

Annual Conference

Thursday 11 May 2017, Scarman Conference Centre, Warwick University

1. Attendees and Apologies

- 1.1 A list of attendees is shown at Annex 1.
- 1.2 Margaret Moor (MM), National Chairperson, welcomed everyone.
- 1.3 Apologies were received from the following members of the Council:
Roy Alder (Life Vice-President)
Robin Heron (Life Vice-President)
Sir Geoffrey Otton (Life Vice-President)
John Strachan (Life Vice-President)
Bernie Keay (Life Vice-President)

2. Minutes of the 2016 Conference

- 2.1 The minutes of the 2016 National Conference held on 12 May 2016 and published on 30 November 2016 were put to the meeting for adoption.
- 2.2 With no amendments the minutes were proposed by John Nunn (JN), South West, and seconded by Paul Adams (PA), National BOM/North West.

3. Annual Report and Accounts

- 3.1 Copies of the draft 2016 Annual Report and National Revenue and Lottery Accounts for 2016 were issued on 13 April 2017. MM suggested, with the agreement of Conference, any minor amendments would be notified to Sarah Oxley.
- 3.2 Craig Lewis (CL), National Operations Director, introduced the Annual Report. He expressed the National Board of Management's (BOM) gratitude to everyone who had played a part in delivering the Association's business in 2016.
- 3.3 CL highlighted the following issues and achievements.

Membership

- 3.4 Recruitment remained a priority. Over 6,800 members were recruited in 2016, membership maintained at 60k despite continued headcount reductions, and the take-up rate remained at a record high of around 64%.
- 3.5 The take-up premium continued to contribute to funds: worth £8k last year, but £1.5m since the strategy of rebalancing the programme began in 2010.
- 3.6 Two thirds of DWP and DH employees chose to be HASSRA members, and 1,200 members remained as members on leaving qualifying employments as NAMs. More needed to be done amongst agencies, arms-length bodies and contractors, where it was harder to establish payroll deductions and viable communications channels.

3.7 CL highlighted that since 1 January, 2,500 new members had been recruited (720 or 41% more than this time last year). CL congratulated and thanked volunteers for their efforts. He also advised that Dawn Crow (DC) would be issuing a new pack to aid local recruitment in the near future.

National Programme

3.8 Festivals remained flagship events which underlined HASSRA's commitment to sport and physical activity. They also contributed to securing partial VAT exemption. In 2016, 27 national and three inter-association championships were staged and more than a thousand members took part. These included a mix of traditional sports and leisure and cultural activities, which included dance workshop and Pictionary for the first time, and Yoga warm-up sessions.

3.9 The overall satisfaction rate increased to 4.4 out of five, the best score to date.

3.10 CL thanked the HASSRA National team for organising the events, and especially the volunteers who worked tirelessly to put on an excellent event on the day. He encouraged anyone who had not been to take part in future events.

Livelif Challenge

3.11 The challenge was really important to members and in sharing our employers' concern for the health and wellbeing of the workforce. The figures suggested we peaked three years ago. In fact we suspect that figure was inflated and the last two years were much more realistic. HASSRA had now encouraged approaching 20% of all staff over the past couple of years to do something which benefitted their health and wellbeing.

National Benefits and Discounts

3.12 Overall savings from the total benefits package was £5.3m; the value of the entire programme was £8.3m. This was a fabulous offer to members. The introduction of Historic Royal Palaces, Eurocamp and Hotpoint/Whirlpool discounts resulted in an upturn in new member applications and web page views. In the week following the Royal Palaces announcements, there had been 15k web hits, and in the following month, membership applications rose by 40%. Overall, the benefits package cost just 33% of national spend, providing tremendous value to members.

3.13 Key performance indicators for 2016 included:

- cinema and theme park tickets - sales were down by just under 30k units and so savings commensurately lower by about £128k. No clues from latest membership survey as to why this was.
- Summer Promotion - up from 13k to 17k units, with increased savings from £188k to £225k.
- Free competition entries – up from 19k to 50k, with prizes up from £15k to £69k. This was because we included the Christmas draw in these figures, and entries for that rose substantially as we automatically entered every shop account holder into the draw.
- English Heritage - visits up from 99k to over 128k, generating savings of £3.7m.
- lottery shares – through concerted marketing take-up up by almost 1,200, after six years of steady decline. Prize fund down from £720k to £660k – because books have to balance and reflect the overall reduction in shares over the last six or seven years.

- Wetlands and Wildlife Trust – a new and very popular offer, with nearly 5,500 visits worth £58k in savings. Over 73% of visits were to sites at Washington and Martin Mere. Unfortunately, as from 1 June 2017 this great deal will be suspended pending the outcome of ongoing negotiations for a new membership package.

HASSRA Back Office

3.14 CL gave a review of the National Team's contribution throughout 2016.

Regional Support

3.15 During 2016 Dawn Crow and the RBP team of Ann Cook, Jen Richardson, Maggie Ritchie, Moz Baker, Ray Allen and Tina Street were responsible for delivering:

- two Festivals, a huge planning and logistical challenge
- one Awards Dinner
- 40 recruitment events
- 39 regional BOM attendances
- setting up 5 new local clubs
- Calculating rebate payments for every local club
- fielding 158,000 queries from members and volunteers.

Comms and Marketing Team

3.16 The Comms and Marketing Team, comprising Sarah Oxley and Rob Miller played a crucial role in supporting and promoting the association, including:

- provision of secretariat to nine key meetings throughout the year
- delivering 13 Fun & Free competitions
- production of four editions of Livelife
- publishing 35 all-members communications and three DWP Headline News stories
- creating 14 new products, including leaflets and posters, to assist with promoting HASSRA and recruiting new members
- managed an impressive increase in social media activity, including Facebook, Twitter and a new Flickr account.

National Finance Team

3.17 Led by Harvey Clarke, the team comprises Dave Lees, Gina Allsop, Helena Whitehead, Jacquie Boland, Jay Saleem, Kevin McClorry and Tracy Hennah, and this year added lottery and membership activity to its remit. Membership work increased significantly. Ticket orders were down slightly, reflected in lower value of stock managed. Investments had no change. Turnover increased by £0.5m due to higher subs income. Overall, the team:

- fulfilled more than 27,000 ticket orders
- managed stock worth £2m, maintaining the ability to respond to customer demand at all times without tying-up too much money in excessive stock
- processed 5,000 expenses claims and invoices, all within the agreed service standards
- invested £2m of reserves in treasury bonds, securing the best returns when interest rates remained historically low
- provided 48 regional finance reports and 12 regional annual accounts
- processed 12 club regional club rebate distributions.

3.18 CL noted that Dave Lees had recently undergone a serious operation; Conference joined him in sending their best wishes to Dave for a full and speedy recovery.

3.19 CL thanked the Finance Team and the whole National Team for their hard work throughout the year. He also gave special mention to Wendy Jones, CL's deputy, and the Community 10,000 team who assisted the HASSRA team in busy times and always do a sterling job in promoting HASSRA through their work.

Infrastructure

3.20 Throughout 2016, HC had continued the process of building a digital platform for more efficient delivery and better customer services, using the on-line shop as the foundation. In April 2017 that work came to fruition with an entirely new software platform which met the very latest and highest security standards and was capable of accommodating all future upgrades required in functionality. Benefits included:

- a more modern look in keeping with our branding
- faster navigation and easier access to products and information
- optimised for smartphones and tablets
- NAMS able to apply and pay for membership and lottery through the shop
- a mobile App for volunteers operated from the shop
- better stats and analytics through the admin function
- implementation was trouble-free and costs modest.

3.21 CL noted the shop was in practice evolving into the Customer Management System which the Association was aiming to secure. This would provide a digital, interactive platform which would deliver services efficiently and enable members to take control of their membership experience. Full functionality, including a database – could be three to five years away.

3.22 In the interim it was important to deliver more and more services via the shop to give even more members a reason to open an account. The winter promotion – a £25K prize draw - automatically entered every account holder into the draw. Account applications increased by 190% following announcement of the draw. It also meant many more people were entered into the draw compared to the previous year. Similarly, the Historic Royal Palaces launch and Amazon Echo giveaway resulted in huge spikes in account applications. Overall, 33,800 or 56% of all members had now opened a shop account. That needed to be 100%, which could require a combination of incentives to be achieved. National BoM had agreed a project management structure to drive this forward.

3.23 Paul Adams (PA), North West/National BoM, questioned the analytical capability of the Shop to be able to undertake targeted marketing. Harvey Clarke (HC), Finance Director, stated that whilst this was a future possibility it would need to be at the stage when members could update their own records, making the system more interactive.

2016 Accounts

3.24 HC confirmed the accounts were prepared with auditors Daffern & Co and were issued on 13 April 2017.

3.25 HC noted the audited accounts comprised two separate Financial Statements: the National Revenue Account for subscription income and general expenditure, and the National Lottery Account for lottery income and expenditure. These documents should be taken together for a full financial picture.

3.26 The National Revenue account showed an excess of expenditure over income of £31k, while National Lottery account showed an excess of income of £128k. The excess in lottery

income offset excess expenditure in revenue, which resulted in a final outturn surplus of £97k and a commensurate increase in reserves. HC stated it was worth noting the variation in lottery surplus from 2015 to 2016. HASSRA policy was to have a prize fund which equated to 85% of share income –the 15% surplus was used to offset the shortfall in the rest of the national programme. The £71k surplus in 2015 was a low amount because reductions in lottery shares meant the prize fund had risen to 90% of income, so that £71k surplus was only 10% of income. A 15% surplus would have been £119k, so there was a shortfall of £48k in 2015. As a result, the prize structure changed from Jan 2016 putting us back on track.

3.27 Subscription income was £1.4m, an increase of £100k on the previous year due to an increase in the subscription rate from £1.80 to £1.99 from January 2016.

3.28 Income from Lottery shares was only a fraction down from the previous year. This was a far better result than expected. Normally shares would be expected to decrease in line with reducing membership. The publicity campaign around the change in the prize structure from January resulted in 800 more lottery applications than in 2015, a remarkable increase of 53%. The number of shares increased slightly from 64k to 65k. This meant the surplus stayed just ahead of the 15% target.

3.29 Income from the CSSC grant also reduced slightly because of a decrease in members.

3.30 The Lottery prize fund reduced by £60K. This was to make sure it equated to 85% of share income.

3.31 Expenditure on Festivals was only slightly up from 2015, helped by the introduction of the £10 contribution.

3.32 CSSC expenditure increased from £27k to £30k, with participation in the IDOR Yachting event re-introduced after a year's absence.

3.33 Accounts showed £145k was spent on leisure tickets. After recovering the 50p subsidy from regions, the true cost was £77k, which was Summer Promotion expenditure. There were also stock adjustments and write-offs which underpinned the figure.

3.34 "Other expenditure" covered all items listed under Administrative Expenses, which included items such as Conference, Livelife Magazine, Communications Products and Promotional initiatives. This showed a spend of £219k compared to £200k the previous year. Various things contributed to this – most notably additional promotional initiatives around new membership benefits.

3.35 The result was an excess of income over expenditure of £97k. This resulted in a commensurate increase in our reserves, which stood at just under £1.3million. There was a big swing from a £50k deficit in 2015 to a £97k surplus in 2016. The main driver behind this was the subs increase from £1.80 to £1.99. We expected this swing as part of the current three year strategy.

3.36 2016 was the second year of our current three-year strategy. Originally, the forecast outturn would be a surplus of £11k in year two. The budget for last year revised the forecast to a £39k surplus. That was mainly due to policy changes introduced since the outset of the three-year strategy: £10 Festivals contribution and changes in distribution of CSSC grant. At the beginning of last year a £39k surplus was forecast, so the actual end result was still £58k over forecast. The two main factors behind this were increased lottery income of £19k and a £38k underspend on CSSC activities. BOM and Chairs had already agreed the underspend would be put towards funding new initiatives such as the Historic Palaces offer. Overall, in the context of our three-year strategy, the surplus in 2016 offset the deficit in 2015. Another deficit was expected in 2017, which we would look at in more detail later under the 2017 budget. The yo-yo

pattern of deficit-surplus-deficit was the effect of increasing subs once every few years and trying to get the books to balance across the period. That would be remedied by introducing smaller annual subscription increases to return a balanced budget every year.

3.37 HC thanked the National Finance Team and the Finance Committee for their hard work and support during 2016 and asked for any comments or questions.

3.38 PA queried whether NAMS' membership and lottery subscriptions could be auto-renewed to save on administration. CL explained a direct debit scheme was being looked into.

3.39 Paul Whiteley (PW), Fylde, questioned whether the £10 Festival contribution had been a success. CL explained that 63% of Festival attendees paid the contribution and 37% did not. However, HASSRA National received 100% of the contributions directly from the regions and it was at the discretion of each region to follow-up any unpaid contributions. BoM and Regional Chairs had agreed the contribution would continue.

3.40 There were questions from the floor regarding the CSSC rebate and its attribution. CL explained that while HASSRA aimed to spend the grant on CSSC activities, it was not hypothecated. HC added that whilst regions received a share of the grant based on previous years' expenditure on CSSC activities, more money was available for those that needed it.

Awards Committee

3.41 George Robinson (GR), Chair of the Awards Committee (AC), provided an update on activity during 2016 and thanked his fellow Committee members for their contribution, and Robbie Miller for his administration work.

3.42 The number of Development Scheme applications had diminished further in 2016, even with continued promotion, and resulted in a further decrease in the monetary value of grants issued. This was a major concern and GR asked Conference to consider ways of further promoting interest in the Scheme. Most applications were of a sporting nature but GR stressed that the non-sporting elements needed to be more prominently advertised to encourage a diverse range of applications.

3.43 The AC noted that there had been many excellent submissions for the 2016 National Awards. The introduction of the template for Best Association was worthwhile and the change from Best Contributor to Best Participant seemed to achieve its aim.

3.44 Volunteers were massively important to HASSRA's cause but it was imperative that each region strived to submit an entry in to the Best Business Sponsor category. There were obviously fantastic business sponsors throughout every region and so every region was encouraged to make a submission accordingly.

3.45 GR finally added that the Awards submission was the only thing the AC used to judge the winners. It was important that it covered everything necessary to make the right call.

3.46 PA stated that he had been looking at the Development Scheme, as well as obtaining the views of applicants, both successful and not. He would be reporting his findings in the near future. HC commented on how embarrassing it was to report to CSiS that hardly any awards from the 'disadvantaged' category had been made, given that they provided such generous sponsorship. Ann Nash (AN), South West/AC Committee Member, stated that the majority of refusals were due to being 'entry level' applications. Lee South (LS), Yorkshire and Humber, questioned whether the criteria was fit for purpose and did it hold our members back?

3.47 CL stated that all of these points would be looked into in the upcoming review of the scheme.

Conclusion

3.48 CL thanked HC and GR for their contributions. There being no further comments or questions, the draft Annual Report and Accounts were proposed for approval by Catriona Patterson (CP), Yorkshire and Humber, and seconded by Duncan Lloyd (DL), London.

4. Motions

4.1 MM confirmed three Motions, all from the National BOM, which were notified in writing to delegates on 13 April 2017. All three concerned subscriptions.

Motion 1: Subscription Rates

4.2 HC outlined the background to the motion, stating that membership subscriptions last increased in January 2016. Back then the approach to funding the Association was to forecast programme affordability over the course of a period and implement a single increase in subscriptions to cover its duration. This created a yo-yo effect of deficits and surpluses, but overall the income from that single increase was sufficient to fund the programme across the period. Since then, the National Board and Regional Chairs had agreed to move to modest annual cost-of-living increases in subscriptions from 2018 onwards.

4.3 This had several benefits. Firstly, subscriptions could be set at a rate which would achieve a balanced budget every year, avoiding draw-downs from reserves. Secondly, subscriptions would increase gradually, so that if there was a point at which they become price sensitive, that point would be approached cautiously. Thirdly, programme costs and affordability could be forecast more accurately using latest information on membership and headcount.

4.4 For the National budget to balance in 2018 HASSRA would need to increase subscriptions to £2.10 per month. This recommendation from the Finance Committee (FC) was discussed and agreed in principle by BOM and Chairs. It was proposed that subscription rates should be increased from £1.99 per month to £2.10 per month, to take effect from 1st January 2018.

4.5 HC noted the motion had been agreed by the National BOM and therefore did not require seconding. He invited comments prior to moving to a vote. [A decision by two thirds majority or better was required.]

4.6 PW questioned why January was the proposed increase date. HC advised that it connected with the need to coordinate a simultaneous increase across more than 40 payroll systems: January was regarded as a 'safe date'.

Motions 2 and 3: Amendments to National Constitution

4.7 CL outlined the background to the motion. When National BOM Chairs met in February this year it was agreed that subscriptions should be increased annually in line with prices to ensure a balanced budget. In practice, this meant increases would always be relatively modest: Finance Committee estimated they will be just 10p – 12p over each of the next three years (assuming we maintained the current programme). In light of this, it was suggested that, provided increases never exceeded 10% of the prevailing rate, it would be sensible and safe to delegate authority to agree those increases to the National Board. There was unanimity that this was a sensible thing to do.

4.8 CL stated this was a two-step process: firstly, to give Conference the power to delegate and, indeed, withdraw that authority; Secondly to make that delegation. The first motion operated on the constitution immediately. The second used that amended constitution to delegate authority to consider subscription rates from January 2018 to begin setting new rates

from January 2019 – remembering that the current subscription increase operated from January 2018. The two motions would therefore be taken together.

4.9 Catriona Patterson (CP), National BoM/Yorkshire & Humber, wanted confirmation that this was following on from advice from FC and Regional Chairs. CL added the proposal came from the Regional Chairs not from National BoM.

4.10 The motions were decided as follows:

Motion 1 The motion was carried with a unanimous 15 votes in favour.

Motion 2 The motion was carried with a unanimous 15 votes in favour.

Motion 3 The motion was carried with a unanimous 15 votes in favour.

5. Elections

5.1 CL confirmed details of vacancies were issued on 10 January 2017, with a deadline of 30 March 2017 for nominations. Nominations received were circulated to Associations on 10 April 2017, in line with Constitutional requirements. He confirmed that each person eligible to vote had one vote per vacancy and could only cast one vote per candidate. Tellers for elections were Ray Allen and Moz Baker.

National BoM

5.2 There was one vacancy for a three-year term arising from Andy Graham's term coming to an end. Andy had been on the Board for many years. He had been a stalwart member throughout that time, always attended meetings and contributed to discussions and decisions. CL and Conference thanked Andy for his effort, commitment and long service to the Board and the Association more generally, especially in Scotland where he had long been a shining light.

5.3 Two nominations had been received, from Nigel Thomas and Brenda Viney. Conference elected Nigel Thomas for a term of three years.

Executive Committee

5.4 There were no vacancies this year.

Finance Committee

5.5 There were two vacancies, both for three year terms.

5.6 There were only two candidates so no formal election was required. Conference agreed to the election of Di Grossey and Kevin McClorry.

Awards Committee

5.7 There was one vacancy, for a three-year term.

5.8 Two nominations were received, so a formal election was required. The candidates were Ann Nash and Della Tucker. Conference elected Ann Nash for a term of three years.

6. Nomination of Patrons, President and Vice Presidents

6.1 The Patrons, President, First Vice President and Vice President, as listed in the draft annual report, were proposed for approval by Paul Whiteley (PW), Fylde, and seconded by Martin Gale (MG), Fylde.

7. Appointments

CSSC representative

7.1 Conference agreed that MM would continue to be the Association's CSSC representative.

7.2 PW pointed out that there is a requirement for HASSRA to be represented at CSSC Conference.

AP1 CL to arrange a suitable HASSRA representative to attend CSSC Conference

Auditors

7.3 MM confirmed that Daffern & Co were willing to continue as the Association's auditors and re-appointment was recommended. Proposed for approval by Catriona Patterson (CP), National BoM, and seconded by Nicki Stowe (NS), Finance Committee.

8. National Work Programme 2017 and Proposed Budget 2017

National Work Programme

8.1 CL focused on some key themes which would preoccupy the Association in the coming year, and which required everyone to come together and agree a way forward:

- the ever-reducing headcount in the National HASSRA team, which had a bearing on what can be done for the Association
- how National HASSRA adds most value for the Association.
- the offer to members now, what it would become over time, and how resources and capability should be brought together to deliver that offer in the most effective and attractive way.

8.2 CL talked Conference through how staffing and the National Team's priorities had changed dramatically over the past ten years. The reduction from over 40 to under 20 staff had resulted in regions moving from almost complete dependency on the National Team to almost complete self-sufficiency. At the same time, the National Team had centralised and rationalised core functions to maintain services and absorb reductions. The service had also changed e.g. on-line shop, festivals, electronic magazine, 200k tickets sales now compared to just 36k in 2004. At the same time, the MI system had grown in size and complexity, providing hard evidence to inform business and financial decisions. That in turn had improved the Association's ability to plan and drive the association forward strategically. It also made change inevitable and rapid as HASSRA kept pace with changing operating pressures and member preferences and priorities.

8.3 CL stated the National Team now needed to re-evaluate its deployment of resources. Some business functions - specifying IT systems, building commercial relationships, managing contracts, marketing products rather than just communicating - were increasingly pressing and complex, and called for a review of the service model and National Team organisation. This would be undertaken over the coming months in close consultation with regions.

8.4 There was discussion from the floor regarding the need for members to become more self-sufficient, moving away from the historic easy option of just contacting an RBP for a quick answer.

PA stated that there was a need for promoting HASSRA to senior management, with a possible briefing pack and 'best-practice' meetings for Business Sponsors.

8.5 CP (Y&H) stated that members appeared to be unable to do things for themselves and this needed to change. Duncan Lloyd (DL), London stated that maybe Conference was being unfair on members: he suggested that the option to contact RBPs was there, which gave members that option. Maybe removing RBP contact details was the way forward.

8.6 Simon Daly (SD), North West, recognised that there was a need to do more with less resources but was worried that there would be a point when things became 'unsafe'.

8.7 MM stated that we needed to move quickly to ensure we avoided the risk of not being able to carry out the 'essentials'. CL advised that a cultural change was required. There were already lots of members doing things for themselves. We needed to get ready for the time when RBPs may cease to exist. National HASSRA needed to concentrate on take-up, exploiting the RBPs real added value. There was a need to use business intelligence and toolkits to ensure all bases were covered to a high quality. There would be difficult conversations going forward but this was needed to accelerate change and underpin the Association's capability going forward.

2017 Budget

8.8 CL began with an explanation of HASSRA's legal status. As an "unincorporated association" it was especially important financial decisions and expenditure should be taken by the Association as a whole to avoid individual officers taking on personal liabilities. Conference agreed.

8.9 HC introduced the proposed Budget for 2017 and confirmed that all budget leads had undertaken a full evaluation of requirements and expected costs for the year. In summary:

- forecast annual subscription income for 2017 was down by £33k as a result of anticipated reductions in staff headcount and HASSRA membership
- income in the Revenue account was forecast at £1.485m
- expenditure in the Revenue account was forecast at £1.646m, an increase of £81k on the previous year resulting largely from new offers such as Historic Palaces and Wetlands and Wildlife Trust
- a volunteer fund of £5k had been introduced to reward and recognise volunteers
- forecast outturn in the Revenue account was a deficit of £161k as opposed to only £31k in the previous
- Lottery income forecast at £779k
- Lottery expenditure forecast at £664k
- Forecast outturn for the lottery account was a surplus of £115k.

8.10 These factors resulted in a forecast outturn deficit of £46k compared to the £29k deficit forecast in the three-year strategy. The change was explained by higher spending on new national initiatives, which the surplus from last year helped partly to fund. The original forecast was an aggregate deficit of £74k over the whole three-year strategy period. However, this deficit was now expected to be wiped out, so we effectively had a balanced budget over the three years.

8.11 SD asked whether HASSRA was confident that we were receiving the best service and returns from our banking investments. Whilst HC stated that were getting excellent returns and value-for-money, CL advised that we had not tested the market but this was something that would be happening as we move forward.

8.12 The 2016 budget was proposed by Willie Hunter (WH), Scotland/Finance Committee, seconded by Nicki Stowe (Yorkshire & Humber/Finance Committee) and agreed by conference.

9. Any Other Business

9.1 MM invited of AOB.

9.2 With no further items of business raised, MM thanked everyone for their contributions and closed the conference.

May 2017

Annex 1

ANNUAL CONFERENCE: THURSDAY 11th MAY 2017

Adams Paul, North West/National BoM	Lewis Craig, National Operations Director
Allen Ray, National Team	Lloyd Duncan, London
Allsop Gina, National Team	McClorry Kevin, National Team
Anderson Janice, Scotland	McCormick Marie, South East
Baker Moz, National Team	Marzolini Andrew, East of England
Becker Suzanne, South West	Miller Robbie, National Team (Secretariat)
Boland Jackie, National Team	Moor Margaret, National Chair
Bond Rachel, North West	Mulgrew Sean, Scotland
Bowman Lynn, East of England	Murphy Paul, North West
Brookfield Dorothy, Wales	Nash Ann, South West/AC
Brown Ian, North West	Nunn John, South West/National BoM
Cawse Stephen, South West	O'Brien Karen, North West
Church Amanda, South East	Oxley Sarah, National Team
Clarke Harvey, Finance Director	Patterson Catriona, Y&H/National BoM
Cook Ann, National Team	Philp Dave, South East
Cooper Rob, North East	Poulton Dave, London
Couchman Tracey, South West	Quinn Paula, North West
Cox Heather, Scotland	Richmond Andy, West Midlands
Crow Dawn, National Team	Ritchie Maggie, National Team
Daly Simon, North West	Roberts Allison, North West
Fothergill Cheryl, Fylde	Roberts Dave, North West
Gale Martin, Fylde	Robinson George, East Midlands/AC
Gorbun Irena, Yorks & the Humber/AC	Saleem Jay, National Team
Graham Andy, Scotland/National BoM	Smith Alison, Fylde
Green Terry, Chair, Life Vice-President	Smith Nikki, South West
Grossey Di, South West	Sneddon Jacky, Scotland
Harris Sharon, North East	South Lee, Yorkshire & the Humber
Hunter Willie, Scotland/FC	South Lyndsey, Yorkshire & the Humber
Jenkins Phil, Wales	Stowe Nicki, Yorkshire & the Humber/FC
Jones Jo, West Midlands	Tait Michelle, South West
Jones Peter, London	Thomas Derek, South West
Jones Wendy, National Team/C10K	Thompson Claire, North East
Jowitt Simon, Fylde	Thorogood Gary, National BoM
Kennett Dave, North West	Tucker Della, East Midlands/EC
	Whiteley Paul, Fylde