

Annual Conference

Thursday 17 May 2018, Radcliffe Conference Centre, Warwick University

1. Attendees

- 1.1 A list of attendees is at Annex 1.
- 1.2 Margaret Moor (MM), National Chairperson, welcomed everyone.

2. Minutes of the 2017 Conference

- 2.1 The minutes of the National Conference held on 11 May 2017 and published on 21 September 2017 were put to the meeting for adoption.
- 2.2 With no amendments the minutes were proposed by Della Tucker (DT), East Mids/ Executive Committee, and seconded by Simon Daly (SD), North West.

3. Annual Report and Accounts

- 3.1 Copies of the draft 2017 Annual Report, National Revenue and Lottery Accounts for 2017 were issued on 18 April 2018. MM suggested any minor amendments would be notified to Jenny Richardson (JR). Conference agreed.
- 3.2 Craig Lewis (CL), National Operations Director, introduced the Annual Report. He expressed the National Board of Management's (BOM) gratitude to everyone in the regions for their tremendous support and hard work throughout 2017. He also stated how immensely proud he was of the National Team's contribution.
- 3.3 CL highlighted the following issues and achievements.

Membership

- 3.4 CL noted that membership had remained above 60,000 and take up within DWP was at record levels, in spite of continuing retrenchment in the public sector.
- 3.5 More than 7,000 members had been recruited throughout 2017, highlighting how hard we needed to work to sustain 60,000 members. The National Team had recruited 700, with the vast remainder by our volunteers, emphasising the importance of word of mouth. CL noted this result required a product of broadest appeal.
- 3.6 CL confirmed that the total value of the benefits package was approximately £8m, which undoubtedly had helped recruitment, and equated to an average £133 return per member for an annual subscription of just £25.20.
- 3.7 CL noted a marginal decline in ticket sales, which tended to fluctuate each year. CL also noted that discounted holidays were a growth area, as was Historic Royal Palaces (HRP). Conversely the two pound charge for Wildfowl and Wetland Trust (WWT) tickets had coincided with a downturn in demand.

3.8 English Heritage (EH) had continued to gain momentum but, along with HRP, was subject to change.

National Programme

3.9 Festivals remained flagship events and continued to attract more participants year on year. Costs were falling as a result of better management and cost control and value for money was consequently rising. CL stressed festivals nonetheless remained a very costly commitment and speculated we might at some future point need to consider whether we could move to just one event per year.

Livelif Challenge

3.10 CL noted a welcome upturn in take up of the Livelif Challenge, with nearly 20,000 participants taking advantage of HASSRA's commitment to their wellbeing.

3.11 It was noted that National BOM had agreed to restrict the 2018 Challenge to HASSRA members. This was because a review of the scheme had confirmed that the widespread participation of non-members had not resulted in an increase in membership. This was therefore judged not to be a good use of members' funds.

3.12 CL announced that the 2018 Challenge would be launched later that day and encouraged everyone to spread the message and get involved.

Participation

3.13 CL noted high levels of participation in HASSRA's programmes:

3.14 CL emphasised it was the activity, enhanced work-life balance and quality of life at work and at home which spoke best about HASSRA's impact on members.

English Heritage and Historic Royal Palaces

3.15 CL returned to the changing offers for EH and HRP. He assured the meeting that both changes were outside of HASSRA's control and flowed from commercial decisions taken by those organisations.

3.16 CL set out the detail of the new EH offer and confirmed that it ensured HASSRA continued to offer best value for money than any other organisation in our sector. Nonetheless, the launch had not gone as well as planned and lessons would be learned. The substance of the offer remained strong, with the combined cost of the most expensive EH membership type and the annual HASSRA subscription being less than the cost of the CSSC subscription alone. Moreover, HASSRA EH membership was full membership and substantially better than the corporate version being offered elsewhere.

3.17 In respect of HRP CL noted that a number of proposals were on the table but remained commercial-in-confidence for the time being. He was confident that the new deal would be very advantageous.

3.18 Peter Jones (PJ), London, said we should not fixate on the EH deal. HASSRA was made

up of all the other benefits and club network. He stated that once news of the new offer had settled, members would realise it was a good deal. CL agreed but also stated that correlations in recruitment spikes had been noticed after major benefit launches.

3.19 Dave Poulton (DP), London, confirmed that he had put together some words to use within his region to explain the EH changes and the reasons behind it. CL thanked him and confirmed that although HASSRA had used all the communications channels open to them, it continued to be difficult to reach all members. He confirmed that Sarah Fairclough (SF) was working through the EH launch information to ensure nothing had been missed.

3.20 Nicky Hobby (NH), South West, stated that as a result of the meeting she now felt confident to impart the EH message to her members. She questioned whether for future launches it was appropriate to have a telephone meeting with regional BOMs to share necessary information in order for everyone to hit the ground running? CL said that could be considered.

AP 01 SF to issue a briefing/ speaking note to Chairs about the new EH offer.

3.21 It was suggested that Chairs might not be the best people to dial into communication telekits and that a regional communication lead was required. CL stated that CMS would alleviate this problem as all members would have direct and targeted communications issued to them via the online shop.

Cinema e-codes

3.22 Harvey Clarke (HC) reported that despite cinema tickets being one of our most popular benefits and biggest recruitment draws, sales had been in decline over the last few years. One of the main issues had been the ordering process, hence the introduction of e-codes. He explained that members would be able to redeem the e-codes in three ways: typing the code into an online cinema booking system, scanning the QR code at the cinema box office or printing the email containing the e-code to show at the cinema box office. In essence the move was providing a better, more efficient service to members.

3.23 In order for this to happen, HASSRA had teamed up with one of our major ticket suppliers Sodexo Filmology. In addition to the current full range of tickets, members would be also be able to purchase new products, such as Merlin and Light cinemas, annual unlimited passes for Odeon and Cineworld and in some places discounted popcorn and drinks. Members would also be able to subscribe to Filmology's newsletter.

3.24 HC explained that e-codes were generally slightly more expensive than paper tickets and so ticket subsidies would be adjusted to ensure all tickets at go live would be as good as or slightly cheaper than current prices. Go live was scheduled for beginning of July and from that date Sodexo would take over cinema ticket sales, general queries and refund requests.

3.25 HC stated that all other attraction tickets would be unaffected, the only difference being members would have to order cinema tickets in a separate transaction to their attraction tickets. It was confirmed publicity would go out ahead of the changes.

3.26 HC moved on to providing an update on the Customer Management System (CMS), emphasising its importance within the National Work Programme (NWP). He said that the contract had been signed to commission the development of the HASSRA online shop into a fully-fledged CMS. Indicative costs for development and annual running costs had been agreed and an intensive period of collaboration focussing on functionality and technical specifications had begun.

3.27 HC noted the business functions to be digitised would include:

- Web pages – national and regional
- Database and membership profiles
- Subscriptions – payroll reconciliation
- Subscriptions – direct debit for National Associate Membership Scheme (NAMS)
- Membership cards – issued annually
- Membership lists
- Rebate calculations – regional and club
- Targeted content and messaging
- Event registration and feedback
- Expense payments
- Cashback payments
- Invoices and club payments
- Fun ‘n’ Free competition entries
- Online chat, help and blog
- Lottery database and monthly draw.

3.28 HC stated the latest version of the technical specifications document had been issued last week to the working group and Chairs inviting feedback. Once the specification had been approved, costs would be finalised with timescales agreed for development, testing and training. It was emphasised that due to the sheer scale of the project, there would be a phased rollout of functions with completion in early 2019.

3.29 PA (North West/ National BOM) cautioned the change to direct debit for all members due to the potential risk of losing ‘sleeping members’. CL confirmed he was aware of the risk and noted that DD was required for members for whom payroll deductions was not an option.

3.30 Tracy Hennah, TH (National Team), questioned whether the introduction of CMS would have an impact on the size of the National Team. CL stated that CMS was about raising efficiency and improving the member experience, not reducing staffing. It would, however, serve as an insurance policy should there be another round of headcount reductions, but would otherwise provide an opportunity to develop more interesting and higher value roles for the National Team.

3.31 Debra Allott, DA (Yorks and Humber), queried if there was confidence Brick would deliver to time and cost. It was noted that Brick had successfully built the online shop to time, cost and quality, and we were confident they would continue to deliver. CL added that HASSRA may need to consider engaging its own independent legal representation to help with commercial and other issues.

2017 Accounts

3.32 Dave Lees (DL) confirmed the accounts were prepared with auditors Daffern & Co and issued on 18 April 2018.

3.33 DL 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.

3.34 The National Revenue account showed an excess of expenditure over income of £94,000, while National Lottery account showed an excess of income of £120,000. The excess in Lottery income offset excess expenditure in revenue, which resulted in a final outturn surplus of £26,000 and a commensurate increase in reserves.

3.35 Subscription income was £1.412m, a modest increase on last year. Income from Lottery shares showed a small reduction on the previous year.

3.36 Income from the CSSC grant had continued to reduce slightly due to the decrease in CSSC members.

3.37 The Lottery prize fund remained the same as 2016.

3.38 Expenditure on National events reduced by £7,000 from the previous year.

3.39 Accounts showed £193,000 was spent on leisure tickets. DL noted that this did not take into account the 50p subsidy recovered from regions, so the real figure was closer to £80,000.

3.40 'Other expenditure' covered all items listed under administrative expenses, which included Conference, Livelife magazine, communications products and promotional initiatives. This showed expenditure of £244,000 compared to £218,000 the previous year. Various things contributed to this, most notably additional promotional initiatives around new membership benefits.

3.41 The result was an excess of income over expenditure of £26,000. Reserves now stood at just over £1.3 million. The underspend against the original forecast was welcome in some areas, such as reduced bank charges, but less so in others, such as the Development Scheme. DL confirmed that the underspend would go towards partial funding of the CMS.

3.42 DL thanked the National Finance Team and the Finance Committee for their hard work and support during 2017 and asked for any comments or questions.

3.43 Phil Jenkins (PJ), Wales, queried the bank charges in the Lottery account. DL stated they occurred when Lloyds switched us over to a new account and would be refunded in 2018.

3.44 Paul Whiteley (PW), Fylde, questioned why there had been a reduction in the cost of CSSC Athletics. DL confirmed it was because participation had been lower.

Awards Committee

3.45 George Robinson (GR), Chair of the Awards Committee (AC), provided an update on activity during 2017 and thanked his fellow committee members Irena Gorbun and Ann Nash for their contribution.

3.46 The number of Development Scheme applications had remained stable at 19 during 2017, despite continuing promotion. However, he happily reported that they had already received 11 applications in 2018. All of the applications were of a sporting nature. A review of the scheme was under way.

3.47 The AC noted that there had been many excellent submissions for the 2017 National Awards.

3.48 The floor was then opened up for questions. John Nunn (JN), South West/ National BOM, questioned whether the Executive Committee (EC) had a future in its current form since the implementation of the new service model. CL as EC chair stated that if the EC did not exist the work would still get done. JN also questioned the role of the volunteer element on the committee. Denise Ward (DW), North East/ EC, confirmed that the elected members of the EC acted as the members' voice. It was also questioned whether there should be 12 regional representatives on the EC. It was agreed the role of the EC would be reviewed.

AP02 National BOM to conduct a review of the EC remit and representation.

Conclusion

3.49 CL thanked DL, HC and GR for their contributions. There being no further comments or questions, the draft Annual Report and Accounts were proposed for approval by Sean Mulgrew (SM) Scotland, and seconded by Willie Hunter (WH), Scotland.

4. Motions

4.1 MM confirmed there was one Motion from National BOM, which was notified in writing to delegates on 18 April 2018.

Motion 1: Constitution Amendment

4.2 HC outlined the background to the motion, stating the changes were required to bring the Constitution up to date with new job roles and titles resulting from the implementation of the new service model from January 2018.

4.3 He confirmed that the motion had already been agreed by National BOM so as per the rules of debate it did not need to be formally seconded by AGM. He opened the floor up for discussion but there were no questions.

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

4.5 HC reminded regions they would need to update their own Constitutions in light of the changes.

AP 03 Updated model regional Constitution to be issued to Chairs.

5. Elections

5.1 CL confirmed details of vacancies were issued on 24 January 2018, with a deadline of 5 April 2018 for nominations. Nominations received were circulated to Associations on 18 April 2018, 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 (RA) and Moz Baker (MB).

National BOM

5.2 There were two vacancies, both for three year terms. Just two nominations had been received, from Paul Adams and Simon Woodrow, so no formal vote was required. Conference agreed to their election.

Executive Committee

5.3 There were two vacancies, both for three year terms. Three nominations had been received so a formal vote was required. In light of the previous debate about the EC, Paul Wyatt (PW) suggested that the third candidate become a co-opted member, this was agreed. The candidates were Simon Jowitt, Della Tucker and Denise Ward. Conference elected Simon Jowitt and Denise Ward and co-opted Della Tucker.

Finance Committee

5.4 There were two vacancies, both for three year terms. There were only two candidates so no formal election was required. Conference agreed to the election of Martin Gale and Willie Hunter.

Awards Committee

5.5 There was one vacancy, for a three-year term. One nomination was received, so a formal election was not required. Conference agreed to the election of Irena Gorbun 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 Catriona Patterson (CP), Y&H/ National BOM, and seconded by JN, South West/ National BOM.

7. Appointments

CSSC representative

7.1 Conference agreed that MM would continue to be the Association's CSSC representative. PW suggested that a volunteer be sought to act as HASSRA delegate at the CSSC Conference due to MM not being able to attend.

AP 04 A delegate to be sought to attend CSSC Conference.

Auditors

7.2 MM confirmed that Daffern & Co were willing to continue as the Association's auditors and re-appointment was recommended. Proposed for approval by PA, North West/ National BOM, and seconded by DW, North East/ EC.

8. Three Year Strategy 2018-2020, National Work Programme 2018 and Proposed Budget 2018

Strategy Update 2015-2017

8.1 2017 saw the conclusion of the 2015-17 three year strategy and CL referred to the progress overview paper which had been issued. Objectives were;

- developing the offer
- recruiting members
- supporting volunteers
- building sponsorship
- building the business.

8.2 CL shared some highlights beginning with the 22,000 new members recruited over the period, increasing the take up rate by two percentage points. High quality MI and member feedback had ensured a varied and attractive programme.

8.3 1,200 new members were recruited via the NAMS scheme showing the value of flexibility in determining membership eligibility.

8.4 CL confirmed that volunteers had been provided with the support required to enable them to play a vital role in recruitment and programme delivery. They now had 24/7 access to the updated volunteer manual via the website and the mobile app.

8.5 With over 67,000 participations in the Livelife Challenge, our commitment to wellbeing and supporting business sponsors was evident.

8.6 CL highlighted numerical changes in constituent membership groups, and noted that while DWP remained the largest, retired members had increased by one percent, NAMS were now the third largest group, agencies (FSA, HSE et al) had increased slightly, and contractors had decreased slightly.

Three Year Strategy 2018-2020

8.7 CL stated that the next three years (2018-20) would build on the achievements of the previous period with some slight changes of emphases:

- a unique offer build upon our club network
- recruiting more members from a diversity of employment groups
- supporting clubs and volunteers
- building sponsorship
- building the business.

8.8 CL noted that a unique offer was key: HASSRA was not only another purveyor of benefits and discounts, but rather a special network of 350 local clubs galvanising members into action in ways that other organisations could not. This capability would need to be nurtured and grown over the coming years.

8.9 Recruitment continued to be vital, with changes to membership eligibility being key to sustaining high levels of membership.

8.10 The delivery of CMS was critical to future proofing the Association and would ensure best use of resources and effective delivery of our programme.

National Work Programme

8.11 CL introduced the NWP. It was a live document and was liable to change as priorities shifted and issues arose. He focussed on two high priorities which would be added to it shortly: General Data Protection Regulations (GDPR) and Package Tour Regulations.

8.12 It was confirmed that all national data systems were compliant with the GDPR rules in force from 25 May. Chairs had previously been issued with the GDPR Policy document and CL implored regions to ensure compliancy if they had not already done so. A privacy statement had also been published.

AP 05 Privacy document to be emailed to Chairs.

8.13 The new Package Tour Regulations were discussed and members urged to ensure their clubs and volunteers understood and were compliant with them. Guidance had already been issued to Regions.

8.14 CL moved onto the decision by National BOM to offer membership to co-located staff, (Local Authority and other government departments) and to trial membership with two NHS trusts. This would necessitate a review of discipline arrangements, which currently rested on the staff clubs guide and civil service code.

8.15 CL proposed a Fighting Fund to deliver a package of measures over the next year designed to get HASSRA on the front foot and underpin its competitive edge. BOM and Chairs had agreed to allocate £100,000 for the initiative which included;

- 12 month freeze on subscriptions
- postponement of the introduction of retired members subscription increase

- decrease year round prices on other tickets (theme parks etc...)
- more Fun 'n' Free competitions.

8.16 CL opened the floor to questions. PA invited reflections from regions regarding the NHS Trust. CP confirmed that NHS Trusts were set up in a similar way to our office network and there were many synergies. MM recalled the discussion at the last National BOM emphasising the smaller HASSRA became, the pricier it would become with those who stayed demanding more for their money. PJ commented that the NHS was devolved to the Welsh and Scottish governments.

8.17 MM thanked everyone for their comments recognising there were different scenarios in different locations. She confirmed testing had started with two NHS trusts and encouraged any comments and feedback to be sent to the National team.

2018 Budget

8.18 DL introduced the proposed Budget for 2018 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 2018 was up by £70,000 as a result of increased subscription rate
- revenue account income was forecast at £1.586m
- revenue account expenditure was forecast at £1.688m.

8.19 These factors resulted in a forecast outturn deficit of £102,000 balanced by an equal surplus on the Lottery.

8.20 The 2018 budget was proposed by PA, North West/ National BOM, and seconded by JN, South West/ National BOM and agreed by conference.

9. Any Other Business

9.1 MM invited AOB.

9.2 SF asked for volunteers to stay behind for an ad-hoc meeting to discuss brand refresh with MM Design.

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

May 2018

Annex 1

Adams Paul, North West/ National BOM
Allen Ray, National Team
Allott Debra, Yorks & Humber
Baker Ruth, Wales
Bates Laurence, Fylde
Bowman, East of England
Brookfield Dorothy, Wales
Clarke Harvey, National Finance Director
Crow Dawn, Programme & Recruitment Manager
Daly Simon, North West
Daly Wendy, C10K National Volunteer Manager
Dineen Jane, North West
Donnegan Kev, North West/ Photographer
Fairclough Sarah, Communications Manager
Foley-Doherty Jason, Charity for Civil Servants
Gale Martin, Fylde/ Finance Committee
Gorbun Irena, Yorks & Humber/ Awards Committee
Green Terry, Life VP
Grossey Di, South West
Hams Sharon, North East
Hennah Tracy, National Team
Hinchcliffe Martin, MM Design
Hobby Nicky, South West
Howells Mandy, Wales
Hoysted Lucy, South West
Hunter Willie, Scotland/ Finance Committee
Jenkins Phil, Wales
Jones Eryl, Wales
Jones Peter, London
Lees Dave, National Finance Manager
Lennie Dawn, Yorks & Humber
Lewis Craig, National Operations Director
Lloyd Duncan, London
Martin Marion, Wales
McClorry Kevin, National Team
McCormick Marie, South East
McGinty Marilyn, North West
Merrill Kevin, North West
Miller Robbie, National Team
Molloy Danielle, North East
Moor Margaret, National Chair
Mulgrew Sean, Scotland
Murphy Paul, North West
Nash Ann, South West/ Awards Committee
Nunn John, South West/ National BOM
O'Donovan Paul, East of England
Patterson Catriona, Yorks & Humber/ National BOM
Philp Dave, South East
Poulton Dave, London
Priestley, East of England
Quinn Paula, North West
Richardson Jenny, National Team/ Secretariat

Ritchie Maggie, National Team
Roberts Allison, North West
Roberts Dave, North West
Robertson Jan, East of England
Robinson George, East Mids/ Awards Committee
Rollinson Karl, Yorks & Humber
Scull Jen, South West
Sheldon Helen, Wales
Shields Michael, Scotland
Sneddon Jacky, Scotland
Snowshall Dawn, East Mids
South Lee, Yorks & Humber
South Lyndsey, Yorks & Humber
Thomas Derek, South West
Thomas Nigel, Wales/ National BOM
Thompson Clare, North East
Thorogood Gary, North West/ National BOM
Tucker Della, East Mids/ Executive Committee
Viney Brenda, West Mids
Ward Denise, North East
Waters Keith, South East
Waters Steve, North West
Whiteley Paul, Fylde
Woodrow Simon, Fylde / National BOM
Wyatt Paul, South East