local museum directors etc)
- Education stakeholders (local museum education service, headteachers etc)
- Others who have helped FoCT to this point

Owing to the numbers involved, but also the restrictions of not being able to carry passengers, FoCT may want to consider an 'unveiling' where the bus would be covered up creating a sense of anticipation. It could be worth considering inviting a local celebrity (ideally from the 40s/50s) to take part, but they are likely to require a fee.

Detailed planning for the launch should start 6 months beforehand, with the priorities being:

- Finding an appropriate venue
- Booking any performers (eg: a local band to play 40s' music)
- Planning any catering
- Agreeing the guest list
- Involving the local paper
- Commissioning/ordering any launch merchandise
- Commissioning structural changes to the website
- Creating a new, email newsletter format

3 months before the launch, actions will be:

- Sending out invitations
- Writing copy and commissioning design for promotional leaflet
- If possible, arranging a photo-shoot of the bus to get some really good photos in advance of launch
- Finalising the launch event programme and reconfirming bookings
- Managing RSVPs
- Recruiting volunteers to help manage the event
- Regularly updating the website, Facebook and Instagram
- Communicate with friends via the new newsletter

At the time of the launch, in addition to event management, it will be important to:

- Send promotional leaflets to schools
- Keep the website, Facebook and Instagram up to date, and encourage sign-up to newsletter
- Take lots of good photos

9. Resourcing the plan

The plan both relies on volunteer support, and is designed to encourage greater and wider volunteer involvement. The acceleration of the timetable means that there will be more demand put upon existing volunteers and it is hoped that others will be encouraged to participate. The immediate priority is the next 12-15 month during which the bus will be completed and launched. The tasks and timescales (excluding vehicle management) are shown in Appendix 4, divided into 5 different areas:

- Fundraising and stakeholder relations
- Marketing
- Launch and events
- Education and interpretation
- Volunteering

Each area will need a leader, but individual tasks could be shared between members of a small team. For example, the Launch & Events team could decide on the nature of the bus launch, but one person might then find and book the venue, while another would work on the guest list and another on finding catering etc.

Increasing the number of volunteers will be easier once the bus has been launched and people start to see what it does. In the meantime, we recommend 2 approaches:

- Promote specific volunteering opportunities (ie: as members of the teams outlined above) in the FoCT newsletter
- Meet with Volunteer Centre Medway for advice and contact with potential volunteers

Before doing this, it would be very helpful if a Volunteer Coordinator could be recruited from within the current ranks of volunteers. This person would be the point of contact for potential volunteers.

Ideally, FoCT would employ a Project Manager to tie all the strands together. This could be a part-time (.5 FTE), 12 month role and would therefore cost approximately £15k. Neither the fundraising appeal nor the operational business plan allow for this expenditure. It is worth asking the HLF whether they would consider a bid to cover this and other launch expenses. Alternatively, is there a volunteer who would be prepared to take on this role?

The next 5 years are going to be critical to the success of FoCT, and demands upon its Trustees will change considerably. Running an operation, albeit one that is designed to be managed by volunteers alone, will put new and different demands on trustees and it is important the board has the skills to rise to this challenge. An outline of the skills required of Trustees is as follows:

- Ability to think strategically
- Experience of business management
- Effective networking skills
- Well-established and current networks – political, community, heritage, bus industry
- Effective communication and advocacy skills
- A readiness and ability to play an active role in FoCT's activities
- Empathy with FoCT's vision, including an appreciation of the history of Chatham Traction and the Medway towns
- Experience in one or more of the following:
 - Education
 - The heritage/leisure industry
 - The bus industry
 - Communications, marketing and PR
 - Fundraising
 - Volunteer management
 - Community projects
 - Project/business management
 - Entrepreneurial business
 - Finance

Appendix 5 contains an audit of existing trustee skills. This shows an urgent need to recruit new trustees with skills and experience in education (specifically primary level) and communications. In order to represent the community it wishes to serve, we encourage FoCT to seek out trustees who can add to the diversity of the Board.

10. Conclusion

FoCT has every opportunity to become a sustainable organisation fulfilling its aims of ‘creating through the restoration of the only surviving Chatham Traction Bus, GKE 68, an educational resource with which to promote the history of Chatham Traction and ... the transport, social and industrial heritage of the Medway Towns.’

As a result of the very generous donation, and the potential of an accompanying fundraising appeal, restoration of the bus can be completed by early 2019 and the funding should be available to equip it as an educational and leisure resource for a range of audiences.

The running costs of the organization and the bus can be more than covered providing individuals continue to support FoCT with regular, annual donations, and local companies provide in-kind support for storage and maintenance. More volunteers will be needed, but the increased visibility of the bus should attract a more diverse team.

We recommend the organic growth model which sees the bus expanding its services gradually over the first 5 years of operation. The plan will take commitment and significant volunteer time, but the rewards will come in seeing the bus take its place at the centre of Medway’s heritage offer.

Appendix I: The Business Plan brief

The Friends of Chatham Traction – Medway Heritage Bus Brief for Consultant to develop a 5 Year Business Plan

Purpose of the work

To develop a 5 year Business Plan for The Friends of Chatham Traction covering a period during which restoration of GKE68 will be completed and the bus (to be called the 'Medway Heritage Bus') put into operation as an educational, community and leisure asset. The business plan should answer the questions:

- What are we going to achieve over the next 5 years?
- How are we going to achieve it?
- What funding and resources will we need?
- How will it be funded?

The business plan must be realistic and viable and should contribute to the longer-term sustainability and development of The Friends of Chatham Traction and the Medway Heritage Bus.

Content of the business plan

The plan will include:

- An overview of the long-term opportunities and ambitions of The Friends of Chatham Traction together with an analysis of the key challenges
- An assessment of the complimentary heritage activities in the Medway and opportunities for The Friends of Chatham Traction to contribute to this offer through partnerships and services
- A review of comparator organisations with particular regard to their business models and fundraising
- An assessment of the ongoing costs of maintaining and operating the Medway Heritage Bus (including consideration of an appropriate workload for a vintage vehicle)
- Identifying options for storage of the vehicle and FoCT's additional collections of ephemera, photographs and documents
- Identification of opportunities for income generation, prioritised for further investigation

- A costed programme of activity to celebrate the 80th anniversary of the Medway Heritage Bus in 2019
- An outline marketing and communications plan, focusing on the first 12 months of the business plan period. This will include: information on key audiences and recommendations on how to engage them/keep them engaged with The Friends of Chatham Traction and the Medway Heritage Bus; and recommendations to increase audience diversity, and widen participation and involvement
- An outline strategy to raise the funds required to complete restoration of the Medway Heritage Bus and create interpretation and audience engagement activities, including for the 80th anniversary; and to support maintenance and operation of the vehicle
- A review of the Board's capacity to deliver the business plan, including an audit of current Trustees' skills and plan for acquisition of key skills through training and/or recruitment of new Trustees, in order to increase the diversity of the Board
- An assessment of other resources required to deliver the business plan
- A 5-year timetable
- A 5-year income and expenditure plan

Timetable:

By November 30 th 2017	Appointment of consultant
By March 1 st 2018	1st draft delivered
By March 31 st 2018	Final report delivered

Outputs:

The report will be delivered electronically.

Onsite Meetings:

The consultant will be expected to attend at least 2 meetings onsite: The first on commencement of the project and the second, in March 2018, to present the draft report and discuss its contents with Trustees.

Fees:

The fee available is £10,000 to include all travel costs but excluding VAT.

Appendix 2: Business Plan summary 2014

The Chatham & District Traction Company ran bus services over the former tram routes in Kent's Medway Towns from 1930 to 1955. It was widely known as just "Chatham Traction" or sometimes as the "brahn buses"..... The Friends of Chatham Traction was formed in March 2007 to create the Medway Heritage Bus.

Our Purpose

To create, through the restoration of the only surviving Chatham Traction Bus, GKE 68, an educational resource with which to promote the history of Chatham Traction and the role the company plays in the transport, social and industrial heritage of the Medway Towns.

Our Vision

By 2020 GKE 68, the Medway Heritage Bus, will be established and recognised as a unique part of the civic heritage of the Medway Towns. The Friends of Chatham Traction and their partners will have realised the potential of GKE 68 to contribute to the education of the people of Medway. The restored bus will be a viable and self-sustaining community asset located in Medway.

Our Values

There are five principles which guide how we work: **History** - Through the restoration of GKE 68, we want to tell the story of the bus, Chatham Traction and the role that buses have played in the transport and industrial fabric of Medway. We are particularly interested in joining together with other transport and heritage organisations to promote a wider appreciation amongst the public. **Learning** - We intend to focus on groups such as school children, older people and other community groups in the Medway Towns. Furthermore we recognise that the restoration process provides a rare opportunity to combine traditional craft and engineering skills with learning in local colleges. **Legacy** – We believe the restoration of GKE 68 and associated development as an education and heritage resource will provide a tangible asset to the community of the Medway Towns,

having served as a catalyst for the retention of skills and knowledge. **Civic Pride** – Once restored, the Medway Heritage Bus will provide the people of Medway with a focus for promoting and celebrating its past, as a recognised and valued part of the fabric and infrastructure of the Medway Towns. **Viability** – We will work proactively towards a self-sustaining model of funding for the Medway Heritage Bus once the restoration is completed. We continue to explore actively relevant opportunities for commercial activities, sponsorship, grants and we acknowledge the generous ongoing support of our members and supporters.

Themes of work/building blocks

In November 2014, the board of trustees undertook a strategic review of its progress to date. In their discussions, the trustees identified the following seven “building blocks” of activity for focus.

GKE 68 Continued restoration, preservation and maintenance of the bus in a secure and accessible

location together with necessary legal requirements for proposed usage. “Telling the story” of GKE 68, its restoration, heritage and associated artefacts.

Funding and Fundraising Development and implementation of a funding strategy, covering options for sponsorship, donations, merchandising, grant applications and direct appeals.

Friends of Chatham Traction Continued work with members to increase involvement in FOCT activities, widen membership and continue dissemination of information, contacts and knowledge

Project Partners Exploration and development of working with partners on restoration and educational and social activities. To include bus operators, educational institutions, transport heritage groups and local businesses

Education and Skills

Development of range of educational resources and activities, involving different age ranges and including practical skills, local history and lifetime learning. Establishment of a dedicated educational officer.

Heritage Promotion of events, archiving and working with appropriate heritage organisations to widen awareness of the bus's role in local heritage and link to Medway communities.

Community Continued involvement with local communities, to include Youth Parliament, local interest groups, bus enthusiasts, geographical communities such as Luton and residential homes.

Charity Governance, Leadership and Management

The board of trustees recognises that its activities rely primarily on volunteer input. Between the members of the current board, there is a wide range of knowledge, experience and skills, together with a commitment to share the workload and responsibilities. However the board is aware of the need to monitor its constituent members and will look initially to its own members and supporters for input and participation as/when needed.

In the coming months, the board commits to undertaking a review of its governance to form a robust platform for managing future progress and to ensure compliance with charity law and regulations..

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Registered Charity No. 1132120

Appendix 3: Proposed business plan model - gradual expansion

Excludes costs of bus restoration and preparation, and community projec

	2017	2018	2019	2020	2021	2022	2023	
			Launch of Core	Core + launch of screening + private hire	Core + screening + private hire	Core + screening + private hire + set up of community project	Core + screening + private hire + launch of community project	
EXPENDITURE								
Administration								
Printing, postage, stationery	637		750	765	780	796	812	
Insurance	41		50	51	52	53	54	
Publicity & show stand	424		1,000	1,020	1,040	1,061	1,082	Excludes launch costs - to be included in Appeal. Allowances for reprints, web
Subscriptions to other organisations	130		130	133	135	138	141	
Fundraising/project development support	2,604		0	0	0	2,500	0	
Events								
Members annual event			500	510	520	531	541	
Cinema/Private Hire								
License				100	102	104	106	
Purchase of Films				170	510	520	531	assumes £85 per film
Merchandise								
Cost of goods	710		750	1,500	1,500	1,500	1,500	more shows
Vehicle								
Insurance			1,000	1,020	1,040	1,061	1,082	
Storage	659		2,400	2,448	2,497	2,547	2,598	
Fuel			114	171	228	228	266	600, 700
Maintenance post restoration			0	2,000	2,040	2,081	2,122	
TOTAL	5,205	0	6,694	9,888	10,446	13,120	10,836	
INCOME								
Donations								
Members minimum gifts @ £20	1,620		2,000	2,750	3,000	3,250	3,500	Assumes increase to 100 donors in 2019; 10 additional pa afterwards;
Members additional donations	3,849			0	0	0	0	Assume additional donations directed to additional/special projects
Members day donations			1,000	1,100	1,210	1,331	1,464	Additional donations from members; tickets for members' guests. Increase
Event donations			600	1,200	1,200	1,200	1,200	Assumes installation of donation box; £150 per event; 4 events in 2019, 8 in
Gift Aid	1,411		900	1,263	1,353	1,445	1,541	Small Donations Scheme
Corporate / In-kind			2,400	3,448	3,517	3,587	3,659	maintenance in-kind
Earned income								
Merchandise sales	645		1,500	3,000	3,000	3,000	3,000	Assumes minimum 100% mark-up
Screening tickets			2	600	1,800	1,800	2,160	to £12 in 2023
Private hire				800	4,000	4,000	4,500	Hires @ £400 rising to £450
Other								
Bank interest	2							
TOTAL	7,527	0	8,402	14,161	19,079	19,614	21,024	
Surplus/deficit	2,322	0	1,708	4,273	8,634	6,494	10,188	

Inflation from 2020 assumed at 2%

Fuel calculation: £1.25 per litre; 19 litres per 100km.

Appendix 5: Board skills audit

	Trustee A	Trustee B	Trustee C	Trustee D	Trustee E	Trustee F	Trustee G	Trustee H		Total	Mean	Median	Highest value	importance 1-3
KEY SKILLS/EXPERIENCE														
Education, particularly primary	0	0	2	1	1	0	1	1		6	0.75	1	2	3
Volunteer management	0	0	3	0	2	2	0	2		9	1.125	1	3	3
Finance	3	3	3	1	2	1	0	2		15	1.875	2	3	3
Business management	5	2	3	1	3	2	0	2		18	2.25	2	5	3
Project management	0	0	4	1	4	3	2	5		19	2.375	2.5	5	3
Communications, marketing & PR inc digital	0	0	3	1	2	0	0	2		8	1	0.5	3	3
Bus industry & operations	5	0	2	3	0	4	1	3		18	2.25	2.5	5	3
Archives / collections management	0	0	3	1	0	0	1	3		8	1	0.5	3	2
Entrepreneurial business	1	0	3	1	0	0	0	2		7	0.875	0.5	3	2
Heritage/leisure industry management	0	2	2	0	0	0	2	2		8	1	1	2	2
Charity management	0	2	2	1	3	0	1	3		12	1.5	1.5	3	2
Fundraising	0	1	3	0	3	1	2	2		12	1.5	1.5	3	2
Community projects	0	2	3	0	3	3	0	2		13	1.625	2	3	2
Engineering/technology	0	0	4	0	0	1	1	5		11	1.375	0.5	5	2
Retail/merchandising	0	0	1	0	1	0	0	2		4	0.5	0	2	1
Local knowledge	*				*	*		*						

STRONG - no action required

MODERATE - may need attention

WEAK - priorities for action