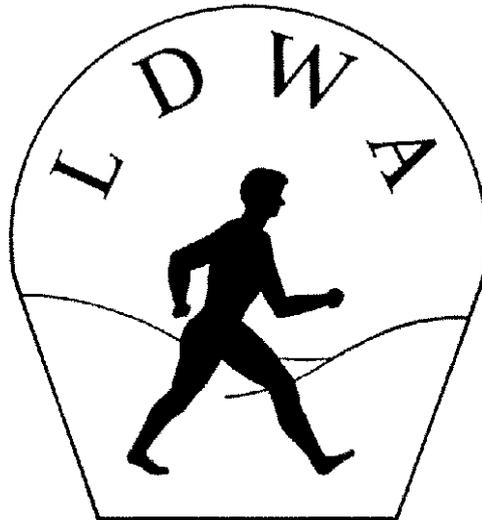


LONG DISTANCE WALKERS ASSOCIATION LIMITED



2019 AGM & SOCIAL WEEKEND

Friday 8th March to Sunday 10th March 2019

**Hallmark Hotel Gloucester, Marlston Close
Robinswood Hill, Gloucester, GL4 6EA**

ANNUAL GENERAL MEETING

Sunday 10th March 2019, 10am

The Long Distance Walkers Association Annual General Meeting 2019

Annual General Meeting of The Long Distance Walkers Association (**LDWA**) will be held at the Hallmark Hotel, Marlston Close, Robinswood Hill, Gloucester at 10am on Sunday 10th March 2019.

Agenda

1. Apologies for absence
2. To confirm the minutes of the Annual General Meeting held on 11th March 2018.
3. To receive the accounts for the year ended 30th September 2018 and the reports of the Directors and Accountants.
4. To receive reports as follows:
 - a. Chair
 - b. General Secretary
 - c. Membership
 - d. IT and Internet
 - e. Strider
 - f. Local Groups
 - g. Events
 - h. Hundreds
 - i. Publicity
 - j. Long Distance Paths
 - k. Environment, Risk & Data Protection
5. To note the result of the 2019 NEC election
 - a. Chair
 - b. General Secretary
 - c. Treasurer
 - d. Membership Secretary
 - e. IT and Internet Officer
 - f. Strider Editor
 - g. Local Groups Secretary
 - h. Challenge Events Secretary
 - i. 100s Coordinator
 - j. Publicity Officer
 - k. Long Distance Paths (LDPs) Officer
 - l. Environment, Risk and Data Protection Officer
6. To appoint Accountants for 2018/19, and to authorise the Committee to fix their remuneration.
7. To authorise the Committee to determine honoraria payments in accordance with past practice.
8. Special Business: To consider, and if deemed fit, pass the following resolution as a Special Resolution, THAT:
The draft ByLaws tabled for consideration at LDWA's Annual General Meeting 2019 be and are hereby adopted as the ByLaws of LDWA in substitution for, and to the exclusion of LDWA's existing ByLaws;
9. To ratify appointment of Phoebe Smith as President

End of formal business

NOTE: Each member entitled to attend and vote at the meeting is entitled to appoint a proxy to attend and vote instead of him or her. If you will not be able to attend the meeting and wish to vote by proxy, please use the proxy form which is available on the LDWA website or by contacting the General Secretary.

Open forum and discussion.

There will be a short presentation on the long term position of the LDWA Operating System and Website, and future funding proposals. There will then be a chance for the membership to raise any matters which they would like the Committee to consider during the forthcoming year. Questions can be submitted to the General Secretary by 1st March 2019. There will also be a box for questions at the Registration Desk for the AGM, which will be collected at 8am on Sunday 10th March. Questions will be accepted at the meeting at the discretion of the Chair. Invitees and attendees of this meeting should be aware that the minutes of the meeting will be published on the LDWA website and available to the public.

Madeleine Watson, General Secretary on behalf of the National Executive Committee

Agenda Item 2

LONG DISTANCE WALKERS ASSOCIATION LTD.

Draft MINUTES of the 19th ANNUAL GENERAL MEETING of LDWA Ltd. held at 10 a.m. on Sunday, 11th March 2018 at the Forest Pines Hotel, Broughton, Lincolnshire, DN20 0AQ.

To be approved at the 2019 Annual General Meeting to be held at Hallmark Hotel, Marlston Close, Robinswood Hill, Gloucester on Sunday, 10th March 2019.

Present at the Meeting

The names of 84 members who attended were recorded in the Attendance Register and are listed at the end of these Minutes.

Notice of Meeting

The General Secretary read the formal notice convening the meeting and asked for everyone to sign the Attendance Register.

1. Apologies for Absence

Apologies for absence were received from Chris Brown, Glenis Brown, Julie Cribb (Local Groups Secretary), Isobel Falconer, David Findel-Hawkins (Events Secretary), Nick Ford, Graham Hemsley, Madeleine Hemsley, Katie Hunt, Malcolm Hunt, Merrian Lancaster, Les Maple, Avril Stapleton, Keith Warman and Tony Willey.

2. To approve the Minutes of the 18th Annual General Meeting of LDWA Ltd. held on Sunday, 12th March 2017

The Minutes of the meeting were contained in one of the booklets circulated to those attending the 2018 AGM. **John Sparshatt** (West Yorkshire) referred to the Open Forum discussion on Proposals for Reform of Terms and Frequency of Elections of National Executive Committee Members (pp. 11-12 of the relevant booklet). He acknowledged that the Minutes reflected the discussion of the proposal to change annual elections to elections for fixed terms, but considered that the Minutes gave insufficient weight to the suggestion that the fixed term should be four years. **Gail Elrick** (Chair) replied that at the time she was not sure what the fixed term should be and four years was only one of several suggestions made in the discussion.

After further discussion **Gail Elrick** proposed that **John Sparshatt** and **John Elrick** (2017 Minutes Secretary) should liaise after the Annual General Meeting to consider making any amendments to this section of the 2017 Minutes. Subject to this proviso, **Gail Elrick** proposed the 2017 Minutes for acceptance as a true and accurate record by all those members present who had been at the 2017 AGM.

The Minutes were proposed for acceptance by **Ken Falconer** (Heart of Scotland), seconded by **Brian Buttifant** (Kent) and **APPROVED** by a vote of the AGM.

2.1 Matters Arising

See outstanding matter above on the content of the 2017 Minutes. **Action - John Sparshatt and John Elrick** will liaise. *[John Elrick and John Sparshatt agreed to leave the 2017 AGM Minutes unchanged].*

3. Accounts and Reports

The accounts for the year ending 30 September 2017 and the Report of the Directors were contained in one of the booklets circulated to those attending the 2018 AGM. **Sandy Gee** (Hon. Treasurer) said that the accounts showed a net surplus of £10,561, which was slightly higher than the net surplus of the previous year. **Sandy Gee** went on explain the details behind the net surplus. Turnover of £132,262 was almost unchanged from the previous year with increased membership subscriptions in the year being offset by the ending of Handbook sales. Cost of Sales had reduced due to the LDWA calendar no longer being produced but was offset by an increase in Administrative Expenses due to the extra costs of developing the LDWA web site. **Sandy Gee** noted that Donations paid had fallen to £1,000 (paid to the Chiltern Society and the Across Wales Walk) and he asked for members to suggest some ideas.

Total assets stood at £155,844, of which £75,626 was held in a deposit account which attracted a low interest rate. **Sandy Gee** concluded by referring to Item 7 of the Agenda which proposed an increase in subscriptions which was necessary to maintain the level of spend and retain sufficient resources (see Agenda Item 7 below for more details). **John Sparshatt** (West Yorkshire) asked why he was still receiving communications about a Santander account which existed when he was Chair. **Sandy Gee** said that this account was closed when the deposit with Hampshire Trust Bank was opened and that he would take action to remove John Sparshatt's name from Santander's records. **Action – Sandy Gee** to follow up this query.

The accounts were proposed for acceptance by **Ian Beveridge** (Wessex), seconded by **Deirdre Flegg** (Dorset) and **APPROVED** by a vote of the AGM.

4. To appoint Accountants and authorise the National Executive Committee to fix their remuneration

Sandy Gee (Hon. Treasurer) proposed that the existing accountants R. F. Miller and Co., Bellevue, Princes Street, Ulverston, Cumbria, LA12 7NB should be re-appointed for the year ending 30th September 2018 and that the National Executive Committee should be authorised to fix their remuneration. He highlighted the firm's good relationship with the LDWA and the fact that its low fee of £2,000 remained unchanged. Proposed for acceptance by **Peter Toghill** (Wessex), seconded by **John Widdowson** (Dorset) and **APPROVED** by a vote of the AGM.

5 (i) Reports from National Executive Committee Members

The Reports were contained in the booklets circulated to those attending the 2018 AGM and are also available to members in the Library Section of the LDWA web site. Those members without Internet access can request booklets from the General Secretary.

a) Chair

Gail Elrick (Chair) said that she had nothing to add to her Report since her work was contained in the initiatives being taken forward by the National Executive Committee. She thanked the members of the National Executive Committee and the Local Groups. There were no questions.

b) General Secretary

Madeleine Watson (General Secretary) had nothing to add to her Report. She said that the bulk of her time had been spent on the revisions to the Articles of Association which were the subject of Agenda Item 9. There were no questions.

c) Membership Secretary

Steph Carter (Membership Secretary) updated the AGM on his Report. He highlighted four areas: overall membership growth; new joiner growth; the increasing popularity of family membership and the Joiner Gender Agenda.

- On 1 March 2018 membership stood at 8,552 compared with 8,187 a year earlier, representing a growth of almost 4.1%. If new joiner numbers (and late renewals) matched those of last year until the year end (30 September), membership was projected to be 9,234.
- New memberships from 1 October 2017 to 1 March 2018 stood at 979 compared with 849 in the same period last year, representing a growth of 15% in new joiners and 1.5% of LDWA growth. This growth level had been maintained throughout the six months of the current year and, if continued, the LDWA's overall membership growth could be over 5% this year.
- New female memberships from 1 October 2017 to 1 March 2018 stood at 314 compared with 280 in the same period last year. The annual growth rate of around 40% was becoming more consistent and there was now more of a gender balance in the LDWA.
- Family membership at 1 March 2018 was 1,410 compared with 1,310 a year earlier, representing good growth of 7.6% (compared with 4.1% overall growth).

In summary, **Steph Carter** said that membership was looking healthy with more new members, growth was at a manageable level, family membership was increasingly popular and the annual 40% growth in new female joiners could become a permanent feature. **Hazel Bound** (Cornwall and Devon) asked if family memberships were counted as one member. **Steph Carter** replied that a family membership was counted as one member and as two voting members, i.e. the LDWA had 10,300 voting members.

d) Editor

Graham Smith (Editor) had nothing to add to his Report. He thanked the Local Group representatives, the LDPs team and Tim Glenn for their efforts. He asked people to keep-sending material for 'Strider' and to continue giving feedback.

John Widdowson (Dorset) referred to an article in 'Strider' No. 139 (December 2017) entitled 'Backing for Plans to make Dorset a National Park'. He wanted to make it clear that the Dorset Group was neutral on the issue of a Dorset National Park. The Group felt that there was not enough information on which to form a view and had agreed a neutral position at their Annual General

Meeting. He asked the Editor to put this clarification into 'Strider'. **Graham Smith** agreed to do so. **Action – Graham Smith** to include a clarification in the next edition of 'Strider'. [A clarification was included in 'Strider' No. 141, page 47 (August 2018)].

Keith Chesterton (Surrey) noted that 'Strider' No. 139 (December 2017) had included a paid advertisement for the first time ever [for Cicerone publications]. He asked why this had happened given that the National Executive Committee policy was not to do this. **Gail Elrick** (Chair) replied that following much discussion the National Executive Committee had decided to try a few paid advertisements in cases where there was a direct benefit to the LDWA and in this case had received £400-00 in revenue. She added that the National Executive Committee had an open mind on the policy issue. **Graham Smith** confirmed that there would only be a selective number of such advertisements. **John Sparshatt** (North Yorkshire) asked whether other companies were being canvassed for possible advertisements. **Graham Smith** replied that no other companies had been approached but that it was likely that there would be a repeat advertisement for Cicerone.

Tim Glenn (Anytime Anywhere) asked what exactly was the LDWA's policy on advertising and whether the Cicerone advertisement was an experiment. **Gail Elrick** agreed that it was an experiment. **Graham Smith** said that 'Strider' was distributed to over 10,000 readers and the National Executive Committee was testing the response to the advertisement and the income received from it. **Tim Glenn** asked again what the national policy was. **Ken Falconer** (Heart of Scotland) replied that during his time as Editor the LDWA's policy had been that there should be no advertising but this did not mean that the policy was set in stone and could not be reviewed. **Susanne Waldschmidt** (London) said that the advertisement was consistent with the LDWA's aims. She wanted to know how many people present had used Cicerone guides. **Paul Lawrence** (London) said that publishers already get free advertising on the LDWA web site.

Peter Toghill (Wessex) was not happy with the new format of 'Group News', as presented in 'Strider' No. 139 (December 2017), which put the 43 Local Groups into geographical areas instead of having the Groups in an alphabetical listing. **Graham Smith** replied that the next edition of 'Strider' would go back to alphabetical listings. **Action – Graham Smith** to follow up. [The alphabetical listing was restored in 'Strider' No. 140, pp. 41-69 (April 2018)].

e) Local Groups

Julie Cribb (Local Groups Secretary) had given her apologies for absence. **Tim Glenn** (Anytime Anywhere) asked if the time had now come to remove Local Groups' programmes and listings from 'Strider' and just leave them on the LDWA web site. This would avoid the long time scales and lack of flexibility associated with the printed versions in 'Strider'. **Action - Graham Smith** (Editor) agreed to liaise with **Julie Cribb**. [Graham Smith liaised with Julie Cribb about the presentation of this information in 'Strider'].

f) Publicity

David Holland (Publicity Officer) had nothing to add to his Report. He added that most of the work on publicity was in progress under the auspices of the Business Plan. There were no questions.

g) Web Site and Internet

Adam Dawson (Internet Officer) reminded the meeting of the IT session scheduled to take place after the Annual General Meeting. He said that the past year had been an exceptionally busy one. He highlighted the work involved in replacing Mark Hawker, the LDWA's paid service provider, who retired from the job at the end of 2017. This involved identifying a long list of prospective suppliers, preparing a detailed specification and finally choosing a provider—from a short list of three candidates who were invited to an evaluation meeting held in Birmingham. The final choice was Mobius Media. A contract was signed in October 2017, from when Mobius Media had been undergoing a steep learning curve, involving parallel running with Mark Hawker. **Adam Dawson** saw a key element of the change as giving strength in depth through the use of an organisation rather than one person. **Adam Dawson** also mentioned the extensive work which had been done on the new Image Management System (18 hours of testing and 20 hours of volunteer work).

For the rest of 2018 the work to modernise the web site was a big project and PACER (used in 27 events in 2017) still needed attention, particularly in situations where it was difficult to get on-line. The IT team would also look at the new system for planning walks developed by the South Wales Group. In the light of this workload **Adam Dawson** asked for more help. He specifically wanted 1-2 extra people who could hit the ground running.

Deirdre Flegg (Dorset) asked whether anything could be done to reduce the stacking of bulk e-mails. **Adam Dawson** agreed that there was a problem with the processing time required for bulk e-mails but this was necessary to avoid e-mails being treated as SPAM.

Keith Chesterton (Surrey) noted that the lack of space on Local Groups' pages meant that Surrey Group information tended to migrate to the main LDWA web site. **Adam Dawson** replied that Local Groups had to be responsible for their own content and can do a lot within the current template. An on-line walks planner may address the problem.

h) Events

David Findel-Hawkins (Events Secretary) had given his apologies for absence. There were no questions.

i) Hundreds Co-ordinator

David Morgan (Hundreds Co-ordinator) said that future 100s were potentially in danger due to a lack of volunteers. No 100s were planned beyond 2021 and those for 2020 and 2021 were looking for Local Groups to man checkpoints. David Morgan referred to the work being done to produce 100 toolkits on how to organise a 100 but without enough support the 100s format may have to change, e.g. using a figure of eight route based around one main location.

Lesley Wolsey (Vermuyden) was the 2021 100 Volunteers Co-ordinator and anyone interested in volunteering for the 100 could contact her via Madeleine Watson.

Colin Wormald Cup – The Cup is held for a year by the organisers of each Hundred event and then passed on to the next organisers. Members of the 2017 North Yorks Moors Hundred organising group handed the Cup to members of the 2018 Cinque Ports Hundred organising group.

j) Long Distance Paths

Neil Rawlins (LDPs Secretary) had nothing to add to his Report. There were no questions.

k) Data Protection/Environment/Risk

Christopher Hedley (Data Protection, Environment and Risk Officer) gave an update on the three areas:

Data protection policy – The new General Data Protection Regulations were due to come into force on 28 May 2018. These aim to limit the amount of data that organisations hold. In order to comply with the Regulations the LDWA planned to issue a revised Data Protection and Privacy Policy followed by a User Guide and Briefing Notes for volunteers and officials. More details would follow soon.

Environment – Christopher Hedley reported some success in dealing with the National Trust and the issue of the right of access to land. The National Trust had now agreed not to charge for the use of their land if the route of a Challenge Event followed a right of way. However, they may claim the right to charge if the route of a Challenge Event was not on a right of way, or if the NT was providing a service, such as provision of a checkpoint or a car park. In addition, it was open to Local Groups to make a donation to the NT from any event surpluses. There were discussions in progress with the NT on the use of a car park on the Hadrian 100 route. **John Widdowson** (Dorset) referred to the approach taken on the Bassetlaw Bash where the LDWA report usage of a car park to the NT. **Lesley Wolsey** (Vermuyden) suggested that event organisers should include these details in the entry information. **John Sparshatt** (West Yorkshire) asked whether the discussions with the NT had been at national level. **Christopher Hedley** replied that the NT were rolling this policy out but there were bound to be differences of interpretation at different levels.

6. Election of Officers to the National Executive Committee

a) Election of Principal Officers

Gail Elrick, the current Chair, had reached the end of her tenure in office. There was one candidate for the position, **David Morgan**, whose tenure of office as 100s Co-ordinator had also ceased (see below). The other five Principal Officer posts (General Secretary, Hon. Treasurer, Membership Secretary, Editor and IT and Internet Officer) were not contested and the existing officers, **Madeleine Watson, Sandy Gee, Steph Carter, Graham Smith and Adam Dawson**, had not yet reached the end of their tenures in office. The AGM elected the Chair and re-elected the five existing Principal Officers *en bloc* by a show of hands.

The following candidates were therefore declared to have been elected as Principal Officers for the coming year (2018-2019):

Position	Candidate	Proposed by	Seconded by
Chair	David Morgan	Julian Pursey	Julia Greenwood
General Secretary	Madeleine Watson	Julia Greenwood	Gill Myers
Hon. Treasurer	Alexander Gee	Aileen Baldwin	Paula Pickersgill
Membership Secretary	Steph Carter	Ralph Warman	Judith Webster
Editor	Graham Smith	Brian Buttifant	Neil Higham

b) Election of Executive Officers

The six Executive Officer posts were not contested. Four of the existing officers, **Julie Cribb, Christopher Hedley, David Holland and Neil Rawlins** had not yet reached the end of their tenures in office. David Findel-Hawkins's and David Morgan's tenures of office as, respectively, Events Secretary and 100s Co-ordinator had ended. There were two candidates, namely **Tim Glenn** and **Alan Warrington**. The AGM re-elected the four existing Executive Officers and elected the two candidates *en bloc* by a show of hands.

The Chair declared the following six candidates duly elected as Executive Officers for the coming year (2018-2019):

Position	Candidate	Proposed by	Seconded by
Local Groups Officer	Julie Cribb	Stephen Cribb	Madeleine Watson
Events Secretary	Tim Glenn	John Widdowson	Brian Adcock
Data Protection/Environment/Risk	Christopher Hedley	Julie Cribb	Sandy Gee
Publicity Officer	David Holland	Amy Randall	Kay Rees
100s Co-ordinator	Alan Warrington	Ron Richardson	Rob Wilkinson
LDPs Secretary	Neil Rawlins	Sandy Gee	David Findel-Hawkins

7. To Determine the Subscription for the Membership Year 2018

The National Executive Committee proposed an increase in subscriptions from 2019, the first increase since 2006. This was outlined in the Notice of the Annual General Meeting. The reasons for the increase were the financial consequences of implementing the LDWA Business Plan, including professional fees for web site development, developing and implementing a publicity strategy and the costs of legal advice for the proposed changes to the Constitution. The NEC needed to meet these costs whilst maintaining reserves at around the level of annual subscription income.

The NEC also recognised that the time taken to process members' subscriptions paid by Direct Debit was considerably lower than for subscriptions paid by other means. The NEC therefore proposed discounting the new subscription in favour of Direct Debit payments. The agenda paper listed the proposed increases which were proposed by **Sandy Gee** (Hon. Treasurer) and seconded by **Steph Carter** (Membership Secretary). **Sandy Gee** reported one change: the new subscription of £22.50 for a Family member listed in the Notice (Non-Direct Debit) was a typing error and should be £25.50.

The AGM then voted to **ACCEPT** the motion with no votes against and no abstentions.

8. Honoraria payments

Sandy Gee (Hon. Treasurer) asked the AGM to approve a proposal for the National Executive Committee to authorise and determine honoraria payments in accordance with past practice. **Lesley Wolsey** (Vermuyden) asked if the details of honoraria were made public. **Sandy Gee** referred to the summary details in the annual accounts. **Ken Falconer** (Heart of Scotland) added that they were

given to LDWA members who the NEC considered had put in extra effort. The motion was proposed by **David Allen** (South Manchester), seconded by **Ken Falconer** (Heart of Scotland) and **APPROVED**.

9. Special business: proposed constitutional changes

Gail Elrick (Chair) recalled the discussion on these matters at the 2017 AGM, since when the NEC had consulted with legal advisers and prepared updated governance documents included with the AGM Notice.

Gail Elrick explained that the existing Memorandum and Articles of Association, adopted in 1999, were difficult to follow, needed a fresh approach and had to be updated to comply with the Companies Act 2006. The first team of legal advisers used had not been good enough but the second team (drawn from the Sport and Recreation Alliance's panel of suitable firms) understood better what was required and the proposals now outlined had been drawn up in conjunction with them. This team, together with **Madeleine Watson** (General Secretary) and other members, had put in a lot of work to prepare new draft Articles of Association. These now complied with the CA 2006 and had been streamlined to cover broader governance principles, allowing detailed matters to be properly dealt with in new Bylaws drawn up by the National Executive Committee.

Gail Elrick said that one key proposal which had been discussed at the 2017 AGM in the Open Forum and Discussion was that NEC members should serve fixed four year terms, instead of renewable one year terms. After four years Officers would need to take a break from office (although their term could be extended for a further year if the post could not be filled). **Gail Elrick** felt in all the changes being proposed the key point was that there were no material changes to the LDWA's aims.

Ken Falconer (Heart of Scotland) reminded the AGM that he had been around in 1999 when the LDWA became a company limited by guarantee and adopted Articles of Association. It was soon recognised that the Articles were not entirely consistent with LDWA practices and contained contradictions. Over the years these inadequacies had been covered by small tinkering. He thought that a complete revision was required and was delighted that this had been done. He admired the work done by **Madeleine Watson** (General Secretary).

The changes would improve the LDWA's governance and ensure compliance with the CA 2006 which was obligatory. Administrative changes could be made in new Bylaws. He thought that the one substantial change on the four years' tenure of office was a very good compromise on the range of views held. He strongly urged the AGM to vote in favour of the proposals.

Keith Chesterton (Surrey) also supported the proposals but preferred a fixed term of three rather than four years. He also suggested that the Chair should have only one vote rather than two. He also suggested that the new Bylaws should stipulate that each AGM should be located well away from the previous one.

David Allen (South Manchester) asked why there was a quorum of five for National Executive Committee meetings (see para. 12.2 of the proposed Articles of Association). If NEC members could not attend in person they could still take part by means of a virtual link-up. **Steph Carter** (Membership Secretary) said that cancelling a NEC meeting at short notice could be hugely inconvenient for people, so setting the quorum at five reduced the risk of this happening. **David Morgan** (Chair-elect) added that there was an issue of avoiding abortive costs as well.

The Special Resolution was proposed by **Mike Childs** (Dorset) and seconded by **John Stewart** (Northumbria). As stated in the AGM Notice (para. 9), to be passed the Special Resolution required

at least 75% of the votes cast (including proxy votes) to be in favour. If passed, the constitutional changes would take immediate effect. The votes were counted by Ken Falconer and the results were as follows:

Votes in favour: 80 (including 3 proxy votes).

Votes against: 1.

Abstentions: 1.

The Special Resolution was therefore **CARRIED**.

David Jacques (North Yorkshire) said that it was a sad reflection that less than 100 people had voted in the LDWA. **Steph Carter** (Membership Secretary) replied that proxy voting was clearer in the new Articles of Association (para. 41).

Any Other Business

There was no other business. **Gail Elrick** (Chair) declared the Annual General Meeting closed at 11.46 a.m.

Open Forum and Discussion

Graham Hemsley (Dorset) had submitted a question on the rise in Administrative Expenses, particularly in Web Site Costs which had risen from £13,715 in the 2016 accounts to £19,452 in the 2017 accounts. He asked for more details and whether more cost increases were planned. **Steph Carter** (Membership Secretary) replied that there had been under-investment on the web site in the past. It was important to target the web site as a key area of investment in order to retain existing members and to obtain new ones (98% of new members join through the web site). It was also important to build on the legacies of Reg Chapman and Mark Hawker. As part of the Action Plans (see Key Area 1) the National Executive Committee had taken on a new contractor, Mobius Media, to help develop and provide this programme. In addition, the LDWA was continuing to develop PACER. **John Stewart** (Northumbria) added that there were no doubt some one-off projects but the LDWA had to maintain pace with change and commit itself to large projects, if necessary.

David Allen (South Manchester) wanted to ensure that in the support to be provided to Local Groups under the Action Plans (Key Area 3) the National Executive Committee would discuss any initiatives with Local Groups first before making decisions. **Steph Carter** agreed that this would be the case with the caveat of having to respond to an urgent legal requirement.

Hazel Bound (Cornwall and Devon) referred to Key Area 1(a) of the Action Plan. She wanted to know who had decided that the LDWA needed a new logo and will members be involved. She noted that this topic had not come up at the last Local Groups Meeting in November 2017. **David Morgan** (Chair-elect) replied that we had to consider how the outside world viewed us and this would involve a future decision to update the logo, e.g. replacing the gender-specific figure with one that was more inclusive and capable of being used on a mobile phone application. **Brian Layton** (Beds, Bucks and Northants) asked whether it was worth getting the views of members present but **David Morgan** suggested that it was necessary to develop some possible models first. **Susanne Waldschmidt** (London) suggested a competition amongst the members to which **David Morgan** replied that one had been held with three replies along with moves to involve graphic designers and students.

Gail Elrick (Chair) suggested that members should contact the National Executive Committee if they had any further comments on the Action Plans.

Janet Chapman (Surrey) asked if the LDWA's insurance policy covered damage to one's own equipment at a checkpoint. **David Morgan** confirmed that there was no insurance cover and that in this case the owner (Janet) had been refunded by the LDWA. He said that this was an action point for the Hon. Treasurer. Action – **Sandy Gee** to follow up with the insurers.

The **National Executive Committee** presented **Gail Elrick** with a gift and their formal thanks for her term as Chair.

The Open Forum and Discussion closed at 12.05 p.m.

Gail Elrick (Chair) thanked:

- * **Bill Fear**, the organiser of the weekend.
- * The walk leaders and members of the **Lincolnshire Group** for organising and leading the walks and the trips.
- *The quiz team led by **Norman Corrin** and **Steve Smith** (both Beds, Bucks and Northants).
- * Those officers who were retiring from the National Executive Committee, namely **David Findel-Hawkins**, **David Morgan** (now Chair-elect) and **Mark Hawker** who had retired from the Internet and IT team.
- * **Keith Warman** (Kent) for compiling '*The Story So Far*'.
- * **Phoebe Smith**, the Saturday evening speaker.
- * **Tim Glenn** (Anytime Anywhere) for running the merchandise shop.
- * **John Elrick** for writing the AGM Minutes.
- * The **hotel staff** for their service. A collection for the staff would be made at the end of the meeting.
- * **Everyone** for coming.

Vice-President's Address

Barbara Blatchford (Surrey) said that the AGM had been presented not only with '*The Story So Far*' but with two bulky booklets dealing with change which required a lot of work and investment. We owed a huge debt of gratitude to the National Executive Committee. She offered a vote of thanks to the National Executive Committee and closed the meeting.

Minutes by John Elrick

National Executive Committee 2018-2019:

Chair	David Morgan
General Secretary	Madeleine Watson
Treasurer	Alexander Gee
Membership Secretary	Steph Carter
Editor	Graham Smith
IT and Internet Officer	Adam Dawson
Executive Officers (6):	
Local Groups Officer	Julie Cribb
Events Secretary	Tim Glenn
Data Protection/ Environment/Risk	Christopher Hedley
Publicity Officer	David Holland
LDPs Secretary	Neil Rawlins
100s Co-ordinator	Alan Warrington

Signed**David Morgan** (Chair)

Date 10 March 2019

NAMES OF THOSE WHO ATTENDED THE 2018 LDWA AGM (84 names):

Avril Allen	Norman Corrin	David Holland	Graham Smith
David Allen	Adam Dawson	Anushka Howell	Pearl Smith
Linda Ashwell	Richard Denby	David Jaques	Steve Smith
Chris Bancroft	Gail Elrick	Bob Kent	John Sparshatt
Trevor Beeston	John Elrick	Alex King	John Stewart
Ian Beveridge	Ken Falconer	Paul King	Chris Stockton
Barbara Blatchford	Bill Fear	Paul Lawrence	Peter Toghill
Jean Bobker	Katy Fear	Brian Layton	Jane Varley
Hazel Bound	Deirdre Flegg	George Louka	Mary Varley
Terry Bound	Graham Fry	David Morgan	Mike Varley
Adrian Brown	Sandy Gee	Karen Nash	Susanne Waldschmidt
Nigel Bowler	Tim Glenn	Karen Peters	Caroline Wandless
Mike Buckley	John Glynn	Paula Pickersgill	Roger Wandless
Mark Butler	Michael Godfrey	Neil Rawlins	Ralph Warman
Brian Buttifant	Peter Grayson	Jenny Reed	Alan Warrington
Steph Carter	Jill Green	Tony Rowley	Madeleine Watson
Jim Catchpole	Julie Greenwood	Ian Sage	John Widdowson
Janet Chapman	Lorna Gregory	Patricia Sage	Susan Widdowson
Keith Chesterton	Jane Guest	Colin Saunders	Susan Wilkinson
Mike Childs	Tony Hand	Ann Sayer	David Wolsey
Peter Colwyn	Christopher Hedley	Chris Seddon	Lesley Wolsey

Agenda Item 3 Treasurer's Report

(to be read in conjunction with accounts in separate document)

As forecast in last year's report, the accounts in the year ended 30 September 2018 show a deficit. This was £21,851 compared to a surplus after tax of £10,561 in the previous year.

Overall turnover increased by £4,098 to £136,360. Within that, membership subscriptions increased by £4,610, and paid for adverts in Strider for the first time raised £1,250.

Administrative expenses (excluding finance costs) accounted for the main change in the year, increased by 56% to £105,321. The planned further increase of £7,876 in website spend and legal fees mainly in respect of updating the LDWA's Articles of Association of £24,132 made up the majority. Other increases included Committee costs up £5,565, and insurance up by £1,609 as the public liability limit was increased from £5 million to £10 million.

LDWA's assets at the financial year end stood at £133,993. The amount on 1 year deposit at Hampshire Trust Bank was £85,000, and since the year end that has been renewed at an increased interest rate. Net assets approximate to the subscriptions raised in the year on year's membership subscriptions – 102% compared to 122% in 2017. As previously advised, in my opinion the assets / subscription income ratio should be kept over 100% as a sensible minimum reserve to give some comfort that unforeseen eventualities can be faced. Note however that with membership subscription having gone up for 2019 calendar year, it is likely that assets /subscription income ratio will be less than 100% at end of September 2019.

Alongside the membership fee increase, a differential for direct debit / non-direct debit payers has been introduced. Whilst subscription income will increase, there is currently uncertainty as to the number moving to direct debit and to the renewal rate, so total subscription income is harder to predict than in recent years. For expenditure, website costs are again budgeted to increase, but the legal expenses will be minimal. Overall it is expected that, assuming no unforeseen items, the financial outcome of this year will be closer to breakeven.

As covered elsewhere in the AGM information, future spend on progressing actions coming from the business plan require funding, including website expenditure. Consideration is underway on how to achieve this.

Agenda item 4 National Executive Committee Reports

a) Chair's Report 2019

The last year has been a privilege for me to be the Chair of our association. It has not been without challenges! I sought election last year in order to continue the work that would see key elements of the Business Plan introduced. As a voluntary led organisation this has been a challenge but I do believe that we are making progress and that members will soon see the benefits.

Under Key Area 1 (promote and preserve the future of the LDWA) we had hoped to see our new-look website published. Despite the efforts of the IT Team this hasn't happened and I know that Adam Dawson is very frustrated that we've not been able to deliver this important refresh. There are reasons as to why and we have had to channel our resources to resolving other IT issues first. A paper has recently been produced that outlines the IT challenges ahead and I will be presenting at the AGM in the 'Open Forum & Discussion' section on issues relating to the LDWA Operating System and Website. Specifically the NEC recognises that the LDWA needs to source funds to buy a new system in the future but aims to do so without resorting to members' subscription increases. If the funds are raised it will mean that the NEC's successors will have the required funds to purchase a modern 'fit for purpose' Operating System and Website that will be hosted on a modern platform.

The 'Case For Change' article in the August Strider magazine in relation to the LDWA logo attracted little interest and consequently the NEC took the decision to present two new logos to the membership in the December Strider magazine. The two that had been chosen had been selected by the NEC after having viewed many alternatives. When the NEC put forward two logos to a ballot in the December Strider there was considerable interest and some members were concerned that the old logo hadn't been included in the ballot. Many members accepted that there was a need to change the logo but didn't like what was being offered and they wanted more choice. Many members voted for one of the two logos on offer.

At the NEC meeting on 19.01.19 a decision was taken to suspend the logo ballot process. Whilst the NEC had sought to engage with the membership with the article in the August Strider magazine, members didn't make their feelings known until after the December edition and it is only right that a new process is pursued. The NEC is firmly of the view that the logo change is necessary, that it is part of a bigger picture and forms part of the plan that will seek to secure the long term sustainability of the association. The logo change alone cannot achieve what the Business Plan sets out to deliver. It is part of a wider plan that seeks to present the LDWA to the wider walking community as a modern and inclusive organisation. The one positive aspect of the process has been that members are now more aware of the Business Plan and the aims and objectives that it seeks to deliver.

Members have been invited (via the Chair's newsletter) to submit their designs to Madeleine Watson by 28.02.19. At 1pm on Saturday 9th March 2019 a workshop led by Madeleine Watson will be held at the Hallmark Hotel, Gloucester. There the group will review the logos produced by members as well as the other logos that have already been produced and are IT compliant. A selection of logos will then be presented to the membership for a further ballot and details on how to vote will be described in the April Strider magazine. If you wish to be a part of this group then please contact Madeleine Watson by 01.03.19.

We have appointed a new volunteer (Michael Jones) to coordinate our social media accounts but we still face challenges in relation to a fully integrated approach. This is because the LDWA does not control all social media sites held in its name. Work is progressing on this and we hope that at some point in 2019 we will have a more rounded approach to social media.

Our new constitution was adopted at the March 2018 AGM and at the 2019 AGM we hope that the draft bylaws will be adopted thus replacing the existing set.

Under Key Area 2 (furthering our interests) we are considering new initiatives with commercial providers and this year will see the LDWA feature in walking magazines both with paid adverts and articles about our activities thus presenting the association in a positive light to the wider walking community.

We've also reached out to similar organisations in order to explore how we can work collaboratively in a way that will benefit the LDWA. One piece of work is being trialled with the support of the Essex & Herts LDWA and the National Trust and if successful might be rolled out to all the local groups to consider.

Under Key Area 3 (support and develop our local groups) we continue to develop processes that support our local group volunteers and I am grateful for the efforts by group volunteers who have both identified what they would like to see, and in some cases provided tools that other groups can use immediately to good effect.

Our 'tool kit' that has been developed by Julie Cribb will soon appear on the website and volunteers will then have an array of tactics to consider when managing and sustaining the activities of local groups, organising challenge walks and recruiting new members for the LDWA.

Under Key Area 4 (preserve, develop and extend our range of challenge walks) some groups have been creative and marked their events in a completely different way from the way that we have done traditionally. In some cases the results in relation to LDWA membership have been remarkable. A number of local groups pursue a pricing differential so that it is cheaper to join the LDWA and then enter the event than it is to pay the inflated non-member price. One event attracted 75 new LDWA members, a pilot "members' only" event saw 12% of the entrants actually join the LDWA in order to be able to take part in the event and some new members have gone on to walk socially with their local group.

Under Key Area 5 (rationalise and develop our LDP database) the team has sought to work on those LDP website pages that receive the most hits. Looking after the LDP section of the website is a huge undertaking as there are so many long distance paths listed but some of the pages are inaccurate due to the information being out of date. The team is now seeking to ensure that those pages that receive the most visits are accurate thus protecting and enhancing the LDWA reputation as THE provider of information relating to long distance paths in the UK. It's important to recognise that the work of the volunteers in this team can never be under-estimated. We know that many of our new members find us via the LDP pages and identifying a sustainable process that means we can continue to publicise all LDPs accurately is very important for the good reputation of the LDWA.

Work has commenced on digitising our archived documents. The first tranche of work is going to see every edition of the early newsletters and Strider magazines being uploaded to our LDWA server.

Once this work has been completed, members will be able to read the documents and delve into the fascinating history of our beloved organisation.

Finally, Steph Carter, Christopher Hedley and Sandy Gee are leaving the committee following five years' service. It has been a privilege to work with them and I thank them for the service and number of hours that they have given the LDWA on behalf of us all. Thanks also to Sue Widdowson and Deirdre Flegg for stepping up to organise the AGM, and to all volunteers across the association who often do the unseen work. Without you, there is no LDWA. Thank-you!

David Morgan, Chair

b) General Secretary's Report

I have continued with the routine work of supporting the NEC Board and Committee meetings and the Annual General Meeting. This involves booking meeting rooms, preparing agendas, taking minutes etc.

I have also spent a bit of time this year on legal issues, reviewing the ByLaws of the Association, following on from the revised Articles of Association which were adopted at the AGM in 2018. I have again had extremely valuable input from John Esslemont and Ken Falconer.

More recently I have had the pleasure of receiving letters from members with their views on the new logo. Many of these have been "no votes" as the electronic voting did not give that option. My postman is now well aware that I am LDWA Secretary.

Madeleine Watson, General Secretary

c) Membership Report

2018 end of Membership Joining Year stats

- On 30th September 2018 -2018 membership year end for new joiners- memberships totalled 9317 (8959). Made up of (2017 figures in brackets):
 - 7617 (7376) Individuals
 - 1507 (1404) Families
 - 49 International with Strider, 97 International no Strider (132 in total for 2017)
 - 27 (25) Complimentary
 - 20 (20) Affiliate (closed to new joiners)
 - 2 (2)Honorary
- Growth in memberships over prior year 4%.
- Voting members – Family memberships have two votes- 10797 (10327)
- Last number issued at membership year end - 30 September 2018 – 43897 (42056)
- Individual New Joiners in 2018 Joining year:1249 (1286) of which
 - 512 = 41% (507 = 39.4%) were female.

- *In 2016 41% of individual joiners were female so we have returned to this level*
- Family New Joiners in 2018 Joining Year: 240 (212)

In summary membership is continuing to grow through improved retention of members, with new memberships at a very similar level over previous year. The proportion of Individual new joiners that are female has returned to the level of 2016.

Statistics for 2019.

It is impossible to estimate how 2019 membership is looking until the renewal period is over on March 1st so I will update at the AGM.

Member payment method

30th September 2013: 7459 memberships, of which 4199 paid by DD (56.3%)
 30th September 2014: 7984 memberships, of which 4548 paid by DD (56.9%)
 30th September 2015: 8383 memberships, of which 5179 paid by DD (61.8%)
 30th September 2016: 8706 memberships, of which 5692 paid by DD (65.3%)
 30th September 2017: 8959 Memberships, of which 6149 paid by DD (68.6%)
 30th September 2018: 9317 Memberships, of which 6354 paid by DD (68.1%)

The 2018 figures show that the proportion of Direct Debit payers has levelled off. As Direct Debit is important in reducing the workload of Membership Secretary at renewal time it is essential, as the LDWA grows, to continue to grow the proportion of DD payers, or the role of Membership Secretary as volunteer run becomes untenable through excessive workload. The introduction of a £3 discount on subscriptions paid by Direct Debit has had a positive effect here, with about 45% of new joiners now paying by DD- previously this stood at about 15%. At the time of writing (6th January 2019), 6730 members are now set up to pay by DD

Subscription Rate Change

Our first subscription rate change for 13 years came into force for 2019 membership year (excepting a change to International rates at the start of 2018 which affected less than 150 members).

Why, as this is a 2018 Membership year report, am I including a 2019 subs increase in my report?

Because the considerable amount of preparation work for the subscription increase has needed to be done in 2018 membership year in readiness for 2019. Including:

- Communication to all then current members regarding the new rates which included:
 - The development of a Personal Address feature for LDWA bulk mail to allow each Direct Debit payer to be personally addressed by e mail regarding their future subscription rate. A personal address (so for example 'Dear Steph Carter') is a requirement of the banking system for communicating changes in Direct Debit Amounts, and by developing this for e mail all members with e mail addresses could be informed electronically. This saved about 5500 letters having to be sent (at a cost of about 80p each for printing and posting -so a saving of in excess of £4000.00).
 - Sending personalised letters to all 933 DD paying members who did not have e mail addresses- again to meet the rules of Direct Debit- advising them of the new rates. This was done in May 2018, in collaboration with Christopher Hedley, our Data Manager, as we also had to communicate our Data Policy to all those without e mail addresses as a result of the new Data Protection Regulations. We worked together to use one posting for two letters for all the DD paying members. This doubling up of letters saved us a further £740 in costs.
 - At the time 1119 memberships did not have e mail addresses in total. As a consequence of including a request in the letters to register their e mail with us if they have one, the number of memberships without e mails has now fallen to below

1000 for the first time. This will save us costs when we have to send letters in future.

- Significant Modifications to the membership system for the new rates, and in particular to ensure correct application of the Direct Debit Discount. This required many hours of development and repeated testing before launch.

I must record my thanks to Adam Dawson, and our Internet Team at Mobius who have also spent significant time and effort in getting us ready for a successful subscription rate change.

Support

My thanks, as always, to Jan Chapman, who has continued to provide invaluable support. In our time as “The Membership Team” she has prepared and posted in excess of 8000 welcome packs to new members, plus numerous *Striders* to late renewing or re-joining members, each year. She has been an absolute Treasure! To put it in perspective she has posted well over a Tonne of mail!

In summary

A year of good growth, with successful introduction of the new subscription rates, fully compliant with the Direct Debit Rules.

I end my term as Membership Secretary at this AGM, so, at noon on Sunday 10th March 2019 I become a free man! I took over on Saturday 23rd March 2013 (co-opted for my first year, then serving a 5 year elected term). On the day I took over we were in decline as renewal reminders had not been issued for previous years members, and membership stood at 6500 with 4158 Direct Debit Payers. We now have 6730+ Direct Debit payers alone.

It has been a pleasure to serve as the Membership Secretary (most of the time!) and I have very much appreciated the support and understanding of members particularly in my first year as I got to grips with my role. I am sure you will extend similar to Julia as my successor and I know I leave Membership in good hands.

Steph Carter, Membership Secretary

d) IT and Internet Report

Introduction

2018-19 has been the first full year with our new IT service provider, Mobius Media, who took over from our previous long-standing supplier, Mark Hawker, in October 2017. As such, it has been a busy year, as Mobius learned their way round the LDWA’s IT architecture, and as LDWA established a new way of working with this key supplier.

Generally speaking, it has been a successful year, although progress in some areas has not been as fast as we might have hoped, largely due to the incursion of un-planned “real world” IT incidents requiring urgent resolution.

Main achievements for 2018-19 (since the last AGM):

- Substantial work on the first draft of a new-look, “re-skinned” national website

- Initial development of a new “Walks Planner and Database” function for Local Groups, based on a system pioneered by South Wales
- Scoping of a new “PACER” app to allow participants to be tracked through challenge event checkpoints when there is no internet connection
- Introduction of a new facility to allow bulk e-mails to be personally addressed
- Launch of website modifications to allow GDPR-compliance
- Upgrades of the Membership System to correct bugs, introduce enhancements, and (most particularly) to allow a new, discounted-rate membership fee to be accessed during on-line renewal
- Completion of implementation of a new page / image editing system for National and Local Group administrators (correcting bugs and security flaws in the old system)
- Rectification of bugs, and implementation of enhancements, in the on-line LDPs admin system
- Management of endless problems with the LDWA email system – both the receipt of fake “phishing” emails purporting to come from LDWA addresses, and the blocking of LDWA emails by spam services. Dealing with these problems has taken an inordinate amount of time
- Ongoing handling of day-to-day issues including creation of new Local Groups for future “Hundreds”, rectification of PACER bugs, planning of a new “events register” (if needed) and maintenance of National and Local group web pages as required.

Priorities for 2019-20 (to the next AGM):

- Launch of the new, re-skinned, website
- Introduction of the Walks Planner and Database function
- Roll-out of the PACER app
- Upgrade of the way that the electronic version of “Strider” is displayed on the national website
- Refreshment of the bulk email system so that our bulk emails are easier to read on mobile devices with small screens
- Construction of new admin functions as requested by LDPs, Challenge Events and other teams
- Management of inevitable operational issues with no interruption to service

Financial position

Total IT spend in the financial year October 2017 to September 2018 was £30.5k (including VAT) versus a budget of £33k. This included spend on legal advice related to the contract with the new IT supplier, which is not expected to recur.

The budget for 2018-19 is £30k including VAT. The main IT spend is with Mobius Media though there are also smaller items related to server hosting and licence renewal. Of the spend with Mobius, the largest items in 2018-19 will be the Walks Planner and Database (WPD) and the Website re-skin developments. As at the time of the AGM, slightly over half of the budget is spent, although we are rather less than halfway through the financial year. This is partly due to the early-year skew in the phasing of the website and WPD development programmes, and also partly due to the once-

off costs for changing the membership system to allow direct debit discounts, which were incurred in late 2018.

New IT and Internet Officer

The current IT and Internet Officer, Adam Dawson, will be stepping down after four years in-post, at AGM 2020. A priority for the NEC, and the wider LDWA, will be to find a replacement during the coming year. Ideally, a candidate would be found relatively early in the year, to allow time for handover.

More information

The IT and Internet Officer will be talking through the IT agenda, and demonstrating the new-look website, in more detail in a separate session on the Sunday. He will be able to answer more detailed questions at that point. Alternatively, if you would prefer – and in particular if you think you might be interested in the IT and Internet Officer role from March 2020, please drop an email to internet@ldwa.org.uk.

Note on “ViewRanger”

Adam Dawson will be giving a talk on using the “ViewRanger” app for GPS navigation on a mobile phone / tablet. The talk will be at 20.45 on the Friday evening. If you are interested in coming, it would be helpful if you could download the app on your smartphone / tablet in advance. Adam will also be demonstrating the app in “real use” on the Group “B” walk on the Saturday.

Adam Dawson, IT and Internet Officer

e) Strider Report

I am now nearing the end of my second year as editor of Strider. I continue to feel privileged to be doing the job, and I enjoy it as much as I did when I started in 2017.

I have certainly made changes, as any new editor would, but in the main these appear to have been well received. There are four new features in Strider, there are more stories, and the number of photographs in Strider has just about doubled. In addition, we are getting some paid-for advertisements on a small number of pages – the inside front page, the inside back page, and the back page. These are all pages where the effect on the magazine is minimal, and the maximum space allowed is half a page. Paid-for advertisements are only accepted from companies whose aims and objectives are compatible with our own – such as Cicerone, Satmap and (in the April Strider), HF Holidays.

To increase the story count and picture count in Strider, the amount of space given to regular and

popular features, like the News of Long Distance Paths, Book Reviews, and the columns from Tim Glenn and Tara Williams, has been reduced (for example, Tim and Tara now have one page each, and have agreed to write fewer words accordingly). Also, the Backmarker column by Roger Edwards has been dropped, after 66 articles, starting in 1995. With space at a premium, I felt it was time to end the column, and did not make the decision lightly.

The main focus of my work continues to be with our groups, and I am very pleased with the number of news stories, features and photographs being sent to me. As I have said before, our groups **are** the LDWA, and I want our groups to know that if they send me news of what they are doing, their stories and photographs are likely to get into our magazine.

I often have difficulty finding room for some of the long features, but that is a problem previous Strider editors have had, and it is something I have to live with. There is only so much space in Strider.

I have occasionally been asked why Strider continues to carry the event listings and group walks listings, when all this information is on the LDWA website. My answer is that it continues to be fundamental for the LDWA's magazine to continue to carry this basic information. We are an organisation for walkers, and our magazine needs to carry details of group walks.

And I would like to take this opportunity to thank LDWA group representatives for continuing to send in their stories and photographs. There would not be a Strider without them.

Graham Smith, Strider Editor

f) Local Groups Report

This has been my third year in office and once again it has been enjoyable, interesting and informative to get to know more of you better and spend some quality time walking with many who were once only names on an email list.

Also once again I continue to be impressed and amazed at the number, variety and quality of walks that I go through every few months checking and releasing for Strider. I also note how many new names I come across as walk leaders, which is reassuring when often we hear that it is difficult to recruit volunteers in some areas.

As we continue to roll out activities to implement our LDWA plan for the future I have been pleased to have been able to play a part in some of the sub groups working to take things forward.

However, as always, the Local Groups' Weekend, held in November each year, was the highlight of my year. Working with over 30 individuals representing more than 20 local groups, from tea-time Friday almost constantly through to lunchtime on Sunday was not only enjoyable but very productive too.

Topics covered throughout the weekend were all proposed by the delegates attending to ensure that the areas covered were the most relevant for groups. These were addressed in a variety of formats including information exchanges, informal specialist groups, guided discussions, workshop sessions and of course the formal Sunday morning meeting.

The topics included marketplace recommendations, the AGM format, Strider, budgets and funding, social media, walk grading, volunteers and recognition, training opportunities, the proposed Toolkit for Group Officers and members, marketing and publicity, local group officer roles and responsibilities and links and communications with other bodies. The formal meeting on Sunday also addressed safeguarding, data protection, insurance and the proposals for the new logo. A lot of very valuable information came out of the weekend and it has all been brought together in a Local Groups' Weekend Pack, which has been sent to all delegates, the NEC, Chairs and Secretaries of all local Groups and will be uploaded to the LDWA Library on the website for anyone who would like further information on any aspect. I will be following up some of the proposals that came out of the weekend, especially developing more content for the Toolkit, and would be delighted to have a few volunteers to work on different aspects of it.

Another key area for future development is that of Volunteers and although this is something that impacts the work of many in the NEC I hope to take an active part in any development as it is something that not only interests me but is hugely important for our Association.

Julie Cribb, Local Groups Secretary

g) Challenge Events Report

Following confirmation that I was to be the successor to David Findel-Hawkins in the role of LDWA Challenge Events Coordinator, his instruction over a period of two and a half hours in a Northamptonshire-located Wetherspoons was both patient and precise, while his after-care and monitoring of my operational skills were equally impressive, and a boost to morale, because in spite of confidence in general, I feared that IT might be my Achille's heel. However, if I say it myself, I have surpassed personal expectations in that quarter, while everything else has gone or been made to go smoothly. Graham Smith, the LDWA Editor, has also been enormously supportive, as have many others, and I am still enjoying my new position a year on.

The forthcoming 2019 April Strider denotes a full calendar year in the preparation of copy for the magazine, with the perpetual life of the web listings being carried out efficiently and with growing confidence, as early anxiety dissipates. In each of the trio of magazines, where practical, I have managed to emulate the corresponding issue from the previous year, also adding a series of new events, further diversity for the membership. About two dozen events failed to meet LDWA criteria last year and were therefore excluded. In total, 158 challenge events were promoted through the LDWA in 2018, of which 70 were organised by our local groups.

Reminders are sent out to the organisers of unregistered events a month in advance of each Strider, followed by subsequent prompts, where required. This works effectively, while a sensitive drive to persuade more people to self-register has been relatively successful and likely will continue to gain momentum. I really hope so, because self-registration helps me and will benefit future takers of this role. Where individuals are not confident about the procedure, I am readily available to perform the exercise, while 'same as last time' is the perfect alternative, making life easy for all parties.

Looking ahead, I have converted the underused 'Walking Festivals' category on the challenge event website into, hopefully, something more active, calling it 'Alternative Events.' This will be appearing sometime during 2019 for a trial period. In addition, the web version of 'Guidelines for Events' urgently needs updating. Alan Warrington and I are on it and hope to have accomplished this by the end of April 2019.

In other areas, the Events Diary introduction piece for each issue of Strider is created and e-mails of a prolific quantity responded to, while duties and commitments as a member of the NEC, and all that entails, are also carried out, of course. Any features and past event pieces that I write for Strider also help promote challenge events.

Tim Glenn, Challenge Events Secretary

h) Hundreds Co-ordinator Report

2018 '100'

The Cinque Ports 100 was a great success and I'm sure that all who took part were incredibly grateful for the hard work undertaken by the organising committee. The flat lands of Kent certainly had a few demanding sections and the '100' community enjoyed an interesting range of wildlife and weather conditions during their adventure in the unique countryside in this corner of South East Britain.

2019 '100'

The Hadrian Hundred is now in the final stages of development. The organising committee are well supported by local group members and from further afield. The popularity of the route was shown as we came very close to a ballot in the days leading up to the initial pre-selection application closure date. I am sure that this will be a route to remember, particularly as when it passes over Cross Fell, it will be the highest point that any '100' has ever been in its long history.

2020 '100'

Y 100 Sir Fynwy organising committee is meeting regularly and plans are developing as one would expect at this stage. The event will start and finish in the Norman border town of Chepstow. It will unusually involve a staggered start for small groups at frequent intervals due to the unacceptable cost of temporary road closures necessary for a mass start. Further information will be provided in due course.

2021 '100'

The Vermuyden LDWA group continue preparing the 'Trans-Pennine 100' to be held in 2021. The organising committee has been established and goes from strength to strength. The Walk HQ has been booked and will be based in the town of Barnsley. First draft of the route is complete and validation will continue throughout 2019.

2022 '100'

An 'independent' group of volunteers and supported by the Heart of England are organising this event in the Midlands. Known as Elephant, Bear and Bull 100 (EBB100) it will take place in & around Coventry, Warwickshire & Birmingham. HQ in Henley-in-Arden is doubling up as breakfast stop with the added advantage of simplifying demand on transport and volunteers. Shared transport is very much appreciated due to limited parking.

2023 '100'

All is looking very positive for 2023. Strong interest from a group to host 2023 will be subject to ratification by the NEC shortly. Further information will be communicated in due course.

2024 '100'

No interest currently shown by any group(s).

The Future

The LDWA reputation for well managed events and excellent value for money amongst those participants in externally organised ultra endurance events is well recognised and very positive. However, there is a perception within the LDWA that the event may lose its very unique atmosphere due to a more competitive approach by those faster entrants.

We have a serious on-going issue in the association in relation to volunteers at all levels and roles. From social walk leaders, to group officers, to national committee members, to challenge event organisers and this needs to be addressed urgently.

So how can the association move with the times ensuring the event continues year on year while protecting its ethos, atmosphere and uniqueness amongst the walking community as a whole? With declining volunteer numbers and fewer groups within the LDWA willing and able to organise and host the event it does beg the question does demand for an event of this magnitude and nature still exist within the LDWA? Entrant numbers for this years Hadrian Hundred suggest that the entrant demand is there with the largest number of pre-selection applicants for some time narrowly avoiding the need for a ballot.

The hard reality is that until very recently 2021 would have been the final event unless a local group or group of individuals came forward for organising 2022 and years beyond. Fortunately we now have both 2022 sorted and potentially 2023 covered.

Working closely with past, present and future organisers, entrants and other very experienced members since my election in 2018 has highlighted some significant issues and opportunities. An overwhelming desire to tighten existing rules, simplify and reduce workloads, clarify external event qualification criteria and give entrants as much notice as possible regarding appropriate qualifying events to name but a few.

The clarification and tightening of entrant rules (carriage of kit items, kit checks, baggage dimensions and entrant behaviour) for Hadrians Hundred and all events beyond has been implemented. 'How to Organise the Hundred' draft guidelines now exist and are available in the library. These have evolved over many years based on actual experience and offer a wide range of advice and best practices in order to maximise volunteer time and effectiveness. There are still other items that need further refinement and these will be progressed in the coming year. (Please feel free to contact me if you wish to help.)

Online entry only was introduced (see Strider Dec 2017) as a means of reducing entry secretary workloads. However, the proliferation and mass participation in ultra endurance events comes with a huge increase in individuals (both members and non-members) wishing to enter the Hundred using a wide variety of externally organised events. This increased validation workload is unsustainable and cannot be allowed to continue within the unpaid volunteer community. Organisers want simple and consistent year on year qualifiers and not be bombarded by numerous individuals requesting their inclusion using events that are unsuitable. Likewise potential entrants wish to know at or

before qualifying period starts what options are available so they can plan accordingly within their own abilities and the operational constraints of organisers.

We will certainly need to retain pre-event qualification to ensure that individuals have sufficient knowledge, experience, equipment and navigational skills to take part in the event under all prevailing weather conditions and that they have proven stamina and endurance to cope with the physical and mental demands of such an endurance event. Thus they are less of a liability, threat to themselves, organisers, rescue services and the LDWA reputation as a whole.

In an ideal world it would be fantastic if all qualifying events were identical and on a level playing field so to speak. The reality is that event mileage, completion time available, terrain, ascent, location, operational and organisational constraints vary so much both within and outside of the association. Furthermore it could be suggested that those less or indeed more capable individuals are naturally deterred, discouraged (intentionally or otherwise) and prevented from entering some events because of the items mentioned above and their own capabilities.

Acknowledging that we will never get to the situation whereby all runners, fast walkers and walkers can enter all events, what can we achieve that will be beneficial to all?

Rather than shutting our doors to externally organised potential Hundred qualifiers a mutual compromise may be better. It means that we as an association can identify a small selection of appropriate external events that are 'comparable' with those presently organised by the LDWA. Providing a greater choice that at least will enable individuals to plan in advance within their capabilities and the organisational and operational constraints faced by all event organisers. In the longer term there would be a 'consistent year-on-year choice' published before or at the beginning of each Hundred qualifying period.

Alternatively we could just restrict future qualification events to those provided by the LDWA. However, this will only truly work if LDWA groups also continue to provide a variety of longer distance challenge events year on year. This could give non members exposure to the uniqueness of our challenge events and some certainty to the organisers (and other volunteers) that their efforts aren't wasted on potentially poorly attended events.

The LDWA Forum contains an area for matters relating to the Hundred. I would urge members to continue to use it for positive contributions and suggestions and of course please feel free to contact me directly using the contact details in Strider.

Finally, I'd like to thank everyone who helped me in my first year as 100 co-ordinator and for those who have provided such positive contributions and encouragement while I have been flying the Hundred flag at every opportunity.

Alan Warrington, Hundreds Co-ordinator

i) Publicity Report

General Overview

This will be my last year in the position of Publicity Officer. It is a position that had been vacant for some considerable time and it has proved to be a task that was very much a matter of starting from scratch both in terms of what to do and more importantly getting agreement and direction of what we wished Publicity to achieve. And so was born our Business Plan.

One of our principle objectives is to raise the national profile of the LDWA and gain new members. Very largely the same thing. And this is what we have been doing over the last 12 months.

Publicity has to be achieved without significant expenditure. Our funds do not allow expensive advertising campaigns. We have concentrated our efforts as follows.

Social Media

We have 4 social media platforms.

Facebook Not strictly speaking ours as it is administered by our member Garfield Southall. Very active on LDWA affairs with some 6000 followers.

Twitter Administered for us by Michael Jones with some 2500 followers. Our thanks to Jane Williams who originally set this up and stood down quite recently.

YouTube Only just set up and administered by Michael Jones.

Instagram Administered for us initially by Sarah Unsworth and more recently by Evelyne Wilkinson. This has been very active.

Hardcopy Material

Local Groups are now regularly asking for hardcopy promotional material. A new A5 sized "flyer" is currently being produced.

Articles in Press and Publications We are trying hard to get articles mentioning the LDWA published in the press and magazines. Again advertising at nil cost.

It is my intention that by the end of the coming year there will be an active publicity platform that can be taken over by our next volunteer. In addition to the activities and work in progress there will be a Publicity Strategy Document. In other words there will be a real and active job for someone to take over.

David Holland, Publicity Officer

j) Long Distance Paths (LDPs) Report

The focus of the LDPs team in 2018 was on auditing the large amount of data we hold online, in addition to providing LDPs News features for Strider and handling updates and queries sent in by path promoters, members and the public. This involves much sustained and patient work by the volunteer team and IT support.

By the end of 2018, some 1,266 LDPs routes of at least 15 miles were listed on the online LDPs pages, in total some 82,400 miles of described walks. The three Striders in 2018 covered 27 new LDPs, adding 1,750 miles. As a result of the data auditing, we began to delete some older routes no longer promoted.

The most significant project currently for walkers of UK LDPs is the 2,800-mile England Coast Path, managed by Natural England and funded by the Government, with completion earlier promised for 2020. We cover its progress both in Strider and online under LDPs news, but by the end of 2018 only 10 sections out of 66 were fully open for public use, with only one new section, in the north-east, added in 2018. While work is underway on all sections by Natural England, and five more are close to

opening, the 2020 target is looking very challenging, especially with the Government's other priorities, and the detailed landowner consultations and trail upgrading work required.

The LDPs webpages remained the most viewed segment on the LDWA website in 2018 with over 38% of total site page-views. LDPs page-views totalled over 1.5 million, averaging 4,200 daily. This LDPs service not only benefits LDWA members, it helps retain members and also attracts the public who are the bulk of these users, who thereby discover the LDWA's online services. Trackfiles for the British trails we list are available only to LDWA members as free downloads, along with many PDF route descriptions offered publicly to help route promoters and potential walkers. This provides a unique resource to UK trail walkers as they make increasing use of mobile technology and digital items. In 2018 almost 11,000 such LDPs files were downloaded, with about 5,000 as PDFs. The trend has continued for new routes not to have a traditional paper book publication (i.e., one with an ISBN number), and out of the 27 new routes in the 2018 Strider editions, only five had an ISBN book.

The main work of the volunteer LDPs team has been on the ongoing major data audit and that is a very large task for volunteers. This proceeds in two stages, with LDPs publications checked first based on their supplier, and then the other information for each path is reviewed - to qualify for our listings a path must have a **current** publication either in paper or digital format. With the limited volunteer time available this process is very drawn out, and in 2018 this has been refocused more into updating the LDPs that are of most interest to the online users. This is measured by page-views on each LDP that is continuously logged by our website data analytics package. There are over 1,200 of these publication suppliers on our database who provide over 5,000 publications. By the end of 2018 checks and updates had been done on some 62% of all these suppliers representing 78% of these publications. Additionally, significant work was done to clean up and rationalise some of the data categories and items that we list, like other general walking books, along with simplifying some of the background text. The next phase into 2019 is to audit the other data for these paths, looking for resulting changes to the routes themselves, etc. As the LDPs data is by nature ever-changing and users' experience in seeing reliable and useful data is key to retaining them, this process will need to continue while the LDPs service is offered.

Over 1,000 LDP publications (trail guides, maps etc) along with the full range of over 1,200 OS walkers' maps that now have digital downloads free, are offered for sale via Amazon from the LDP webpages, for which the LDWA receives a small commission. In 2018 Amazon sales totalled £9,850, a significant fall of around 26%, on 1,150 items, but still generated commission for the LDWA of £520, so if you are thinking of purchasing online any walking publications or maps, please consider going to Amazon via our website.

The LDP's team's core members in 2018 were John Sparshatt, Julie Brownhill, Victoria Morris and Paul Lawrence, with contributions from Peter Toghil, John Widdowson, Peter Grayson, Paul Nellist and Lynn Jackson. David Kearns (librarian) and Jeff Parr (new routes intelligence) also make valuable inputs and the ongoing IT support is vital for this project. I would like to personally like to thank them all for their efforts in 2018. However, there is plenty more work to be undertaken and if you feel that you could help, particularly if you have some IT skills and a few hours a week to spare, please speak to John, Paul, Peter or myself at the 2019 AGM.

Neil Rawlins, LDP Officer

k) Environment, Data Protection and Risk Report

I have now had the privilege of working for five years as the NEC member responsible for environment, data protection and risk management. I feel it is an appropriate time to review where we are now before my very well qualified successor, Stuart Bain, takes over after the AGM.

My work on the environment has focussed mainly on access following the National Trust's proposal to consider charging and licensing walking along public rights of way on their land. Not only was this a serious prospect in its own right but it also threatened to encourage many other landowners to adopt the same approach. Whilst we need to be watchful in the future, this threat has largely disappeared as the Trust has recognised the role of organisations like the LDWA in ensuring a good and positive use of the countryside. One likely outcome, however, will be that we will need to negotiate a licence fee when we use NT land or buildings for checkpoints on Challenge Events.

Open access to the countryside remains a concern for two main reasons:

1. The 2026 deadline for ensuring rights of way along "lost paths" looms ever larger. We have been supporting the Open Spaces Society in defending the public's right of access over land through our membership of the Society. We need to remember that our ability to walk for long distances depends on being able to get access to every strip of land along a route of twenty or thirty miles.
2. The state of many of our rights of way is deteriorating. Stiles and gates are suffering through the lack of resources available to local authorities to police the land owner's or occupier's duty to keep these in good condition – at least fit for purpose. Another way in which access to the countryside is being limited is the result of paths not being restored within two weeks of ploughing. Such ploughing often takes place along rights of way which used to run alongside hedges which have now been removed.

In addition to these access issues we must also be very concerned about the amount of litter along many footpaths and bridleways. I feel that the Association will have to become more vigilant about all these issues in the next ten or twenty years as the pressure on land intensifies.

Other environmental issues that we will need to deal with include the use of plastic in our own operations, especially on our Challenge Events. This has happened spontaneously amongst many LDWA Groups, which is very good to observe.

Data protection is now a phrase that all members are aware of as a result of important legislation to ensure that our own personal data is not misused by social media, by commercial companies or other organisations. In the course of my tenure, we have seen much new legislation and wide-ranging regulations (including the HGDPR) affecting the use of personal information by the LDWA.

We now have a new Data Protection and Privacy Policy and the two sets of briefing notes, one for members and other users and the second for use by our Group and NEC officers. We have done our best to reduce inconvenience to members and walkers generally. Although these documents and procedures are now in place, they will need regular review and adaptation to be effective and realistic. I have no doubt that it will continue to take a significant compliance effort by my successor.

Risk management is also a key issue for the LDWA as we execute our Business Plan in a fast-moving and challenging environment for all clubs and associations. Risk management is a subject that can become so detailed that the risk "wood" can be lost in the trees. I have now identified a list of 20 key risks that we should focus on, which can now be taken forward by my successor as he sees fit.

Good luck to you all.

Christopher Hedley, Environment, Data Protection and Risk Manager

Other reports: Merchandise Report

Since the LDWA merchandise operation went web-only in April 2018 it has to be said that interest and therefore sales have dropped substantially. That is understandable, but odd, nevertheless, as mail order sales accounted for an ever-declining percentage of the purchases, which now fails to tally with the overall loss of sales. Figures for 2018 are available in the LDWA Treasurer's report.

In spite of also being the LDWA Challenge Events Coordinator, my attitude and approach to the position of LDWA Merchandiser remains unaltered and in line with my previous 21 years performing the role. Admittedly, there have been no new products introduced during the last 12 months, but in recent times new items have not necessarily seen any significant response from members, mainly because, for many years, there has been such a comprehensive range to choose from. It might be useful to once again promote LDWA merchandise in Strider magazine, by way of a reminder or advertisement and an occasional short article.

Looking ahead, I am happy to continue organising LDWA merchandise and feel confident that once a new LDWA logo has been established a period of sustained interest and buoyant sales for merchandise displaying a new LDWA logo will occur. That's it for 2018. Thank you, and all being well, great times ahead for us in 2019.

Tim Glenn, Merchandise Officer

Agenda Item 5

Short Election Statements for unopposed NEC Candidates

Chair : David MORGAN

Proposer: Andrew Clabon *Seconder:* Shirley Hume

After one year as Chair, I have overseen work that is moving the association towards engaging with the wider walking community and raising its profile. Our social media platforms now reach more people than ever before and I have successfully used a monthly newsletter to identify members who are willing to volunteer to take on specific roles that support the running of the association. I am seeking to remain as Chair for two further years in order to continue driving forward the plans that will secure the association's future via the Business Plan that was revealed in 2018.

Secretary : Madeleine WATSON

Proposer: Gill Myers *Seconder:* Ian Sanderson

I have been a member of the LDWA since 2002. I regularly take part in LDWA challenge events around the country, including the Hundred. I am currently Secretary and would like to continue.

Membership Secretary : Julia WARMAN

Proposer: Karen Pickersgill *Seconder:* Madeleine Watson

Having been a member of the LDWA for 35 years, I would very much like to put something back. Since joining the LDWA I have completed 19 Hundreds, I am the Walks Secretary for my Local Group (West Yorks). I was also Entries Secretary for the Red Rose 100 in 2015 and thoroughly enjoyed this role. I had to deal with data / records for 500+ people; dealt with enquiries and kept entrants up to date of developments in advance of the event. I consider this to be an excellent stepping stone for the position I am applying for.

IT and Internet Officer : Adam DAWSON

Proposer: David Morgan *Seconder:* Madeleine Watson

I took on the IT and Internet role at the March 2016 AGM and am applying to hold the position for a fourth year. I have held a variety of IT posts in the private and public sectors. I am a keen long distance walker, having completed most of the National Trails and LEJOG. In the LDWA role I have delivered a major outsource of IT service provision, modernized the admin system, launched PACER and web refresh projects, and managed ongoing IT operations. If elected, I have decided that 2019-20 will be my last year in post so if anyone is interested in taking on this role from 2020, please contact internet@ldwa.org.uk for more information.

Strider Editor : Graham SMITH

Proposer: David Thornton *Seconder:* Marshall Elliott

I was a newspaper editor for more than 20 years, and I have loved putting my experience to use in editing our magazine. Since taking over as editor from Julie Welch, I have tried to make Strider brighter (with more photos) and busier and newssier (with more stories). I have also tried to put the emphasis on the LDWA groups by trying to include as many stories and photos about what our groups are doing as I can.

Local Groups Secretary: Julie CRIBB

Proposer: Stephen Cribb *Seconder:* Madeleine Watson

I am a long time member of LDWA and an active member of the local group which I helped establish three years ago and now chair. I have also served on NEC for three years as Local Groups Secretary and have been involved in several national initiatives and working groups. I enjoy organising and participating in the annual local groups weekend and would like to continue in this role to complete a number of initiatives.

Challenge Events Coordinator: Tim GLENN

Proposer: Steph Carter *Seconder:* Alan Warrington

Joined LDWA 1982. Formed Anytime Anywhere Specialist Group 1988. Voted on to LDWA NEC 1989. Served as Local Groups Secretary 1989-1997, Merchandise Officer (includes three breaks of tenure) from 1997, Challenge Events Coordinator from 2018. Longest serving NEC member (25 years). Dual nominee for Chair 2015. Strider columnist since 2003 and regular article / feature writer during same period. 1998 White Peak Hundred NEC link. Polder County (Estonia) Paths Project LDWA representative 2005. YHA 75th Anniversary panelist 2015. Currently advise two different charity walking events. BBC Radio Nottingham listed country walking consultant.

100s Coordinator: Alan WARRINGTON

Proposer: Steph Carter *Seconder:* John Henderson

Since election in March 2018 I have worked closely with organisers of 2018 through 2021 Hundreds enabling me to review the event in greater detail. Guidelines, role descriptions and rules have been refined and communicated. Further potential enhancements are in progress in consultation with the NEC and other experienced members as appropriate. I am proactively promoting the association Hundred at every opportunity while at social and challenge events and through social media. I now seek re-election in order for me to continue enhancing the experience for volunteers and entrants alike and to secure the long-term future of the flagship event.

Publicity Officer: David HOLLAND

Proposer: Amy Randall *Seconder:* Kay Rees

Currently serving Publicity Officer. If appointed this will be my last year. Over the last 12 months there has been a fundamental change in publicity strategy towards the use of social media and maximizing the use of the press. My task in this coming 12 months is to put in place a strategy so that a new publicity officer has an established role and direction to raise our national profile and increase our membership.

Long Distance Paths Coordinator: Neil RAWLINS

Proposer: Louise Rawlins *Seconder:* Madeleine Watson

I have been LDP co-ordinator for several years where the main task has been to maintain and keep updated the online database of long distance paths by working with a small dedicated LDP team. The ongoing challenge in the forthcoming year is to find and recruit several more willing volunteers to help undertake this important work

Environment, Risk and Data Protection Officer : Stuart BAIN

Proposer: Andrew Clabon *Seconder:* Gerry Jackson

I am a qualified and experienced risk management practitioner within the financial services sectors. I also have day to day responsibilities with the GDPR and my firm's data protection officer reports to me. I have a passion for environmental conservation and sustainability; working actively with the Wildlife Trust of South and West Wales to promote and educate individuals on the benefits of "the outdoors". I have young children and look to engage them in these activities where possible. With my professional background and personal interests alongside my enjoyment of walking I feel I could add real value to the LDWA.

There was a contested election for the post of Treasurer. A longer election statement for the two candidates is given below.

JOHN ELRICK (LDWA LONDON)

Proposer: Kate Jackson *Seconder:* H D Thomas

My Financial Background:

- I am a qualified accountant (CIPFA).
- I spent most of my working life in finance and accounting in central Government. I worked mainly for the National Audit Office (NAO), the Government's financial watchdog, as an Audit Manager where I audited the accounts of Government bodies and prepared reports for Parliament.
- I am Treasurer for one other walking club – the Surrey Walking Club (affiliated to LDWA) - and a local charity, the Friends of Bushy and Home Parks.

My LDWA Background:

- LDWA member since 1987 (London Group).
- I was initially attracted by Challenge Events and the annual 100 Miles Event (24 completions). I have worked on the Organising Committees of three 100s as HQ Co-ordinator – the Chiltern 100 (2005), the Games 100 (2012) and the Cinque Ports 100 (2018).
- I regularly attend the LDWA AGM and could be seen in recent years with my head down in the front row taking the Minutes!

My Aspirations:

- My rôle will be to support the NEC in its work and to provide relevant and robust financial advice in a period of change and development.
- I will monitor the financial implications of the Business Plan and the proposed key areas of investment. This will include rigorous budgeting of the work on the web site. A significant

milestone for the LDWA is its forthcoming 50th anniversary, which may well have cost implications.

ROBIN RICHMOND

Proposer: Elizabeth May *Seconder :* David Coates

I have extensive management and financial accounting experience, which has been gained through jobs and interests in the private, public and voluntary sectors and engagement with a wide range of stakeholders, including other professionals and volunteers.

I was a finance manager in a major motor manufacturer with responsibility for setting annual budgets and monitoring performance. As a business planning manager, I had responsibility for developing the long-term business plan and, at other times, the approval of new product investment projects. The company's performance and quality were enhanced through a cultural change programme, which I helped to deliver. For the finance team there was a step change from 'policeman' to 'coach' to facilitate the devolution of responsibilities and the creation of greater job satisfaction.

The decision by my daughter's primary school that girl's games only were to be stopped due to budget pressures stimulated a continuing interest in the provision of, and access to, an education service capable of providing equality of opportunity for all young people. As a governor and chair of finance, I led transformations from deficits to sustainable financial futures that enhanced the quality of education in two schools. As a civil servant I had responsibility for the funding of Further Education (FE) student financial support to allow all students, who wished to access FE, to do so.

As a trustee and treasurer of a Civic Society, I engaged with other trustees to build reserves to fund increased activities for the preservation and improvement of the built environment in a town with a large conservation area.

In a similar capacity for a charity for people with disabilities, I was faced with a situation where the charity's own minibus and volunteer driver were no longer able to provide transport to and from the centre. I negotiated with Social Services for new transport provision and increased funding to ensure the charity's continued operation.

I have been a member of the LDWA for over 10 years and, having now relinquished my other voluntary activities, I wish to give something back to the Association. I am on the Organising Committee for the 2022 Hundred and I feel that my background and experience will enable me to make a positive contribution, in the post of treasurer, to the achievement of the LDWA's objectives.

Agenda Item 8

Background

The 2018 AGM approved revised Memorandum of Association and Articles of Association. The ByLaws were changed very slightly as some of the material which was in the Articles of Association was transferred into the ByLaws. They were therefore given for context, with the aim to review for approval at the 2019 AGM. They are presented here.

Contents

Definitions

ByLaw 1 Member-related provisions

ByLaw 2 Titles and Mechanism for Election of Committee Members

ByLaw 3 Local Groups

ByLaw 4 100 Review Group

ByLaw 5 Transition arrangements

Definitions used in the Bylaws

All definitions used in this Bylaw shall have the meanings set out in the Association's Articles of Association (the "**Articles**"), except as defined below:

1. "Catchment Area" means the area allocated to a Local Group which is authorised to represent the Association and determined in accordance with this Bylaw;
2. "GMC" means the members for the time being of a Local Group's Management Committee duly constituted and whose successors shall be duly elected pursuant to the constitution of the Local Group, and shall be deemed to include any committee authorised to transact the business of the Local Group;
3. "Local Group" means an autonomous group consisting of six or more Members of the Association established in accordance with conditions to be approved from time to time by the Executive Committee. Such Groups shall be responsible for carrying out the objects and administering the business of the Association in their prescribed Catchment Areas;
4. "Events" means challenge events or social walks organised by a Local Group for the benefit of LDWA Members and non-members;
5. "Guidelines" means document(s) issued for the benefit of Event organisers on best practice of how to organise Challenge Events and Social Walks;
6. "100 Entrant" means someone who has been accepted onto the LDWA's annual "100" event or who has applied to be on such event;
7. "Independent" in a ruling panel or appeals panel means someone who does not know nor is any way connected to either of the parties involved and has not been involved in the incident in any way.

Bylaw 1

Membership of the Association

Adopted by the Committee pursuant to Article 18 on: xxxx 2019

1. Categories of Membership

The following categories of membership shall exist and are open to any individual or any appropriate entity, group or organisation considered by the Committee to otherwise qualify pursuant to the following membership descriptions:

- Individual Members shall mean Members of the Association in their own singular right living in the UK, Channel Islands or Isle of Man;
- International Members shall mean individual Members of the Association living outside of the UK, Channel Islands or Isle of Man;
- Family Members shall mean a family unit of up to two adults and all children under the age of 18 on the 1st January of the year of membership residing at the same address. A Family Member shall be admitted as a Member of the Association through the person of its nominated representative from time to time;
- Affiliate Members shall mean (but without limitation) such groups as schools, service units, unincorporated associations, corporate bodies or any other legal entities whose members are not necessarily Members of the Association but who wish to associate with the Association and shall thereby be entitled to advertise Long Distance Walking events organised by them in Strider (subject always to the provisions set out herein) and to display the Association's logo on their letterhead.;
- Honorary Members shall mean Members or other individuals who have performed an outstanding service, or who have made an outstanding contribution, to the development of Long Distance Walking or the Association generally and have been awarded a Lifetime Membership by the Association, as may be decided by a majority resolution of the Members in a general meeting of the Association following nomination by the Committee.

2. Subscriptions

- 2.1 Each Member shall pay annually to the Association a subscription to be determined annually by the Committee. Any changes will be made in consultation with Members.
- 2.2 Subscriptions shall become due on January 1st and cover the year to 31st December following.

3. Conditions of Membership

- 3.1 Any person or any entity, group or organisation desiring to subscribe for membership to the Association shall:
 - (i) Forward to the Membership Secretary of the Association the appropriate completed application for membership, which shall be in such terms as the

Committee shall require from time to time and as may be set out in other Bylaws; and

- (ii) Forward one year's subscription and such further information as may be requested from time to time by the Committee; and
- (iii) Agree to support the aims and objects of the Association and to abide by the terms and conditions of membership as set out in the Articles and the Bylaws for the time being in force.

All disputes concerning the status of any person or any entity, group or organisation subscribing or wishing to subscribe to the Association for membership shall be referred to the Committee whose decision shall be final. The Committee shall have the right to decline the membership of the Association to any person, entity, group or organisation without giving any reason.

- 3.2 All Members who are event organisers shall undertake to agree to keep the Association up to date and provide sufficient details of the organisation of the event to satisfy the Committee that the Association's Guidelines have been applied and safety precautions are in place. No event shall be advertised in Strider or sanctioned or otherwise approved by the Committee unless they are satisfied that the event organisers have adopted and followed the Guidelines.

4. **Rights of Members**

4.1 Each Member shall be entitled to:

- receive proof of membership;
- once in any year be sent on request a copy of the Annual Report and Accounts of the Association;
- receive a copy of each issue of Strider;
- be entitled to membership of any Local Group of their choice.

4.2 Each International Member shall be entitled to:

- receive proof of membership;
- once in any year be sent on request a copy of the Annual Report and Accounts of the Association;
- receive a copy of each issue of Strider in electronic form and a hard copy of Strider posted to them if they have selected the higher subscription rate;
- be entitled to membership of any Local Group of their choice.

4.3 Affiliate Members shall be entitled to:

- once in any year be sent on request a copy of the Annual Report and Accounts of the Association;

- receive three copies of each issue of Strider;
 - advertise Long Distance Walking events organised, administered and controlled pursuant to the terms of the Guidelines and shall ensure that they arrange adequate insurance protection for the event advertised.
- 4.4 All Members shall be entitled to attend and speak and vote at general meetings and shall have the number of votes on business at general meetings (whether the vote is conducted by a show of hands or poll) and on Members' decisions made outside of meetings (whether made by written resolution or ballot) as detailed below:
- (i) An Individual Member shall be entitled to one vote.
 - (ii) An International Member shall be entitled to one vote.
 - (iii) Each Family Member shall be entitled to a maximum of two votes. No individual member within the family unit will be permitted to cast more than one vote.
 - (iv) Each Affiliate Member shall be entitled to one vote. Each Affiliate Member shall appoint (and may from time to time replace) a nominee to attend general meetings of the Association and shall be deemed present through its nominee. Such nominee shall have the right to speak and cast one vote on behalf of the Affiliate Member appointing him or her. If the nominee is also a Member in another capacity, then that Member will also be entitled to vote in that capacity.
 - (v) An Honorary Member shall have the same rights as an Individual Member.

5. Retirement and Discipline of Members

- 5.1 Any Member of the Association desiring to resign his, her, their or its membership shall signify such desire in writing to the Membership Secretary of the Association, the Member's name shall then be removed from the membership register which shall signify the immediate cessation of membership of the Association. The Member shall not be entitled to any rebate of subscription upon resignation.
- 5.2 Any Member whose annual subscription is unpaid by the 1st March of each year shall cease to be a Member of the Association and shall forfeit all rights in and claims upon the Association unless the Committee suspend the operation of this provision as regards any particular Member on such terms as it at its discretion may determine.
- 5.3 The Association shall be entitled to suspend or expel any Member whose conduct in the opinion of the Committee (or any of its sub-committees convened to decide the matter) has proved, or is likely to prove, prejudicial to the good standing of the Association or to the attainment of its objects, or who has broken any rule/s of the Association (whether set out in the Articles, the Bylaws or otherwise), or whose conduct has brought the Association into disrepute. In addition, should any loss, injury, death or damage occur as a result of a Member's wilful negligence, then the Member shall indemnify the

Association or any Local Group which has suffered loss as a result of the wilful negligence of that Member.

6. Grievance Procedure

- 6.1 Any Member who has a grievance against, or is in dispute with, other Members, his or her GMC, or the Committee, and has been unable to resolve the issue by informal discussion, may institute the following procedure.
- 6.2 A grievance may be heard either within the Local Group structure or at national level. If the Member does not belong to a Local Group, if there is no relevant group, if the grievance is considered outside the scope of a Local Group, or the matter is felt inappropriate for consideration at Local Group level, a grievance may be lodged with the Committee. What follows is written in terms of a grievance at national level. The alternative phrases in square brackets [] are to be read for the Local Group case.
- 6.3 An Applicant should write to the General Secretary of the Association [the Chair/Secretary of the Local Group concerned] requesting that the grievance be heard. The Applicant must give full details of the grievance, including their full name and address, the date of the request, clear identification of other parties, the nature of the grievance, the name and address of any witnesses, and any documentary evidence. If the application is defective, the Applicant will be notified in writing and have 7 days in which to remedy the defect. [If the grievance is being heard at Local Group level, the Local Group should inform the General Secretary of the Association that an application has been lodged so that the procedure can be monitored.]
- 6.4 The General Secretary of the Association shall inform the Committee [The Chair of the Local Group shall inform the Local Group Management Committee (GMC)] and may seek information from any other parties to the grievance.
- 6.5 If the General Secretary [GMC] decides that the grievance does not merit further investigation, the matter may be dismissed. Such decision shall be final, subject to the Applicant's right to appeal under clause 7 below. The grievance should be kept on file in case of any further allegations of a similar nature. All parties to the grievance should be informed of such a decision.
- 6.6 If the General Secretary [GMC] decides that a grievance merits further consideration, and that it cannot be resolved by mutual agreement of the parties involved, the Committee [GMC] shall convene a Ruling Panel. The Ruling Panel shall consist of either 2 or 3 independent members of the Association. No member of the Committee [the GMC or of the Committee] may sit on the Ruling Panel. Those on the Panel should possess the necessary experience and expertise on the issues involved, and have some knowledge of, or have access to people with some knowledge of, natural justice.
- 6.7 The Ruling Panel shall notify the Applicant and any person(s) against whom a grievance is made (the "Respondent(s)"), at the address on the Association mailing list. The Respondent(s) has 21 days in which to submit a written response to the Chair of the Ruling Panel, to include their full name and address and a statement in reply to the

application. If the response is defective, the Respondent(s) will be notified in writing and have 7 days in which to remedy the defect.

- 6.8 The Ruling Panel shall determine the form, procedure and date of any hearing, and shall notify the parties involved in the grievance. They may consult with interested parties to determine the best way to proceed. Any hearing shall take place in private and may be adjourned if necessary. There need not be a hearing if the Ruling Panel believes the matter can be resolved in a fair manner without a hearing. The Ruling Panel have complete discretion to recover the costs incurred in setting up the hearing. For example, they might require a deposit from the Applicant which would be returned if the application was successful. (This is to discourage vexatious and frivolous applications.)
- 6.9 The Ruling Panel will hear the evidence presented. The Applicant and any Respondents have the right to make representations to the Ruling Panel. The Ruling Panel may seek information and advice as they feel appropriate.
- 6.10 The Ruling Panel will reach a decision based on the evidence presented (the "Decision"). The Panel will exercise any discretion in accordance with the principles of natural justice, proportionality and rationality. The Decision and any recommendations, with a summary of the reasoning behind the Decision, shall be conveyed in writing to the Applicant, the Respondent(s) and the Committee [the GMC and the Committee].
- 6.11 The Committee [GMC] shall consider the Decision and recommendations and take appropriate action. The General Secretary [Chair of the Local Group] shall inform all parties involved in the grievance of such actions.
- 6.12 Possible sanctions available to the Ruling Panel will be, without limitation (subject always to having gone through the above procedure):
 - Written letter sent to entrant warning them of future behaviour
 - Barred from entering LDWA Events
 - Expelled as a Member from the LDWA.

7. **Appeal against a Decision**

- 7.1 The Applicant and Respondent(s) may appeal any Decision of the Ruling Panel (or Decision of the General Secretary that a Grievance does not merit further investigation) within 45 days of being notified of the Decision. The appeal must be in writing to the General Secretary of the Association [Chair/Secretary of the Local Group]. The appeal must include a statement of the grounds for appeal.
- 7.2 On receipt of a valid appeal the Committee [GMC] will convene an Appeals Panel. The Appeals Panel shall consist of either 2 or 3 independent members of the Association. No

member of the Committee [the Local Group GMC or of the Committee] or of the Ruling Panel that made the original Decision may sit on the Appeals Panel.

- 7.3 The Appeals Panel shall receive representations based on the reasons for appeal. They shall proceed in the manner set out for the Ruling Panel in paras. 6.7 – 6.10 above. The decision of the Appeals Panel shall be final.
- 7.4 All notifications relating to the proceedings shall be in writing, and copies of letters should be kept. A copy of the Decision should be sent to the General Secretary of the Association to enable the Association to maintain a precedent bank of decisions.
8. Those involved in a grievance or appeals procedure are reminded of the obligations of sub judice and confidentiality. Disclosure of any grievance or allegation shall be limited to the extent necessary to carry out a thorough, fair and impartial investigation and to ensure that any procedure complies with the principles of natural justice.
9. Particular issues relating to the annual “100” event are considered in Bylaw 4.

Bylaw 2

Titles and Mechanism for Election of Committee Members

Adopted by the Committee pursuant to Article 18 on: xxxx 2019

1. Titles of Committee Members

All defined terms in this Bylaw shall have the respective meanings set out in the Association's Articles of Association.

The titles of the Committee Members of the Association other than the Chair, Treasurer and General Secretary shall for the time being be as follows:

- Membership Secretary
- IT and Internet Officer
- Strider Editor
- Local Groups Secretary
- Challenge Events Coordinator
- 100s Coordinator
- Publicity Officer
- Long Distance Paths (LDP) Officer
- Environment, Risk and Data Protection Officer

2. Election of Officers

Elections of Committee Members shall be conducted as follows:

- 2.1 In early Autumn a notice shall be placed prominently on the Association website, and sent by email to those who have registered their email address inviting nominations for all relevant Officer posts coming vacant at the next AGM. The notice should be made available in Strider if possible. The notice shall state that nomination forms are available from the General Secretary or on the Association website, and will give details of how to contact the General Secretary and the relevant location of the information on the web site. Additionally, information will be given on how to obtain the job descriptions for all the positions and who to contact for further information on what the positions involve.
- 2.2 Completed nomination forms must be received by the General Secretary by the due date, which shall be at least 16 weeks before the AGM. The forms must be signed by the candidate

and their proposer and seconder who must all be members of the Association, and may include a personal statement or election address of not more than 100 words.

- 2.3 In the event of there being more than one candidate for any of the Officer posts, all the candidates will be contacted and informed that an election will be necessary. Candidates who do not wish to be part of an election may then withdraw if they wish. If the candidates do not withdraw, an election shall be held, as detailed in paras. 2.5 -2.12 below.
- 2.4 The election shall be conducted by ballot in advance of the AGM. Voting papers, listing the candidates, their proposers and seconders, and their election statements for both contested and uncontested positions, shall be circulated to all members at least 28 days prior to the AGM. (Circulation with December Strider is desirable and should be feasible.) Members who have indicated their willingness to receive notices by email may be sent voting papers by email.
- 2.5 In addition to the papers listed in para. 2.3 above, candidates for contested elections will be allowed to provide an extended election address of not more than 400 words and may include a small photograph. This will be dispatched with the voting papers outlined above.
- 2.6 Three independent Tellers, who shall not be current Committee members nor nominees for any Committee position or their proposers or seconders, nor related to any of the candidates, shall be appointed by the Committee to oversee the election. One of the Tellers shall be designated to receive votes. If any of the candidates feels that one or more of the Tellers should not be appointed he/she should inform the General Secretary in writing of the reasons for their concern and the Committee will consider their request.
- 2.7 Members may vote by sending their completed voting papers by post to the designated Teller. The Association may also set up a secure website or other secure electronic medium to receive votes electronically. Such a website or medium shall be readable only by the Tellers. To be valid votes must be received at least 14 days before the AGM. An Individual, International, Honorary or Affiliate member has one vote and a Family Member has up to two votes.
- 2.8 Following the closing date for receipt of votes, the Tellers shall count the votes, ensuring their validity, in particular that those voting are members of the Association and that no electronic votes duplicate paper votes.
- 2.9 Prior to the AGM the Tellers shall inform the Chair (or Committee appointed deputy Chair if the Chair is a candidate for a contested position) of the name or names of the successful candidates. At the appropriate point of the AGM the Chair will announce the names of those elected and the numbers of votes cast for each candidate.
- 2.10 If, for any post, two or more candidates have obtained an equal number of votes, then a further election shall be held at the relevant meeting by poll to elect one of the two candidates with equal votes. The chair of the meeting shall have a casting vote in the event that the votes at the further election are equal.
- 2.11 Nominees and their supporters may not use the Association address list or email address list for the purposes of mass canvassing.
- 2.12 The Association may set up a Forum on the Association website, on which Committee nominees (whether or not for positions that are contested) may post election statements.

Members of the Association may post questions or comments, addressed to candidates singularly or severally, on matters relevant to the election, which candidates may, at their discretion, reply to.

Bylaw 3

Local Groups

Adopted by the Committee pursuant to Article 18 on: xxxx 2019

- 1.1 Local Groups of the Association may be established by the Committee from time to time. A Local Group shall consist of six or more Members of the Association, who wish to associate together to administer and fulfil the aims and objects of the Association within a Catchment Area to be allocated to them, in accordance with the conditions set out herein.
- 1.2 With the exception of an Honorary Member, no person is capable of being a member of a Local Group unless he or she is also a fully paid Member of the Association.
- 1.3 The Local Group, although autonomous in respect of its day to day management, shall at all times be a branch of the Association whose rules will reflect and be consistent with the Articles and any Bylaws made under them (including this Bylaw), and whose objects are to further the aims of the Association. Each Local Group shall adopt a constitution that includes a provision that any property held by the Local Group shall pass to the Association in the event that the Local Group shall cease to operate.
- 1.4 The constitution of each Local Group must be based on the model Local Group constitution and approved by the National Executive Committee prior to the Local Group's establishment. Any proposed changes to the model Local Group constitution must also be approved by the National Executive Committee in advance. Furthermore, each Local Group is required to amend its constitution to reflect changes made by the Association to the model Local Group constitution from time to time.
- 1.5 The Aims and Objectives of Local Groups are as follows:
 - To provide a local forum and focus for activities within its Catchment Area, but not exclusively so, for all those who enjoy Long Distance Walking.
 - The Group, being incorporate within and part of the LDWA, to further the aims and objectives of the LDWA as defined in the Memorandum and Articles of the LDWA.
 - In pursuing these aims to adopt all relevant rules and policies of the LDWA and conduct itself in accordance with the LDWA Articles and with any Bylaws which may be issued from time to time and with all reasonable directions of the National Executive Committee.
- 1.6 Local Groups shall be entitled to:
 - a copy of the Guidelines;
 - on request and without charge a copy of the Annual Report and Accounts of the Association;

- advertise Long Distance Walking events organised, administered and controlled by the Local Group pursuant to the terms of the Guidelines and insurance policy of the Association from time to time;
- a copy of, and shall be afforded the protection and cover of, the Association insurance policy in force from time to time.

1.7 The following shall apply to the establishment and administration of Local Groups:

1.7.1 The business of the Local Groups shall be carried on in accordance with the objects of the Association.

1.7.2 Members of the Association who wish to form a Local Group shall submit an application to establish such a Group which shall contain the following details:

- the proposed Catchment Area for the particular Group;
- its own constitution which shall conform with the provisions of the Bylaws (including this Bylaw) and the spirit and terms of any model constitution for Local Groups which may be published by the Association from time to time and/or set out in the Bylaws;
- names and contact details of the proposed members of the GMC; and
- the number, names and contact details of their proposed members (all such members must also be Members of the Association).

1.7.3 Upon receipt of an application to establish a Local Group, the Committee shall use their best endeavours to make a decision within 60 days of receipt of the application as to the adequacy of the Local Group's constitution and the information supplied. Failure of the Committee to make a decision within 60 days shall neither invalidate the application nor shall it constitute acceptance of the application. The Committee shall keep the Local Group informed as to the progress of the decision.

1.7.4 The Committee shall consult with any neighbouring Local Groups whose Catchment Areas in the Committee's opinion may be affected by the establishment of the proposed new Local Group. Where the Committee is satisfied that the outcome of such consultation is that no such neighbouring Local Groups will be adversely impacted by the establishment of the proposed new Local Group, the Committee will seek to allocate a Catchment Area to

the proposed new Local Group and redefine the requested Catchment Area in terms of postcodes, with a view to minimising any discrepancies with that requested.

- 1.7.5 The decision of the Committee shall be final.
- 1.7.6 The allocation of Members shall be made by the Membership Secretary with reference to the Catchment Area designated to a particular group, provided always that any Member may, upon request, transfer their membership to any Local Group of their choice.
- 1.7.7 The administration of the Local Group shall be carried out by the GMC subject always to the provisions of the Articles, the Guidelines and the conditions set out herein and any other Bylaws in force from time to time.
- 1.7.8 Local Groups must comply at all times with the provisions of their constitutions, the LDWA Articles, the Bylaws (including this Bylaw), the Guidelines and policy and decisions of the Association as laid down by the Committee from time to time, but they shall be autonomous with respect to finance and activities, subject always to such ongoing compliance. Without prejudice to the generality of the foregoing a Local Group shall ensure that any events they organise or hold do not contravene the Guidelines and shall comply with the terms and conditions of all the Association's relevant insurance policies, of which they have notice.
- 1.7.9 Local Groups shall only make public statements in relation to those issues directly concerning their Catchment Area; any other statements must be referred to the Committee for consideration and authorisation to publish in advance of publication.
- 1.7.10 Local Groups shall keep the Association informed generally of their activities and progress and, in any event, shall forward to the Treasurer of the Association no later than 45 days after the annual general meeting of the Local Group in each year, copies of their annual report, accounts for the preceding financial year, the members of their GMC and summary information on their Local Group members.
- 1.7.11 Local Groups which wish to be represented at a general meeting as a Local Group shall each appoint one delegate from their body who shall have the right to speak. Local Groups shall have no voting rights.
- 1.8 Dissolution.
 - 1.8.1 Local Groups may be dissolved in accordance with the provisions of the model Local Group constitution, as follows:
 - (a) A Local Group may be wound up voluntarily by the Group, as an item of business with proper notice being given, at a General Meeting of the Local Group on the vote of a seventy-five percent majority of those members present and voting (abstentions not included). The National Executive Committee must receive notice of any such meeting.
 - (b) If an adjourned General Meeting fails to be quorate, or if the posts of Chair or Secretary or Treasurer remain unfilled, then the National Executive Committee in consultation with the remaining Officers and Committee Members of the Group shall call a Special Meeting of members to determine the future of the Group.

Should it be deemed that the Group is no longer viable then the Group may be wound up.

- (c) In the event of the Group being wound up all assets shall be disposed of for the furtherance of Long Distance Walking in a manner to be decided in consultation with the National Executive Committee.

1.8.2 In addition, and notwithstanding any provision of the Group's constitution, if, in the opinion of the National Executive Committee after full and proper consideration and consultation with the Group as appropriate, the Group does not abide by the Aims and Objectives of the Association as detailed in the Memorandum and Articles and this Bylaw, then the National Executive Committee may, in its discretion, wind up and disband the Group, and the members of the Group shall be required to promptly do all actions necessary and expedient to achieve a smooth and efficient winding up.

Bylaw 4

100 Review Group

Adopted by the Committee pursuant to Article 18 on: xxxx 2019

1. The '100 Review Group' was created to provide a mechanism to address particular issues which occur on the LDWA's annual "100" (hundred) event and which have implications for future hundred events. These cannot be addressed by the group running the hundred in any one year given the different geographical basis for each event. The focus for the Review Group is on:
 - the safety of entrants,
 - the safety of co-entrants and
 - inappropriate conduct towards marshals.
2. In dealing with any grievance raised in relation to the "100" event, the "100 Review Group" will follow the Association's Grievance and Appeals Procedure (Bylaw 1) as far as practicable, subject to the provisions of this Bylaw.
3. The Ruling Panel will ordinarily consist of the representatives of the NEC 100 sub-committee; LDWA Chair, LDWA 100 Coordinator & LDWA Events Secretary. If any of the above are deemed not to be independent of the reported case, then others will be appointed.
4. If the reported member is aggrieved at action taken against them by the '100 Review Group', they have the right to appeal as laid out in Bylaw 1.
5. Entrants who enter the 100 agree to abide by all the event rules.
6. Circumstances where an entrant might come into dispute with an event marshal will vary, but key ones are likely to be in relation to the minimum level of safety equipment the entrant is required to carry or when they are deemed to be so ill / exhausted that a marshal requires them to retire. If the entrant refuses to do what is expected of them then they might be reported to the '100 Review Group'.
7. In considering any grievance the '100 Review Group' will review the evidence presented and obtain the account of the reported entrant, in accordance with the procedures set out in Bylaw 1.
8. Possible sanctions available to the '100 Review Group' would include (without limitation):
 - Written letter sent to entrant warning them of future behaviour on the 100.
 - Barred from entering the following year's 100.
 - Expelled as a Member from the LDWA.

Bylaw 5

Transitional Arrangements

Adopted by the Committee pursuant to Article 18 on: 2019

All defined terms in this Bylaw shall have the respective meanings set out in the Association's Articles of Association.

1. The Committee elections for the Association's Annual General Meeting 2018 were held and conducted in accordance with the provisions of the Articles in force immediately before the commencement of the meeting, under which (*inter alia*) individuals are eligible to be elected or re-elected to the Committee to serve a one year term in office ending at the next annual general meeting (the Annual General Meeting 2019). The Annual General Meeting 2019 Committee elections and those for subsequent annual general meetings shall be held and conducted in accordance with the provisions of the adopted revised Articles.
2. Committee Members retiring at the Annual General Meeting 2019 having been re-elected at the Annual General Meeting 2018 shall be eligible for re-election under the provisions of the revised Articles adopted at the Annual General Meeting 2018, but with reduced further terms (rather than a full four-year term, which applies to incoming Committee Members from 2019) to take into account years served to date, as follows:

	Name	Title	Appointment date	Retirement date (NB this is the latest date: an officer may resign earlier if they wish)
1.	Julie Cribb	Executive Officer (Local Groups Secretary)	AGM 2016	AGM 2021
2.	Adam Dawson	IT and Internet Officer	AGM 2016	AGM 2021
3.	David Holland	Executive Officer (Publicity Officer)	AGM 2015	AGM 2020
4.	Neil Rawlins	Executive Officer (LDPs)	AGM 2015	AGM 2020
5.	Graham Smith	Strider Editor	AGM 2017	AGM 2022
6.	Madeleine Watson	General Secretary	AGM 2017	AGM 2022

3. Committee Members who commenced their office from the Annual General Meeting 2018 shall, if they apply, be eligible to serve for a further full four-year term (in accordance with the provisions of the newly adopted Articles), except in the case of the Chair, who shall be eligible to serve for a two-year term.
4. Any Committee Member falling under either paragraph 2 or 3 above shall be eligible, following completion of any further term in office after being re-elected at the Annual General Meeting 2019, to serve the additional year set out in Article 21.2.2 of the newly adopted Articles, subject to the conditions set out therein, before taking the required break from office.
5. This Bylaw shall cease to be relevant and be automatically withdrawn after the AGM in 2022 or when all NEC Members mentioned above have retired, whichever is the sooner.

BUSINESS PLAN

LDWA DEVELOPMENT OBJECTIVES 2018-2020

*our objectives are:
furthering the interests of those who enjoy long distance walking
managing and preserving the long term future of the LDWA
keeping it LONG*

To achieve these objectives we propose five key areas for development

Key area 1
To promote and preserve the future of the LDWA

The LDWA currently maintains a healthy membership but its volunteer base is in decline. Local Groups report that only a small proportion of their members actually participate in group activities. Many of our Challenge Events are increasingly used by non-members to the extent that on some events non-members exceed members. If the LDWA is to continue as a volunteer run organisation, it needs to either encourage existing members to participate in the organisation and/or to get new members who will be willing now, or in the future, to become involved.

what do we want to do	how can we do it	when will we do it
1a. Raise profile of the LDWA to encourage more of our existing members become involved and to attract potential joiners.	Revise and renew our appearance as appropriate. Produce a new look web site and logo and documentation. Develop our Publicity Strategy (see 1e below) <i>Lead Officers: All NEC members.</i>	Initial National Website refresh for Spring 2018. New Logo Summer.
1b. Develop links with outside organisations that can help champion the LDWA.	Identify Ambassadors (adventure walkers, presenters etc.) who may be suitable and make approaches <i>Lead Officers: All NEC members.</i>	End of 2018 for a list and strategy, then ongoing.
1c. Provide an integrated approach on Social Media This will produce an effective platform for promoting the LDWA but will be a better service offer for members/non-members. This will involve better integration of the currently separate social media	Officer with overall responsibility for Social Media needs to be appointed, providing a single point of contact. He/she could establish a team to manage social media on a rota basis. <i>Lead Officers: Chair, Internet, Strider Editor.</i>	New media integration systems need to be operational from Summer 2018.

accounts into one and to set up better links with other methods of communication including web site, Strider		
1d. Target web site as key area for investment. The web site is a key area for both recruitment and retention.	Mobius Media are now in post providing web support and a refresh of the site. If this is successful, consider a more extensive programme of updating. <i>Lead Officer: Internet Officer.</i>	Website refresh Spring 2018. Content revision and Local Group modernisation ongoing 2018.LDPs update in line with working party recommendations end 2018; website new functionality including walks planner, PACER appand "my LDWA" for late 2018 / v2019.
1e. Develop a robust publicity strategy that can be used throughout the LDWA.	Initial Plan produced by Publicity Officer resulted in production of new publicity materials and campaign to recruit new members on Challenge Walks. A second stage plan, integrating the development areas now identified is needed. <i>Lead Officer: Publicity Officer.</i>	Second stage strategy to be produced Autumn 2018 with opportunity to engage with Groups at LGW Nov 2018. Strategy to be in place by March 2019 for handover to new Publicity Officer
1f. Review the LDWA constitution so as it can meet the needs of the future.	A revised constitution, compliant with the Companies Act will be submitted to the next AGM for approval. <i>Lead Officer: General Secretary.</i>	New Articles of Association to be submitted to AGM for approval in March 2018. If approved, revised By-laws to be completed by March 2019.

Key area 2
Furthering the interests of those who enjoy long distance walking and keeping it LONG

There are many other organisations promoting and providing walking opportunities. However the LDWA offers something unique. It offers a range of opportunities focused on walking which is LONG and can be CHALLENGING. Moreover the LDWA has the special status of being the governing body for long distance walking. In promoting this, where appropriate, it can create positive opportunities for the promotion of the organisation

what do we want to do	how can we do it	when will we do it
2a. As part of our publicity strategy emphasise our unique offer and particularly the LONG.	<i>Lead Officer: Publicity Officer.</i>	Second stage engagement strategy Autumn 2018 and ongoing
2b. Develop the routes of the LDWAs 100 mile Challenge Event Events into national trails.	Working with authors of the routes and other volunteers to organise way marking and publication of the routes as trails. Work has commenced on Red Rose 100 (2015) and Cinque Ports (2018) to follow. Funding needed. <i>Lead Officer: 100 Coordinator.</i>	Timetable needs to be agreed.
2c. Develop better links with other organisations (Ramblers, BMC, Open Spaces) and consider the potential for joint working developing joint projects	<i>Lead Officer: Chair</i>	Ongoing, following appointment of new Chair in March 2018
2d. Consider new initiatives with commercial providers which may help to raise our profile.	Investigate opportunities for joint projects with suitable commercial companies. Advertisement appeared in December Strider for Cicerone and this needs to be evaluated. <i>Lead Officer: Publicity.</i>	Strider Editor to consider further opportunities for future editions.
2e. We aim to develop a strategy to celebrate the LDWAs 50 th anniversary in a meaningful way.	Suggestions are currently being compiled by the NEC. Sub-group required to implement strategy. <i>Lead Officer: Local Group Secretary.</i>	Final strategy needed for Spring 2019. Launch 1 st Jan 2022.

Key area 3

To support and develop our Local Groups

Our local groups are the backbone of the LDWA. This area suggests methods of support and development to assist with service provision and the development of a more corporate approach whilst preserving unique nature of each local group

what do we want to do	how can we do it	when will we do it
3a. Provide a greater range of support for local groups, including tool kits and development of support networks.	The NEC has begun consultations with Local Groups as to the kind of support will be most useful for them and work has commenced in their production. <i>Lead Officer: Local Groups Secretary</i>	Ongoing, review progress at NEC meetings and November 2018 LG meeting
3b. Provision of a Volunteer Support and Development programme.	We are aware that volunteer recruitment and retention is key to the survival of Local Groups. A volunteer support programme is under development. <i>Lead Officer: Chair</i>	Review progress Autumn 2018
3c. Support Groups in developing Social Media.	Many Local Groups have indicated that they require support in developing Social Media. This support needs to be integrated with developments proposed in 1c above and the web site refresh 1d. <i>Lead Officer: Chair, Internet.</i>	Systems need to be operational from Summer 2018
3d. Provide a vision for what constitutes a social walk.	Local Groups have indicated this would be useful and it can be provided. <i>Lead Officer Local Groups Secretary, Publicity.</i>	To be ready for discussion at LG Weekend Nov 2018

Key area 4

To preserve, develop and extend our range of challenge walks.

Challenge Walks are a key activity for the LDWA and are a very important area for recruitment of new members. However some events have disappeared from the calendar because there are insufficient volunteers to run the event.

what do we want to do	how can we do it	when will we do it
4a. Provide support for groups wanting to set up new Challenge Walks. This will include guidance information in key areas, provision of standard documents and advice on use of Social Media.	We have commenced a review of existing guidance notes and propose some new ones (e.g. 3a toolkit). <i>Lead Officers: Chair, Events.</i>	New Challenge Walks Sec to produce plan by Summer 2018 for implementation by end 2018.
4b. The Volunteer Support and Development programme (3b) will also cover those participating in Challenge Events.	<i>Lead Officer: Chair</i>	Review progress Autumn 2018.
4c. Encourage higher participation in walks by LDWA members	A pilot study is proposed to evaluate the potential for restricting access to members only on Challenge Walks <i>Lead Officer: 100 Coordinator.</i>	Aim to have piloted with one Challenge event by end 2018 then review further plan depending on success for implementation in 2019.
4d. Continue to pursue NT and other organisations on matters of charging for access by Challenge Walks	A strategy has been developed to challenge these issues and is proving successful. <i>Lead Officer: Environment Officer.</i>	Ongoing.

Key area 5

To rationalise and develop our LDPs data base to meet future needs

The Long Distance Path Data base is a well-respected and heavily used facility. As well as providing a popular service to members', it is also a key area for recruitment of new members. However it relies on volunteer input to keep it up to date which given the complexity of the system and the growth in the number of new paths, is becoming increasingly difficult.

what do we want to do	how can we do it	when will we do it
5a. We want to continue to be a prime provider of information on LDPs. We have begun a review of how the provision can be provided differently without compromising the service offer.	<p>There are two stages to this:</p> <p>1) As part of the web site review some initial improvements are being investigated: <i>Lead Officers: Internet, LDP.</i></p> <p>2) A major review of the provision is currently under way. <i>Lead Officers: LDP, Treasurer, General Secretary.</i></p>	Working Party needs to produce key milestones.

Financial Implications

All of the above mentioned proposals will have financial implications although many will be minimal since they will be undertaken by volunteers. However others may have significant costs attached to them. This will include any additional work to the web site, the production of publicity materials and possible advertisements, the way-making of the 100s Long Distance paths and any works done on the LDPs data base not covered by volunteers. There may also be costs associated with some of the Project 50 ideas. As this is a major milestone for the LDWA it might be appropriate either to decide on a set budget for the sub-group to work with or understand that there may be a budget requirement once the proposed activities have been agreed.