

FORWARD PLAN, 2021 - 2023

Statement of Purpose

Glenfinnan Station Museum's mission is to preserve, research and interpret the railway heritage of the West Highlands and to ensure its accessibility for the general public, the local community and special interest groups.

The Museum conducts its business within a framework of plans and policies as well as a set of core values. The core values are:

- Authenticity
- Inclusiveness
- Sustainability
- Enjoyable learning
- Local initiative and activity
- Public and active transport
- Care for visitors, customers, staff and the environment

The Museum's policies include:

- Care and Conservation Policy, reviewed every three years, next in Oct/Nov 2022
- Collections Development Policy, reviewed every five years, next in Oct/Nov 2025
- Documentation Policy, reviewed every three years, next in Oct/Nov 2024
- Access Policy, reviewed 3-yearly, next in Oct/Nov 2022
- Child Protection Policy, reviewed every three years, next in Oct/Nov 2022
- Equal Opportunities Policy, reviewed every three years, next in Oct/Nov 2022
- The Museum Association's current Code of Ethics for Museum

The Museum's plans include:

- Emergency Plan, reviewed annually in October
- Care and Conservation Plan, reviewed every three years, next in Oct/Nov 2022
- Education programme, reviewed every three years, next in Oct/Nov 2022
- This Forward Plan, reviewed and updated annually to cover the current year and the 3-year period ahead.

The Museum's previous Forward Plan was first adopted in May 2014. This was also a 3-year rolling document reviewed annually. It built on the Museum's first Forward Plan, which was a 5-year rolling document adopted in 2001. This formed the blueprint for Phase 2 of a comprehensive development project which was brought to conclusion in 2013, having successfully addressed the key issues identified in the previous Forward Plan.

In March 2020, the COVID-19 coronavirus was declared a global pandemic by the World Health Organization, and in response, governments around the world, including the UK, introduced comprehensive and invasive infection control measures in all aspects of society. This forced the Museum to close its doors to the public and to ask all staff to work from home. As from 1 June 2020 all remaining staff were laid off under the government's furlough scheme.

In the period between 23 March 2020 and the time of writing this plan in the autumn of 2021, various levels of infection control restrictions have been in place, including a general rule of keeping at least 2 metres apart from anyone not in the same household. This so-called 'social distancing' requirement has meant that even in periods when on-site visits have been permitted, only a maximum of 4 people can be in the museum shop and exhibition area at any one time. The 2-metre distancing rule was also in force on railway platforms.

While the pandemic lock-down periods forced the museum to make use of the government furlough scheme for employees, it allowed volunteers to catch up on maintenance and repair work, and allowed pause for reflection about the way forward for the Museum. This Forward Plan is an outcome of these deliberations and reflects new ideas about how to best safeguard and promote the Museum's core values.

The Museum's earlier Forward Plans listed the following critical success factors:

- i. Increasing visitor numbers
- ii. Positive visitor feedback.
- iii. Stable environmental conditions for collection.
- iv. Continued Museum Accreditation.

The trustees have now come to realise that constantly growing visitor numbers are not always consistent with some of the Museum's core values. The revised critical success factors are therefore:

- i. Keeping visitor numbers at a sustainable level.
- ii. Visitor enjoyment and learning.
- iii. Stable environmental conditions for the museum collection.
- iv. Continued Museum Accreditation.

The Museum's environment

Governing body

Glenfinnan Station Museum is operated by a charitable Trust, at present involving seven volunteer Trustees, all of whom are able to offer specialist expertise or represent stakeholder groups. There is an aspiration to change this body into a Scottish Charitable Incorporated Organisation (SCIO) to protect the interest of the charity's volunteer directors, but this has been difficult to progress during the pandemic as banks have not been accepting new accounts.

Museum buildings and site

The Museum is situated at Glenfinnan Railway Station on the Mallaig Extension to the West Highland Line. Glenfinnan is a village with a population of only 85 households, but attracts in excess of 500,000 tourists every year. The museum shares the station site with Network Rail and the train operating companies. The museum collection is housed in the railway station buildings, to which the Trust has obtained a 99-year lease. The railway station is still operational, but following the changeover in 1988 from manual and electromechanical signaling to radio control, the buildings were no longer needed for train operating purposes. The buildings are listed (grade B) for their architectural and historic value. The lease also includes an area of approx. ½ acre, which was formerly the station's goodsyard and sidings, an adjacent woodland area, and other ancillary land adjacent to the junction between Station Road and the A830 trunk road. In 2012, the Trust developed this area to form a car park for 12 cars.

Attractions

The Museum was opened in 1991 and has gradually expanded its attractions base since then. Two railway carriages have been acquired and restored, one as the Glenfinnan Dining Car (opened for operation as a Museum Tearoom in 1994), the other as the Glenfinnan Sleeping Car (opened for operation as self-catering hostel accommodation in 1997). To date, the Dining Car has been operated by external leaseholders while the Sleeping Car has been operated by the museum's trading arm.

The operating restrictions that were imposed by government in response to the coronavirus pandemic caused the Dining Car to keep its doors closed to the public throughout the 2020. In early 2021, faced with continuing operating restrictions, the operators of the Dining Car decided that they would not be returning as leaseholders. The coronavirus operating restrictions also forced all hostel operations to stop, and the Sleeping Car had to cancel and repay all advance bookings made for 2020. Throughout 2020 and 2021 the Sleeping Car has instead been providing accommodation for single household groups whenever permissible under government rules.

The station signalbox was refurbished in 2012/2013 and was soon turned into an award-winning signalling demonstration hub by museum volunteers. Large outdoor exhibits include a 55-tonne snowplough and stationary crane built in 1895, originally located at Ladybank Station.

Part-funded by the Heritage Lottery Fund, a 1.6 km upland footpath from the Station to Glenfinnan Viaduct – partly built by volunteers from the Museum's Friends organisation – was opened in 2012, although work was not fully completed till March 2014. A further path upgrade scheme was funded by ScotRail through Network Rail and Transport Scotland in 2019. A path maintenance workshop was organized for March 2020 in collaboration with Glenfinnan National Trust Centre and West Highland Community Rail Partnership, but this was cancelled due to the national covid lockdown.

The Museum was granted Fully Registered Museum status by Re:source in February 2003 and Accredited Museum status by Museum Galleries Scotland in December 2011 and has retained the accredited status since then.

Friends Association

The Museum's work is supported by a Friends association which at present has a membership of 227. Members offer their labour on a voluntary basis, and pay an annual subscription to help fund museum developments. In return, they receive a yearly newsletter and are entitled to discounted accommodation in the Museum's Sleeping Car.

Trading Arm

The Museum's funds are boosted by the efforts of Glenfinnan Station Museum Ltd., a trading arm wholly owned by the Museum Trust. The trading arm was set up in 2007 with the sole object of engaging in trade in order to support the charitable activities of Glenfinnan Station Museum.

Community benefits

In addition to enjoying increased employment opportunities, the local community benefits from the museum's ability to offer facilities for local events as well as from the museum's work to preserve and interpret the local heritage and the associated enhancement of one of its public amenities. Through its education and awareness-raising work, the museum also benefits the general public, visitors to the area, and travellers on the West Highland Line, as well as those with a particular interest in railway history.

Visitor numbers

Annual visitor numbers fluctuated between 5,000 and 10,000 in the period between 1991 and 2011; since then numbers have risen significantly, to 20,062 in 2017 and then to 29,414 in 2019 - the last year before the coronavirus pandemic. The total visitor number for the year till November 2021 was 11042, despite the significant operating restrictions that have been in place. This figure is similar to 2009, when the total number of visitors for the year was 10,321.

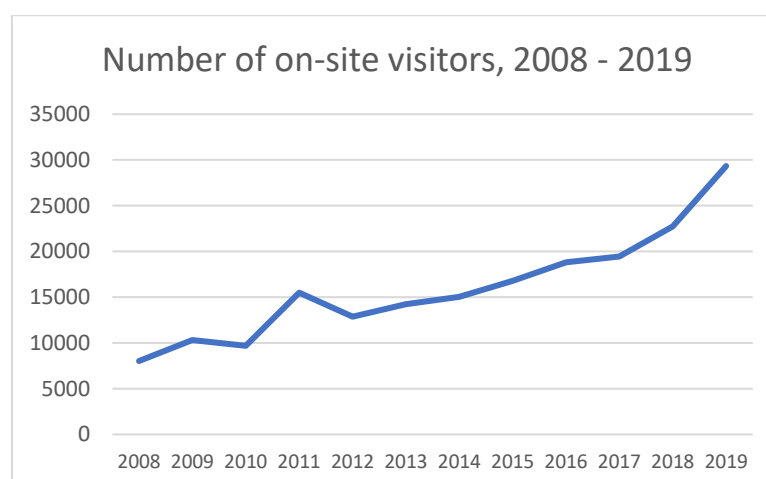


Figure 1 – Number of visitors 2008 - 2019

The trustees have come to realize that annual visitor numbers in the region of 10,000 is more suited to the innate site restrictions, such as septic tank capacity, car parking area and floor space. Please see p.5 under *Financial Performance* for a more detailed analysis.

Staffing

The museum has traditionally employed a manager and a maintenance officer all year, assisted by seasonal front-of-house staff. At the time the coronavirus pandemic struck, the then maintenance officer's contract was coming to an end, and the Museum was not in a position to renew the contract. The Museum's business manager was furloughed on 1 June 2020. On 1 June 2021, arrangements were made for flexible furloughing and she returned to work for 20% of her contracted hours, with the number of hours worked gradually increasing every month until the furlough scheme came to an end on 1 October 2021.

Throughout the pandemic, the Museum's essential core activities have been performed by its trustees and by volunteers from the Friends organisation. The Trust does not expect the Museum to be able to take on new staff until the spring of 2022. At that point, we intend to hire one part-time seasonal front-of-house assistant. We are currently exploring how best to cover the site and building maintenance functions by suitably qualified personnel, and we have engaged in exploratory discussions with potential new leaseholders for the Dining Car. For the time being, the curatorial functions will continue to rely on volunteer input but it is the Trust's intention to hire suitably qualified part-time staff to cover this function in the longer term, within the next three years.

Financial Performance

Over the years, the Museum has developed an income base which is sufficient to cover one permanent full-time member of staff (30 hrs), seasonal sales staff, operating expenses, site and building maintenance, and a certain amount of development work. This has been achieved through long-term heritage-based developments such as the Glenfinnan Sleeping Car and Dining Car, and through partnering with other rail heritage organisations such as Friends of the West Highland Line, Friends of Glenfinnan Station and West Highland Community Rail Partnership.

In 2007 all trading activities were transferred to Glenfinnan Station Museum Ltd, in order to facilitate trading in accordance with business principles. Two of the company's three directors are also museum trustees. The company has no employees and relies on voluntary input from its directors. The company runs the Glenfinnan Sleeping Car and the Museum shop. In November 2020 it also ventured into publishing by releasing the Museum curator's book about the building of the Mallaig Railway. Online and telephone sales of the book secured a trading income during the lockdown periods of the pandemic and ensured that a certain amount of gift aid could be ploughed into the Trust, increasing its resilience to the government-imposed operation restrictions.

During the pandemic, the Museum's funds were also boosted by support from the Highland Council, HMRC, Highlands and Islands Enterprise and Visit Scotland. Combined with the trading income generated by museum volunteers throughout the pandemic, this has ensured that the Museum is now in a good position to recover with caution as virus restrictions are eased, based on viable plans for a sustainable future.

Figure 1 above shows the steep rise in annual visitor numbers in the years from 2008 to 2019, going from 8,028 to 29,334. Figure 2 below shows the relationship between turnover and net income over expenditure in the same period.

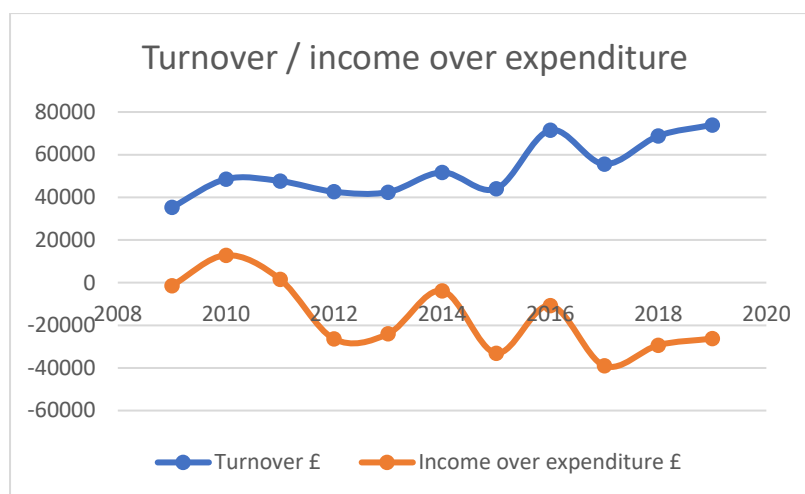


Figure 2 – Turnover v. income over expenditure 2008 - 2019

The figures make it clear that the higher income generated by more visitors is balanced out by the higher cost of maintenance, repairs, consumables, crowd management, etc. This analysis has informed the Trust's decision to replace its goal of increasing visitor numbers to one of maintaining sustainable visitor numbers. The historical data suggests that this level is approx. 10,000. In the period of the current Forward Plan, the Trust will therefore be exploring ways of achieving this goal in face of the steeply rising curve of visitor numbers to Glenfinnan as a destination.

Collection

The museum's collection includes a large number of photographs, documents and books in addition to railway artefacts such as nameplates, station signs and tokens, and larger items such as signal levers, trolleys and carriages. The total number of catalogued items is 970, while there is a backlog of approx. 270 items waiting to be researched and documented by September 2022.

In 2012, the museum was eventually successful in opening a new conservation store providing collection storage facilities with environmental control. In February 2020, the store's air conditioning unit failed, and while waiting to have a replacement unit installed, the trust maintains satisfactory if sub-optimal environmental conditions by relying on manually emptied dehumidifiers.

Strengths, weaknesses opportunities and threats

Strengths

Location: The Museum's geographic location is a key strength which has allowed the establishment of a diverse attractions base on a small site, and whose world-famous views and steam train service attract large numbers of international visitors to the small and remote rural community of which the Museum is a part.

Dedicated, knowledgeable staff and volunteers are the Museum's greatest asset.

Well-established networks: The Museum has successfully established a network of contacts within the various railway companies that use Glenfinnan Station. This has resulted in a secure long-term leasehold and collaborative partnerships that allow the heritage site to thrive. These partnerships have been carefully and painstakingly built through decades of insistent networking within the railway industry by the Museum's enthusiastic personnel and supporters.

Diverse revenue base: Museum operations are supported by a range of commercial activities, such as overnight accommodation and catering as well as online and on-site sale of West Highland Line souvenirs and literature.

Volunteer accommodation on site. The Sleeping Car provides on-site accommodation for up to ten people, enabling volunteers from far and wide to combine volunteering with a holiday.

Working railway site: The fact that the museum is housed in the station buildings of a working railway adds to the immersive visitor experience and provides a steady stream of incidental visitors.

Good public transport access: Situated a 1-minute walk from the nearest bus stop and co-located with the nearest railway station, the Museum is easy to access by public transport.

Good access by foot from Viaduct viewpoints and the main village car park: The Museum's Viaduct Trail encourages keen visitors to follow the path to the end from the viaduct viewpoints and the new community-run car park, making the station a good half-way rest point on the circular walk around Glenfinnan..

Flexibility. The small size of the Museum organisation provides a level of flexibility in terms of speedy decision-making and re-deployment of resources in times of crisis.

Weaknesses

Location: The inflated footfall that gives rise to exaggerated wear and tear on site facilities is caused by the Museum's geographic location in a village which has become a world-famous tourist destination.

Limited space: The museum site at Glenfinnan Station provides only limited and finite indoor and outdoor space. As a consequence, the museum has no meeting room, educational space or temporary exhibition space. Furthermore, space for the permanent exhibition and for collection storage is severely restricted, so much so that new museum acquisitions are difficult to justify.

Shared-use site: The Museum shares its site with other users whose interests can conflict with those of the Museum.

Lease obligations impossible to fulfill and bureaucratic landlord who fails to engage and address issues:

According to the Museum's lease with Network Rail, the Trust is obliged to undertake routine maintenance of all leasehold buildings, and to have all surfaces repainted every five years. However, the lease does not include a procedure for the Museum to be able to undertake maintenance of lineside buildings in a safe manner, and the landlord fails to engage with the issues.

No museum professional employed: The Museum's operation depends on the voluntary work of its trustees, curator and site manager. Paid employment has been prioritised for administrative and front-of-house personnel.

Small organisation: While the small size of the Museum organisation provides flexibility, it also makes the Museum vulnerable in that its operation depends on the personal circumstances of a small number of individuals.

Ageing volunteers: While knowledgeable and dedicated volunteers are the Museum's greatest asset, most volunteers are over 50 years of age.

Visitor surges: Site visitor numbers are over-exaggerated around the timings of the steam train, making it difficult to balance the required staff numbers for these periods with a need to keep the same staff members gainfully employed at other times.

Poor frequency of public transport services: While the station is easy to access by train and bus, the frequency of services is inadequate.

Obligation to maintain the Viaduct Trail: The constant need for maintenance of the heavily used Viaduct Trail is a drain on Museum resources.

Opportunities

Location: Without needing to advertise, the Museum's geographic location brings a vast number of visitors to its doors thanks to the iconic status of Glenfinnan Viaduct.

Further diversification: The Museum site lends itself to further diversification of attractions and revenue streams, albeit on a small scale, and preferably at off-peak times, e.g. evening events.

Green development potential: In 2019, the Highland Council declared a climate and ecological emergency and it is imperative that the Museum responds accordingly. The Trust's commitment to public transport provides considerably opportunity to reduce travel-generated carbon emissions, and the Museum's rural location lends itself to composting initiatives.

Greater community involvement: The community spirit engendered by the coronavirus pandemic has highlighted local support for the Museum and its heritage work, with many now looking to contribute to preserving and interpreting Glenfinnan's social history and the area's railway identity.

Glenfinnan Facilities SCIO and Visit Glenfinnan: The existence of local groups with community development objectives provides a potential source of assistance with footpath maintenance.

Glenfinnan Ambassadors: The new Glenfinnan Community Car Park employs two ‘Glenfinnan Ambassadors’ through the year, who welcome all visitors who park in the new community car park. These ambassadors are in a position to encourage walkers along the viaduct trail and promote the station as a ‘half way halt’.

Public and active transport: i) The Trust is an active member of the West Highland Community Rail Partnership and has an opportunity to lead the partnership’s work to improve public transport services and active transport facilities. ii) The Museum’s minibus provides an opportunity to offer transport around the village to those with impaired mobility.

Threats

Facilities overwhelmed by number of visitors: The Museum site and its facilities were designed for a relatively restricted footfall. The high annual visitor numbers experienced in the 5-year period to 2019 (close to 30,000) cannot be sustained without a risk of overwhelming current facilities and detracting from the ethos and atmosphere of the site.

Departure of dedicated volunteers: While knowledgeable and dedicated volunteers are the Museum’s greatest asset, most volunteers are over 50 years of age. Input from current volunteers will gradually decrease or be lost due to illness, death or burnout.

Lease discontinued due to lack of maintenance: Because the 99-year lease with Network Rail includes a maintenance responsibility that the Trust is currently unable to meet due to railway health and safety regulations, NR may decide to terminate the lease, or the Trust may find that its legal position is untenable and decide to wind up operations.

Biohazards:

(i) Despite some progress in fitting train stock with toilet retention tanks, the roll-out of these tanks is not yet universal. As a consequence, the trackbed in the station is sadly prone to being littered with human waste, toilet paper and excessive weed growth.

(ii) The septic tank that serves the Museum’s toilets dates from 1901 and has not been upgraded since. It is not situated within the Museum’s lease area and therefore remains inaccessible to Museum contractors. The soakaway is not up to current standards and is suspected to pollute a local watercourse.

Steam train ceasing to run: Should the steam train cease to run on the Mallaig Line due to a potential UK ban coal or for any other commercial, operational or legislative reason, this may affect the world-wide popularity of the Glenfinnan Viaduct.

Key aims and objectives for the period

The Museum's key strategic aims for the period to the end of 2023 are set out below. These reflect the uncertain situation the Museum finds itself in at the time of writing as it gradually emerges from its enforced mothballing period. Aims for the period will therefore focus on addressing a post-covid reality while maintaining the museum's key functions. A set of objectives are listed for each strategic aim and specific action points explain how the Trust intends to achieve the listed objectives. The actions reflect the Trust's considered approach to addressing the museum's identified threats and weaknesses while building on its strengths and making the most of its opportunities. The attached Appendix I, *Museum Resource Plan*, gives a breakdown of the budget resources allocated to each action in the period to 2023. Prospects beyond this time frame are still considered uncertain.

1. To secure sufficient revenue to pay for essential staff, maintenance and developments.

Objectives:

- a) Secure continued museum funding from the Highland Council and other funding bodies.

Actions:

- Commercial Manager to keep abreast of existing and emerging funding opportunities so as to allow timely submission of applications as deemed necessary.
- Commercial Manager to ensure that all reporting documents are submitted on time and that all conditions of funding are fulfilled.

- b) Identify optimal, affordable and essential staffing levels.

Action:

- All managerial personnel to work together to identify optimal and essential staffing levels, and to liaise with Commercial Manager to establish affordability.

- c) Identify and approach local partners with whom to share maintenance responsibilities for the Viaduct Trail.

Action:

- Curator to invite a local review of benefits and responsibilities associated with the Viaduct Trail, involving the National Trust, Glenfinnan Facilities SCIO, West Highland CRP, Glenfinnan Estate and Visit Glenfinnan..

2. To secure continued fulfilment of the Museum's mission in keeping with its code of ethics.

Objectives:

a) Secure continued Museum Accreditation.

Actions:

- Curator to liaise with the Curatorial Advisor on the drafting of updates to Museum plans and policies.
- Curator to keep the Trustees abreast of all changes to the accreditation requirements and to draw up plans and policies for discussion as appropriate, allowing sufficient time for informed decisions to be made on the adoption of such documents.
- Curator to keep abreast of all collection care and documentation issues, seeking advice from the Curatorial Advisor as appropriate.
- Curator to draw up a timetable for preparing accreditation submissions as required, ensuring that the deadlines given by Museums Galleries Scotland are kept.

b) Review and improve on the Station's public interface to encourage off-peak site visits.

Actions:

- Commercial Manager to review the aesthetics of the Museum website and improve on its accessibility and ease of use as well as the site access information provided.
- Commercial Manager to make active use of social media platforms to increase off-peak interest in the site.
- Site Manager to review the Station's visitor interface as experienced by train passengers and seek to implement identified needs for improvement to facilities.
- Curator to review the Station's visitor interface as experienced by walkers on the Viaduct Trail and seek to implement identified needs for signage and beautification.

c) Secure a sustainable long-term future.

Actions:

- Curator and Site Manager to draw up a covid recovery plan on the basis of the policies laid out in this Forward Plan.
- All trustees to share their vision for the operation of Glenfinnan Station Museum in the longer term.

3. To re-assess and re-deploy the Museum's resources in order to prevent excessive wear and tear on the organisation's people and assets while focussing on greater community interaction and education.

Objectives:

d) Re-assess the use of space within the restrictions of the site to allow for temporary exhibitions, educational workshops and community involvement.

Actions:

- Site Manager to oversee conversion of a section of the Dining Car seating area to provide an education/meeting/ temporary exhibition space.
- Site Manager to oversee conversion of one Dining Car toilet to provide storage for cleaning materials and equipment, and to reduce the load on the septic tank.
- Site Manager to oversee conversion of one Museum toilet to provide storage for cleaning materials and equipment, and to reduce the load on the septic tank.
- Site Manager to work with the Friends Association to acquire and install a 00-gauge railway layout, and provide appropriate display space for it, to allow community engagement, education and interaction.
- Site Manager to work with the Friends Association to further the plans for a 7 ¼" railway within the Museum's woodland area to allow community engagement, education and interaction.

4. To appropriately safeguard the museum's collection and property.

Objectives:

e) Computerised cataloguing maintained year on year.

Actions:

- Curator to ensure that all newly acquired objects are accessioned, photographed, documented, catalogued, labelled and put into safe storage within one month of accessioning.
- Curator to ensure that all movements of accessioned objects are appropriately recorded at the time of moving the object.

f) Environmental control of exhibition and storage spaces.

Actions:

- Curator to download data from the EasyLog data tracker in the conservation store on a monthly basis, print the resulting graph and file the hardcopy in the appropriate file. Desired temperature range 10 – 20 °C, desired relative humidity range: 45 – 60% rh.

- Curator to research and acquire a replacement system for environmental control of the conservation store as soon as the financial situation allows for this investment..

g) Regular maintenance of buildings and site.

Actions:

- Site Manager to inspect the integrity of the museum buildings on a weekly basis, taking action as necessary if possible.
 - Site Manager to ensure that the Trust's 5-year external painting regime is resumed as and when feasible.
 - Site Manager to ensure that the Trust's site and rolling stock maintenance programme is implemented to the extent possible by involving external expertise as required.
 - Site Manager to ensure that a regime of regular inspection and certification of fire/smoke alarms and firefighting equipment is implemented for the entire site.
 - Site Manager to ensure that a regime of regular inspection and certification of electrical appliances and installations is implemented for the entire site.
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5. To minimise waste and reduce the Museum's environmental impact.

Objectives:

a) Optimisation of **waste recycling**.

Actions:

- Commercial Manager to ensure that all staff are aware of the museum's waste disposal policies and that they are requested to use the separate bins provided for paper, glass, cans and compost.
- Commercial Manager to request that the Dining Car leaseholder follows the above procedures, and to encourage Sleeping Car visitors to do the same, always providing easy access to such containers.

b) **LED lighting** fitted throughout the museum.

Actions:

- Site Manager to ensure that the LED lighting fitted throughout the museum exhibition area and store in 2012 are maintained, while making sure that LED is used for any new or replacement light fittings elsewhere on the site.

c) Re-usable textile shopping bags provided for purchase rather than plastic or paper **shopping bags**.

Actions:

- Commercial Manager to ensure that only re-usable textile bags are purchased for merchandise packaging of on-site sales once existing stocks of paper bags are exhausted. Second-hand plastic bags to be provided for use to protect goods in inclement weather.
- Commercial Manager to ensure that only sturdy biodegradable cardboard is used as packaging for postal sales.

d) **Public transport** to be actively promoted by all museum staff.**Actions:**

- Commercial Manager to ensure that the Museum reception has current timetables readily available for all public transport providers in the Museum's vicinity.
- Commercial Manager to ensure that all staff and volunteers are provided with a Highland Rail Card to incentivise train travel to the museum site.

e) Maintain the Trust's role in addressing **public transport policy** issues.**Actions:**

- Managerial personnel to continue their active involvement with the West Highland CRP, Friends of the West Highland Line and Lochaber Chamber of Commerce.

f) To seek greater **landlord involvement** to reduce the museum's environmental impact.**Actions:**

- Site Manager to work with the West Highland Community Rail Partnership to secure engagement with Network Rail and its successor in an effort to press home the necessity of their involvement with a septic tank upgrade.

Review

Throughout its period of application this Forward Plan will be reviewed in October/November of every year by Glenfinnan Station Museum Trust or its successor.

Appendix – Resource Plan

The ongoing coronavirus pandemic introduces a high degree of uncertainty with respect to financial and market predictions. There is also added uncertainty with regard to the qualifications, skills and competencies that will be available to the Trust for deployment in the next couple of years.

Drafting a resource plan to 2023 based on mere guesswork is considered speculative at this point in time. This exercise will be undertaken as soon as the situation allows.

