

Defenit Draft FEDECRAIL ANNUAL PLAN 2022.

1. Introduction.

This annual plan of FEDECRAIL for the year 2022 is based on:

- a. The Strategic plan 2017 – 2022 (accepted by the members in May 2017 during the AGM in Antwerp);
- b. The status of representative body in the ERA, makes our intensive work as member of GRB and NRB possible and necessary in the Heritage Operation Group.
- c. The wish of the members to behave as a more member orientated organization, as base for the start of executing the 'Plan Paris' as accepted by the 2017 AGM in Antwerp and....
- d. Finding a serious fair place in the European Green Deal, by starting to unify the working industrial and mobile heritage for this main reason.
- e. The COVID-19 crisis, being a pandemic, has been spread all over the world from the beginning of the year 2020. Developments around the virus are still ongoing.

2. The main directions for 2022.

The year 2022 will be of great importance for FEDECRAIL and her members in which we – board-, team members and Members of FEDECRAIL - have to produce a new strategic plan for the period 2023 – 2027. In 2021, we started a series of meetings with individual members and umbrella organisations in order to have a close exchange of information and requests so as to gather those elements that are absolutely necessary for the shared construction of a new strategic Plan for the years to come. This asks for clear decisions about (new) directions of our behaviour. In this process of alterations **we will discuss and decide with our members during the first half of 2022**, about in which way we will renew our relationship for the period after 2022. In the same way we should discuss and decide about alterations to the membership structure and the administrative structure of FEDECRAIL. The detailed execution of the future Strategic Plan will be placed in annual plans from 2023 on.

Producing of the annual plan for 2022 is the full responsibility of the current board, i.e. after the AGM 2021 on June 19th. The draft product should be discussed as proposal with the members on December 18th 2021. Necessary changes should be incorporated after that and in this form the annual plan 2022 will be on the agenda of the AGM 2022 to be officially and formally adopted by the members in the AGM 2022. This process of constructing the annual plan for 2022 will be used as start of the production of the strategic plan 2023 – 2027, during 2022.



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In 2021 we have made several steps executing the Plan Paris in relationship with the European Green Deal. As one of the results 2022 will see the development of the co-operative European platform of working industrial and mobile heritage to fulfil the aims in the confirmed Plan Paris.

The board in new composition decided, that all the existing working groups (HOG, TG, EWG, Com WG, Youth and HRM WG) will function under the direct responsibility of the board as will future new working groups (following art. 4.1. of the FEDECRAIL constitution) . It is the start of the development of FEDECRAIL into an activity-platform on a more international/European scale. Working policy organized merely in multi EU member state projects, with as a result that this should lead to gaining more European financing possibilities for the activities of FEDECRAIL and her members.

3. Board affairs.

The constitution of FEDECRAIL foresees a minimum amount of Board members of six and a maximum equal to the number of national umbrella organizations that are voting member of FEDECRAIL (at the moment 12). As a result it could be possible to extend the board if necessary.

After the AGM 2021, and the departure by our French board member on September 30th 2021, the composition of the board is as follows at the start of 2022. After the election during the AGM 2022, the responsibilities per board member may change.

Jaap Nieweg (president), (*Plan Paris incl. EWG, Activity platform and connected European funding, European administrative network, Corporate communication*)

Pierluigi Scoizzato (vice president), (*Communication, Developing Strategic Plan, Youth policy*)

Mimmi Mickelsen (vice president), (*Tramway Group, HRM & VRM, Conference team*)

Frédéric Riehl (treasurer) (*European lobby*)

Kees Wijn Nobel (secretary) (*Friends organisation, membership administration, Internal Affairs, data*)

Gottfried Aldrian (board member) (*Heritage Operation Group [HOG] & new Technical & Safety WG non mainline*)

Josef van der Perre (Belgium board member) (*Belgium legal and governmental affairs*)

In 2022 the following board members are at the end of their term: Pierluigi Scoizzato , Josef van der Perre and Kees Wijn Nobel. The last one will not stand for re-election.

As a result the board will ask the members to propose available candidates as possible new board member for a term of three years. Especially the board asks the members to look for a candidate for the position of secretary. This is also the way to go for the other two positions, (for which the existing board members are



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available for re-election). They should also be proposed by a FEDECRAIL member as candidate for a next term of three years on the board.

Both board activity as well as external commitments have got sub activities to develop:

- Financial: membership fees system, budget, administration
- Communications: Website, Newsletter, Social media and single members meetings
- AGM: managing the meeting virtual/physical, voting system
- CM: managing the meeting virtual/physical, travels, venues
- HRM and Youth: Youth exchange experience: planning events, camp and webinars
- Umbrella/Members free meeting, to built the European Heritage Rail Family.
- Friends: Interactive approach, become part of our family

External commitments are:

- EU Parliament and Commission: Lobby group
- EU funding organisations
- ERA/GBR: HOG working group,
- Insulated non mainline railways WG
- Tramway group
- FIVA/EMH/EFHA/EN/TICCHI, ERIH, ICOMOS: EWG European Platform for working Industrial and mobile heritage
- WATTRAIN

4. The ongoing transformation internal process of FEDECRAIL in 2022.

The ongoing transformation of the FEDECRAIL policy since 2020, has been mostly caused by the Covid Pandemic.

We continued the use of online-web-meeting techniques (as authorised possibility for board-meetings in the revised constitution). The positive results of using this modern techniques for the board-meetings are:

- a. Much lower costs compared with pre-2020, because of a significant decrease in travelling/hotel costs;
- b. Much more frequent board meetings, so that a faster route of plans, planning, decisions making and execution became possible;
- c. The same possibilities are available and useful for meetings of the working groups.
- d. This online method of meeting people, is also very useful in making easier more direct and frequent contact with our members.



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The budget 2022 based on a. to d., will show a drastically lowered level of costs of FEDECRAIL from the 2019 level. This includes many more board meetings, workgroup meetings and meetings with members and stakeholders (in group-form and individually). This makes working in the new role of facilitating an activity platform possible, on which Fedecrail members will be active in the different projects on European level (see also 2.)

5. Priorities in 2022.

5.1. 2022 Will be the year producing a new strategic plan for the period 2023 – 2027.

These changes above will be discussed with the members of FEDECRAIL at an early stage. (December 18th 2021), in order to lead to a well-supported proposal for a second round discussion during the AGM 2022. After the final changes proposed by the AGM they will be inserted in a definite draft Strategic Plan 2023-2027 which will be put on the agenda of a second members meeting for (informal) acceptance and on the agenda of the AGM 2023 for formal adoption.

The timetable for the moments of decisions by the members is ruled by the constitution which provides that the AGM should be held the first half of the year. In this case the proposal to organize a formal general members meeting in the last part of 2022, to make a formal discussion, acceptance and adoption possible. This process could also be used to review for a subsequent change of the constitution in a more two way process of re-assessing the past and agreeing the future (next year) plans.

5.2. Most Physical events 2022 to be postponed to 2023 at the earliest.

The board of FEDECRAIL has decided, because of COVID-19, to postpone the few physical events planned for 2022. This means that the conference, the connected study programme will be postponed. About the youth exchange the board decided that because of the current COVID situation the earliest moment for realisation will be in 2023.

In the light of these developments we will pursue the possibility for the AGM 2022 to be held at the beginning of April in Hybrid form, with possible physical attendance and an online-form following the conditions set by Belgium law.



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5.3. Social contacts and digital conferences (on line webinars).

- Developing scheme for online events in 2022: Planning to be ready March 1st 2022
- Developing business case for online events: first draft to be discussed February 1st 2021
- Running a first online event : End of June ????
 - Choice of subject(s) and date(s)
 - Choice of Speakers and moderator (cost)
 - Technical organisation/execution (extern ?) (cost)
 - Determining a price for attending
 - Promotion (target groups coupled to subject of the event)
 - Etc.

2022 will see one or two physical meetings at certain moments when possible, because of the very much needed direct social contacts, which are excluded by the digital method of meeting.

The idea of online webinars (conferences in digital format) that can be followed all over the worldwide web, with contributions from speakers from all over the world, could be an interesting alternative for the conference, or an additional possibility. These occasions can be separately organized from the AGM.

This mature behaviour requires acquiring knowledge about streaming services, online translations, the correct use of cameras, microphones and moderators. And of course assessment of the costs of this type of activity and how to find an income strategy for this way of working (= a business model translation to the 2022 budget ??? to be made).

5.4. Networking.

During the online meeting with the members on December 18th 2021, one of the specific disadvantages of the newly developed online meeting programs, was clearly expressed by several FEDECRAIL members in the way of the greater value of physical meetings like the former AGM/conference/ study programs that were always experienced as important and inspiring values of the FEDECRAIOL membership. The board of FEDECRAIL will try to find moments and subjects that could bring members together in an atmosphere that is profitable for the members because of the content of the meetings as well as delivering the most wanted extra value of the inspiring moment of meeting and networking with colleagues out of the heritage railway world. A planning and a schedule for this program will be delivered by the board during the AGM 2022.

5.5. Communication.

Marketing is constantly changing with renewed platforms and the development of social media. Fedecrail sees a need to become more active in precisely these platforms to reach a larger group of stakeholders. But



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also, to be able to support its members in clarifying the preservation of our cultural heritage and also influence public opinion about the authentic preservation. Fedecrail needs to recruit volunteers in suitable content management for various social platforms but also to be able to gather information that is member oriented and be able to disseminate information about our sector internally and externally

WEBSITE Needs to be completed by next **March 31st** 2022

SOCIALMEDIA Facebook, Instagram pages completed by July 2022

NEWSLETTER Template completed . Issues published and distributed regularly at least bi-monthly.

As a result of 5.1. the urgency of a completely new communication policy, all angles and monitoring progress and evaluation of the process, so that this makes our collective knowledge accessible for the whole sector and to make it open to new ideas and improvements to the advantage of all members from now on.

In 2021, following the 1st draft communication-plan written by Jenny Nunn in November 2020, a start has been made to execution, by building a new website and restyling the Newsletter Update from Nr. 46 in October 2021 as first edition of the now bi-monthly FEDECRAIL Newsletter.

The new website will be coupled up to some social medium formats to make communication in the heritage railway community more easily accessible for all ages.

5.6. Executing Plan Paris; organizing a European Platform for working industrial and Mobile heritage.

- Extending the European Platform for working Industrial and mobile heritage (throughout 2022)
- 1st online Webinar event to formulate joint goals as a start of the discussion with the Euro Parliament and the European Commission.
 - Start organizing December 2021 FIVA and FEDECRAIL,
 - Event date second part of JUNE 2022
 - Depends on availability of desired speakers of EU/EC and EP
 - Products/Results first agreement for a Pan European Study about the importance

In July 2021 the European Umbrella organisations of working industrial and mobile heritage, the European Route of Industrial Heritage (ERIH), Europa Nostra, TICCIH, met online at a presidential/board level . During this online meeting we have formulated joint goals as a start of the discussion with the European Parliament and the European Commission. Like the Pan European Study on family owned heritage houses in Europe (published by the EC in 2019), we need to initiate a study with relevant information about the working industrial and mobile heritage sector for the politicians in the light of the energy transition and the Green Deal, in which cultural, economic and educational values gives the right pointers towards in the political discussions. In **the second quarter of 2022** we will organize a webinar with speakers from Political (EP and EC) organizations about a first agreement about a project to carry out the Pan European Study.



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5.6. Representation of interest.

A prime goal remains to improve and maintain an effective network at European level, to secure full acknowledgement of the cultural, economic and social value of the heritage rail sector and those of our members' in particular. This is a prime task for the board of FEDECRAIL as leader of the European lobby-organization for the heritage rail sector. These networks include:

a. The European Commission:

- Commission for Innovation, Research, Culture, Education and Youth ;
Commissioner: [Mariya Gabriel](#),
Director General : [Themis Christophidou](#)
- Commission for Mobility & Transport (Rail); **Commissioner Adina Velean**
- Director General: [Henrik Hololei](#)
Executive Director Rail : [Carlo Borghini](#)
- [Commission for the European Green Deal](#);
- **Executive president Frans Timmermans**
- frans-timmermans-contact@ec.europa.eu
- Head of Cabinet: [Diederik Samson](#).
diederik.samsom@ec.europa.eu

Fedecrail will draw attention of the Commission to the specific values of our sector, also in the light of the actual strategy of this new Commission and the proposed Green Deal policy. We have to highlight the elements of support the heritage rail world can contribute to the Commission's ideas of strengthening the identity of a future united Europe.

b. The European Parliament.

Following the 2019 election of the European Parliament, contacts are in the process of being established with the following committees: Transport & Tourism, Culture & Education and Environment, Public Health & Food Safety. Some of these contacts are being realized via Europa Nostra, or other members of the FEDECRAIL Network.

We need to develop direct contact with MEPs and committee members in order to be able to inform them first-hand about issues that are closely related to our sector (ERA rules and regulations, Green Deal). This will need more ongoing attention of the whole FEDECRAIL team.



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c. The European Rail Agency (ERA) + Working Group HOG:

As stated under 2 the responsibility for all the working groups will be brought into the board. For HOG this means that board member Gottfried Aldrian is now the formal FEDECRAIL representative in the ERA and the GRB. The status of representative body of FEDECRAIL in ERA is executed by HOG. We strive to maintain the HOG structure and the experts united there under the FEDECRAIL Flag with the existing working group members and the FEDECRAIL members as a whole. With many important items on the ERA/GRB agenda achieving this will need at least several new members taking an active part in the HOG – activities. The board will ask members if they can bring in additional staff of qualified technical status for the work to be done in HOG as an initial step to build the European activity platform.

FEDECRAIL as a representative body will continue to work actively on different (ERTMS, ETCS, TDD, ECM etc.). Some of these, e.g. ERTMS and ETCS will ask for a wider approach, like becoming a project for the activity platform.

One of the main goals for 2022 will be to strengthen our influence on text proposals by ERA, to the DG transport directives, which will be sent to the European Member States. This should lead to more clarifying texts from the EC to the National Governmental bodies, like the Ministries of Transport who are responsible for national railway laws and rules.

The development of these routes of support will need extra efforts of HOG besides continuing attendance at the GRB and NRB meetings, where the progress is formulated and controlled.

6. Re-instatement of a working group for technic and safety non main-line.

As with HOG, board member Gottfried Aldrian will be responsible for founding a new working group for technical and safety matters, not mainline related, that will be born during 2022.

7. Restructuring the financial paragraph for the future.

In 2022 we will work in the light of the production of the Strategic plan 2023-2027 to develop a more appropriate financial structure in which besides a lower basic membership-fee an additional membership-fee will be asked from those members who directly benefit from our specific activities. This needs to be modelled and detailed during 2022, in close co-operation with the team and the members.



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8. Building a new structure for an organization of FEDECRAIL Friends.

The Friends of FEDECRAIL were attracted by being able to attend as non-members the conferences held until 2019. After CORONA made conferences and physical AGM's impossible we have lost contact on a regular base with these Friends. We think that a restart of the Friends organization with a low annual membership fee (membership of the Friends, not of FEDECRAIL in person) (proposal € 25 per year) but give the Friends the right to receive the Update newsletters, attending online FEDECRAIL webinars (if attendance fees are asked, than the Friends will have a special price) and if we organize physical events the Friends can attend again for a special Friends tariff. The board has the idea that if well marketed it will give us a more broad European exposure end support.

Joining as a Friend should be made possible via a link on the new website (from April 2022) and where possible links from the websites of the members of FEDECRAIL. Before the end of 2022 and the revived Friends of FEDECRAIL should be promoted in press releases to rail-related magazines and Cultural Heritage magazines.

9. Improving efficiency of HRM-VRM activities for the whole European Heritage Rail sector.

Transforming our organization from a meeting table as a lobby organization, into a platform where besides lobbying, projects of importance (sometimes new, sometimes existing, but if we are doing well, until now an unknown volume, because of the diversity of our intensely complicated new reality) for the European sector. These should be dealt with, by people related to members in an unknown hive of activity based on interaction and co-operation. These activities should be seen as mutual responsibilities of all involved.

Until now all the work done in FEDECRAIL has been done by volunteers. For executing the amount of extra work as stated above, we need to extend the number of Working Groups or at least the number of volunteers participating in the Working Groups. To be realistic this will be a task for the members and their adherents as well. It is not impossible that in executing of the projects, professional organizations will become involved and that younger students are involved via the European –“Erasmus +”- programme. In project planning this will be of great importance.

- First defining of two mutual products
 - ERTMS and ECTS
 - Initiators: FEDECRAIL (HOG), DVF (Danmark), Prorail (the Netherlands)
 - Organizing web meeting with HOG members **[January 2022]**
 - Webinar Event with speakers/experts and responsible officials in the professional world of ERA, NSA's/ national infrastructure organizations + Political voices from national and European level. **[May 2022]**



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- Results: European financing model for the whole of ERTMS and ECTS for heritage rail in conjunction with National governmental support, European support [Creative Europe] use of European funding programmes and the European Investment Bank, to keep heritage rail running on the modern open European railway network.
[Ongoing process from May 2022 after the ERTMS-ECTS webinar Event]
- Developing and Producing of a handbook “improvement of sustainability” for European heritage rail organizations:
 - Initiative HRN (Dutch Umbrella Organisation Heritage Rail & Member of FEDECRAIL)
 - FEDECRAIL has offered to use the FEDECRAIL platform, and seek connections with Experts in other countries through the FEDECRAIL network.
 - Status: Pioneer Starting point decided by HRN November 2021
 - Results: formulating best practices as basic information for the Handbook, on one hand, and the formal Laws and regulations as input for further improvement, to help create a better position in the continuity of heritage rail organizations in our modern world, while still preserving the authentic values of our heritage as a unique selling point (USP)
 - Planning to be made in the coming weeks..

10. Current Work groups have prepared annual plans for 2022, highlighting.

- a. Heritage Operation Group HOG (see under 5.4.c for the ERA/EU related activities).
Board responsibility by Gottfried Aldrian.
- b. New working group technics, safety & operations.

Board responsibility by Gottfried Aldrian.

In 2022 we will consider with the members whether a special working group, for possible problems on European level for non-mainline users (or non-mainline related problems) will be of use and benefit of the members. If so we will make a working programme for the Strategic Plan-period 2023 – 2027. The results at the end of that programme will help to decide if this activity will be continued.



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b. Tramway Group (TG)

Board responsibility by Mimmi Mickelsen, Secretary Jenny Nunn.

In 2022 TG will continue to establish mutually beneficial relationships (like UITP (Union International des Transports Publics) to follow developments which could have a major impact on heritage tramway operations. TG also plans to continue to develop closer ties with the Nordic Tram Group and AHN (Arbeitsgemeinschaft Historischer Nahverkehr).

By holding online themed webinars like the one about communication CORONA time, presented by the responsible officer of the Seaton Tramway, TG sees the chance to refresh contacts with our members throughout Europe

Communication will be executed as part of the new FEDECRAIL communication policy, which has been under construction since 2021.

B. Conference Team.

Board responsibility by Mimmi Mickelsen.

Under the pressure of the current COVID situation no conferences were held in 2020 and 2021. A situation that will be continued in 2022. The board decided to uncouple the organisation of the AGM in the future from organizing conferences, physical and/or online (for example. Hybrid). For 2022 we are aiming to organize at least a first formal webinar about current subjects that are on the agenda of the European Heritage Railway world. It is planned to execute this first Webinar. At the moment of writing a date somewhere in March 2022 is foreseen.

C. HRM, VRM and the Youth Group.

Board responsibility by Mimmi Mickelsen (HRM/VRM) & Pierluigi Scozzato (Youth Exchange)

Despite the postponement of the FEDECRAIL Youth Exchange for the third successive year, the development of the youth group (age 16 to 30 years) via online meetings is growing and this process will be actively continued through 2022. It will become a part of the Human Resource Management (HRM) and Volunteer Resource Management (VRM) policy of FEDECRAIL. Most important element will be to create a more inclusive general policy in the heritage railway sector in Europe.



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D. Communication Project.

Board responsibility by Pierluigi Scoizzato.

The need to reshape the communication methods of our organization is of the highest priority ! On base of the communications policy paper, implementation started in 2021 with rebuilding the FEDECRAIL website , so that this can be operational in the first quarter of 2022.

Jenny Nunn is initiator and executive officer for the website construction.

We also decided to reshape the Newsletter Update in a full digital bi-monthly version. The first product is certainly promising, but our ambition is to give also a podium to the members for real cross communicative via the FEDECRAIL Update and this could be further extended.

Ingrid Schuette accepted her role as content manager.

The third step the communication Project group will start to develop is a mature network of social media during 2022, This objective is not just using IT, but also finding the right and well educated/equipped people and defining the right communication goals for using the different types of social media.

Executing officer: vacancy.

E. Environment Work Group (EWG).

Board responsibility by Jaap Nieweg/ Gottfried Aldrian.

The idea is to include the activities of the EWG partly in 2022 under the foreseen Safety and Technical Working group non mainline (see chapter 8.a) .

But the environmental issue will become surely a part of the executing Plan Paris. (see chapter 5.5.) and so become an integrated part of executing Plan Paris by the platform of Working Industrial and Mobile Heritage. (see chapter 5.5.)

Executing responsibility: Jaap Nieweg

F. Data Collection.

Board responsibility by Kees Wijnnobel (Until AGM 2022/ thereafter vacant).

After not being successful in data collection in the past, it is time to consider in a few steps how we still can make this possible in this very important field. Important possibilities are lying in renewing the structures of membership and administration.

Executing officer: vacancy from April 9th 2022.



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11. Budget 2022 and the membership fee 2022.

It is logical that the content of the Annual Plan 2022 will be the base for the budget 2022. But it is also logical that because of the COVID pandemic, we can't be sure about some of the important cost centres that will be crucial for the definite cost level, namely the **amount of physical Meetings**.

The first one of these is the cost for our own board meetings. We decided that we will meet physically maximal 2 times in 2022. The other 10 to 11 board meetings will be online, also those with the team members.

Secondly it is not absolutely sure that workgroups will mostly not be confronted with the return to physical meetings in the contacts with the organizations they are actively representing FEDECRAIL. The last signals are that they will be foremost Hybrid or fully online, but we will still have budgeted quite an amount of money for in case we should attend some of the meetings physically.

So the complete budgeted cost for 2021 is proposed as the max. € 33.550. But at the end of the year 2022, the results could be of a complete difference compared with the budget. If we look at this year, 2021, there will be provisional profit of ca. € 5.500.

The board want to propose the AGM, to accept € 8,50 per voting point with a minimum of € 60,- per membership.

We also think that for the new strategic plan period we should develop a new membership structure during 2022, inclusive a new voting point system, that should become operational in the first years of the strategic plan after reconstructing the constitution for this reason as well.

12. Conclusions.

What we have learned from the last two years, that only few things were certain and that the unexpected very often reigned. So this annual plan has the absolute good intention to lead our sector through the year 2022 to execute all the elements of this annual plan to help our members of the heritage rail sector. It should also give support to the development of the Strategic Plan 2023- 2027. At the moment of writing this annual plan for 2022 in a very uncertain organizational environment, we will not produce a business plan for a two year period. It will be the Strategic Plan that will make clear if we will operate from 2023 on two – year business plans, or that the annual plans should prove to be the method by which we will execute the Strategic Plan.