

Strategic Review Committee Report

January 2015

Executive Summary

The Strategic Review Committee was set up at the direction of the BOD at the July 2014 meeting to review the process of implementing the Strategic Review 2019. Its first job was to write the Terms of Reference and then to pull together an update for the BOD for the Half Year Business meeting.

The Committee collated updates on the agreed objectives from the responsible owners.

As a further step, the Committee has also drawn together comments from participants on how the process may be improved.

Terms of Reference

Following the mandate from the BOD, the Strategic Review Committee agreed its Terms of Reference which are set out in Appendix 1. The Committee sought to take into account the requirements placed upon it by the BOD and the Strategic Review 2019 and the anticipated requirements of the strategic review process.

Work performed

The Committee sought feedback from all the responsible parties listed in the Strategic Plan 2019. The status of all objectives with a due date of February 2015 or earlier was requested.

The responses were collated, reviewed and challenged where appropriate. The full output can be found at Appendix 2.

Status of objectives	Number
Complete	18
Ongoing	25
Overdue	0
Close	2
Parking Lot	7
Not yet due	5
Blank	1
TOTAL	58

Actions

The Committee recommends that the BOD formally accepts the closure of completed objectives.

Additionally, two objectives have been recommended for closure or combination with other objectives. These are:

- PL.5 NMRA will employ a full time professional Executive Director, when appropriate

This objective is recommended to be permanently deferred.

The NMRA has had three ED and none have worked out. The NMRA is not complex enough or large enough to justify an ED. If the NMRA was to double its US membership and eliminate the dues discount, there might be justification for an ED position.

The Committee recommends the elimination of all mention of an ED in the EHB and to formally moving all responsibility to reflect what the NMRA has already done by actions (Addressed by CAO, CFO, and Secretary). The CAO fills many of the roles of an ED and other officers have assumed most of the rest of the responsibilities.

- A.0 NMRA is an effective provider of programs and services

The CFO recommends that this Logic Model is combined with A.3 and that the action step for the internal performance audits are done as defined in the EHB (Section O 6.1). Any programs that are suspected of being irrelevant can be reviewed separately. (As an example, the review of MWTM found it to be relevant and important, and recommended that it be expanded if possible and that new modules be developed frequently)

Kathy Millatt
Chair of Strategic Review Committee

19th January 2015

Appendix 1

National Model Railroad Association

Strategic Review Committee

Terms of Reference

To oversee the delivery of the NMRA 2019 strategic plan

- To monitor and review the progress of the 2019 strategy on behalf of the Board, specifically the logic models;
- To clarify interpretation of requirements for individual outcome logic models
- To monitor use of NMRA resources, including requests for physical or human resources not previously approved;
- To act with delegated authority from the Board to amend, curtail or car park any logic models;
- To discuss prioritisation of activities, from a policy point of view, if requested, with those in the NMRA tasked with the completion of logic models;
- To ensure that any new opportunities and benefits are identified and captured; and
- To advise the Board of actions required on their part.

Meeting Frequency

- Review at least twice annually in advance of the Board Meetings
- Ad hoc discussions in between if required

Membership

- Kathy Millatt – Atlantic Director – Chair
- Joe Gelmini – Eastern Director
- Steven August – RAC Director