

Recognition and Recompense of Semi-Permanent Volunteer Effort

Introduction

It is argued that to encourage and maintain voluntary commitment to key roles in the RCTS, ongoing voluntary effort in specifically designated formal roles over periods of not less than 12 months needs to be recognised by some form of 'societal acknowledgement'.

Such acknowledgement could take the form of specific monetary value paid in cash but it is probably more sensible to reward individuals considered for such consideration by providing them with a full Society membership at a substantially reduced fee during their period of service. For the sake of this proposal I will call it the AVR; or Active Volunteers Rate.

As requested by the MC at the meeting of December 3rd 2017, this paper presents proposals by which this can be readily and cost effectively achieved so as to enhance overall Society cohesion and present a positive message of the Societies of the volunteer efforts carried out on its behalf.

Eligibility

To encourage active involvement in Society activities on Nationwide basis, it is recommended that eligibility for consideration of the AVR will apply to all volunteers, both at National and Branch levels, who make a significant continuing contribution to the Societies day to day operations over the totality of the Societies financial year.

At National level, all occupants of designated 'National Officer' roles sanctioned by the Management Committee and formally endorsed on an annual basis by the Trustees would be eligible. Determination of eligibility for AVR in respect of 'National' level roles will be the responsibility of the appropriate MC budget holder / supervisor. Thus in respect of RO team members the RO Managing Editor will be responsible, Finance team eligibility will be determined by the Finance Officer, and membership team eligibility by the Membership Secretary. National roles not falling into one of these categories will be determined annually by the collective MC members. The MC/Trustees must then endorse this selection on an annual basis.

The question as to whether MC members who hold no designated active personal national responsibilities are eligible is for the MC to decide annually.

Unless designated to a specific National Officer role, members of National Committees - i.e. Pubs, Development, Library etc- would not qualify to receive such recognition unless specifically recommended by the Committee chair and endorsed by the MC.

At Branch level, depending on local circumstances, occupants of the Branch officer roles of Secretary and Treasurer will be eligible if proposed by the Branch Chairman following formal membership endorsement at the annual Branch AGM, and further approved by the MC via the Branch Liaison Officer.

Following completion of the MC's annual review of AVR eligibility the proposal should be passed to the Trustees for approval. Assuming Trust approval all members thus eligible will be entitled to pay the AVR rate annually for the duration of their service as from the next Subscription renewal date.

CIO trustees are in theory debarred from receiving any form of recompense for their work in connection with the Society though whether this applies to other roles they may hold within the Society, including MC level responsibilities, requires further clarification.

In the event of individual claims for AVR recognition not being endorsed by the designated 'responsible officer' an appeal's process possibly involving the Society Trustees needs to be considered and developed.

Funding

Funding of such roles at National Level will be the responsibility of the MC and will be apportioned against the appropriate designated functional budgets i.e. - Railway Observer, Publications, Library / Archive, Membership, Development, Finance / Overheads.

Funding of such roles at Branch level will be a Branch Responsibility covered by Branch Funds. Assuming the AVR approach is adopted Branches may be required to recompense the RCTS National accounts for the amount of membership revenue foregone. However each Branch will be free to determine on the basis of local workload and conditions whether it wishes to adopt volunteer payments and should ratify its decision at the first available Branch AGM.

Methodology of Recognition

It is suggested that the most equitable form of recognition is adoption of an additional AVR membership rate as outlined above.

It has been argued that this could be modified to a form of reduced subscription calculated on the basis of removing the annual per subscription RO magazine fee. In 2018 the magazine fee accounts for a sum of £27.16p which would effectively reduce the AVR subscription to £1.84. However the amount saved by such an approach is so trivial as to be nonsensical and is likely to create an administrative task out of all proportion to the revenue generated. To start the discussion I would recommend that the annual AVR rate subscription should be £10. However this figure should not be tied to the full annual subscription fee and to provide both continuity and confer to volunteers the degree to which we value their service should be reviewed by the MC / Trust on a five yearly basis.

It is considered that any other form of remuneration based on the volume of effort perceived to have been undertaken by 'permanent' volunteer roles would be impossible to effectively control and administer and should therefore be discounted.

Recognition of None Permanent Formal Roles.

It will be argued that the Society occasionally gives payment for certain roles where direct volunteer effort cannot be readily identified. Such tasks have included managing the book store, contributing articles/scripts and authoring publications.

To ensure equity throughout the society it is recommended that if in future such effort is required it must be developed within the framework of a formal contract specifying detailed deliverables, timescales for delivery, expense allotments and payment principals. This then eliminates the possibility of comparing work in different disciplines - e.g. book production and magazine production - as a means of arguing for extra payments elsewhere.

It has been suggested that external resources might be employed for other such tasks which cannot be adequately covered by volunteers - e.g. sales and marketing. Where such resources are employed they should in future be managed, controlled and directed by a designated MC member with a specifically agreed budget to deliver such functional responsibility.

Formal Ratification and Implementation of the Proposals.

To engender confidence in volunteers of the value the Society places on their efforts, the proposed process for volunteer recognition should be reviewed, modified and presented for approval to the Society membership at the April 2018 AGM, and subject to that approval enacted as from the 2019 renewal period.

Associated Recommendations .

Adoption of the broad thrust of these proposals will place the society in a much more coherent strategic position to move forward. However to strengthen the system it is recommended that the holder of each national budget area should a member of the Societies Management Committee in his / her own right. Currently the responsible officers of two of the Societies major budget areas - Publications and Development - are excluded from this situation. It is recommended that to increase both coherence of our overall operation and clarity of both operations and delivery, the heads of both these Committees should ideally be designated as permanent MC members.

Mike Robinson

January 12th 2018

Appendix 2

<u>2018 AGM</u>		<u>2019 AGM</u>	
<u>TRUSTEES</u>		<u>TRUSTEES</u>	
WGD		WGD	
WRG	Retire by Rotation	WRG	
AJC	Retire by Rotation	ILR *	2020
MSR		MSR	Elect at AGM after June co-option
DPG	Retire by Rotation	DPG	Retire by Rotation
(DJP)	N/A - Stood down April	APD	Retire by Rotation
APD		TAJ	2020
TAJ		ARW	Retire by Rotation
ARW		JR	2020
JR		DK	Retire by Rotation
DK		PC ?	Elect at AGM after June Co-option
		DB ?	Elect at AGM after June Co-option
Total = 10	(. . 3 to Retire)	Total = 12	(. . 4 to Retire)
<u>RE-ELECT AT AGM</u>		<u>RE-ELECT AT AGM</u>	
WRG		MSR	
DPG		APD	
AJC	(To immediately stand down)	ARW	
		DK	
<u>JUNE TRUSTEE MEETING CO-OPTIONS</u>		<u>CONFIRM/ELECT AS TRUSTEES</u>	
ILR		ILR	
PC + DB ?	(following AGM)	PC ?	
		DB ?	
Total Trustees after June meeting = 10 or 12			

Appendix 3(a)**RCTS MANAGEMENT COMMITTEE****2017/18 BUDGET****Introduction**

1. Following my paper on the PROCESS for introducing and operating Budgetary Control in the Society, and the allocation of responsibilities to Committees or other Society officers, I now present my recommended Budget for 2017/18.

Budget Holders

2. The following will be Budget holders:-

		<u>Budget</u>
Membership	Net (Income)	54,067
Publications (Chairman Pubs Comm) Ditto		-5,575
Financial (Treasurer)	Net (Income)	-4,879
RO <u>A5 Size</u> (Managing Editor)	Net Cost	46,126
Managing Committee (Chairman)	Net Cost	8,901
Archive/Library (Chief Archivist)	Net Cost	3,868
Development (Chair Dev Comm)	Net Cost	1,638
Branch Liaison (BL Officer)	Net Cost	50
Web Committee (Webmaster)	Net Cost	50
Budgeted Surplus		-3,888

3. In addition the following Capital Budget is set:-

Web Phase 2	6,500
Leatherhead Set Up	22,021
New Publication (Mensing or Patriots)	8,500
Projected Net Cash Outflow	33,133

4. My Appendix shows the Budget as it might look based on 2016/17 forecast outturn, with supplementary rows inserted to show adjustments.

5. The Management Committee campaign to reduce Management Fees by £2,500 is included allocated to each committee pro-rate to their activity level.
6. The Development Committee has an allowance to increase to 4 meetings, Exhibitions for attending one addition national exhibition, Publications a supplement to reflect advertising for both the next book and the current Pacifics advertising completion, RO for the 90th Anniversary publication and the proposed Members Survey, and Library Committee for extra meetings to lead the Leatherhead project. The B5 RO proposals are not included.
7. Magazine Fees and Subscriptions are increased to reflect the £1 increase, and growth in Image sales of 5% is included.

Recommendations

8. The inaugural Budget is recommended to the MC as the usual balance between aspirations and prudent conservation of funds. Cash outflow of £33,000 is a major investment of around 22% of our wealth and Budget holders will need to show financial leadership and vigilance at this time of major change in the Society to avoid slippage and a larger outflow.
9. The Society prepares quarterly VAT returns at the end of January, April, July and October. It is recommended In Year Budget Progress Reports are prepared and circulated as at these dates, to be circulated by email five weeks after quarter end. They will also be available for MC meeting review.

REG WOOD

Treasurer

November 2017

Appendix 3(b)

RCTS 2017/18 BUDGET <u>ANNUAL OPERATING BUDGETED INCOME</u> <u>AND EXPENDITURE</u>	Account Code	<u>ALLOCATION TO BUDGET MANAGERS</u>				Membersh	Publication	RQ	Web
		<u>Developments</u>	<u>Financial</u>	<u>Archive/</u> <u>Library</u>	<u>MC</u>				
PUBLICATIONS									
Sales	111						-14837		
New Mensing book sells less than Pacifics							537		
Publications storage and despatch	212						1233		
Cost of publications sold	213						5700		
Dime above re Mensing vs Pacifics							-205		
Publications committee	214						1594		
MC Admin cost reduction campaign							-200		
Publications promotion	215	500					752		
Promotion tail of Pacifics + Mensing							150		
Surplus w/d									
OTHER INCOME									
Magazine fees	131						-46802		
Sub increase £1							-2226		
Life members	132						-2667		
Subscriptions	151						-5179		
Sub increase £1							-241		
Interest	153		-788						
SUNDRY SALES									
Postcard and Slide sales	121			-4540					
Growth 5%				-227					
Mensing Collection Royalties	123								
Binder sales	124						-299		
Sundry sales	125			-433					
Clothing sales	126					-170			
RO Advertising	133							-2400	
RO Commercial sales	134							0	
OTHER ACTIVITIES									
Library sales	141			-4826					
Growth 5%				-241					
Leatherhead income for 6 Months				-3143					
Overseas magazines	148			-334					
SOCIETY ADMINISTRATION									
Donations with membership	152		-9986						
Donations from branches	155		0						
RAILWAY OBSERVER									
RO editorial	231							2904	
RO postage	232							12979	
RO printing	233							29003	
Members Survey								400	
90th Anniversary additional publication								840	
SOCIETY ADMINISTRATION									
Management committee	251				3426				
MC Admin cost reduction campaign					-425				
Development Committee	252	2316							
Additional meeting		500							
MC Admin cost reduction campaign		-349							
Treasurer's expenses	253		478						
MC Admin cost reduction campaign			-59						
Membership costs and Promotion	254					3674			
MC Admin cost reduction campaign						-456			

AGM	255							2381	
MC Admin cost reduction campaign								-295	
Insurance	256		1718						
MC Admin cost reduction campaign			-213						
Audit	258		720						
Stationery	260							439	
MC Admin cost reduction campaign								-55	
Finance charges	261		1533						
MC Admin cost reduction campaign			-164						
Web Committee	262								50
Officers' conference	265							2255	
MC Admin cost reduction campaign								-280	
Library Committee	267						1143		
Leatherhead commissioning supplementary mng							500		
MC Admin cost reduction campaign							-204		
BRANCHES									
Room hire	281								
Other branch costs	282								
Branch liaison officer	283		50						
OTHER ACTIVITIES									
Postcards and Slides	221						4226		
Growth 5%							211		
Image Scanning	222						0		
Library	241						5542		
Leatherhead running costs 9M							9813		
Current storage savings 6M							-3919		
Members' weekend	242							1455	
Affiliated societies	244						80		
Exhibitions	245		852						
Additional Exhibition			219						
Overseas Magazines	248						300		
Photographic portfolio	249						0		
Depreciation	271		1617						
Taxation	246		185						
(Surplus)/Deficit for the Year		4038	-4909	3948	8901	-54067	-5575	43726	50
BUDGETED CAPITAL EXPENDITURE									
Web4 Phase 2								6500	6500
Leatherhead Set Up				22021					22021
New Publications (Mensing)							8500		8500
Cashflow Budget Out/(In)		4038	-4909	25969	8901	-54067	2925	43726	6550
									33133

THE RAILWAY CORRESPONDENCE AND TRAVEL SOCIETY
ANNUAL FINANCIAL REPORT FOR THE YEAR ENDED 31 OCTOBER
2017

This report covers the Society's financial affairs for the year from 1 November 2016 to 31 October 2017.

The overall outcome for the year was a surplus of £2,124 compared to £7,709 in the previous year.

It is a Society policy for magazine fees for *The Railway Observer* to cover the costs of its production, printing and despatch. This has been achieved for 2016/17. An allocation has been made from the life membership fund this year. Our policy is to use income from publication sales, bank interest and donations from members to maintain the annual subscription below what would otherwise be needed if all other running costs were to be met directly from the subscription.

Publication sales improved by 43% on last year to £19,657 (last year £13,785) and contributed a small surplus of £6,539. Our margins on book sales achieved 33% (last year 16.9%) with our fixed costs being spread over rather more sales. This year's sales have been assisted by *The LMS Pacifics*, launched during the year which has been very well received. Publications Stock increased £2,000 during the year. We are content that sufficient provisions are held to write down stock valuations of slower selling titles.

During the year our major initiative to develop our new website has continued with a further investment of £7,500 (cumulative £16,850) of expenditure capitalised as Work-in-Progress.

In 2016/17 work continued on our preparation of a saleable library of digital images with our investment of £1,400 in further top quality scanned images. Our library of images has now grown to some 10,000.

During the year our new processes to bring greater transparency to Society, and particularly Branch, finances operated well with Hitchin Branch joining those investing their free funds with Central funds, and Croydon and South London and West Midlands Branches increasing their investment. Funds totalling £13,431 are now held in the national Society funds for safekeeping. This figure is included in our Balance Sheet as both an Asset (at bank) and also shown clearly separately as Creditors due to the Branches when required. Other branches with significant funds have secured an independent audit/examination and confirmation of their Accounts. I thank Branch committees for their help.

Society administration costs increased during the year to £21,265 (last year £17,905) as the Development Committee and Membership team increased their expenditure to attract and retain members.

Total bank interest was £792 (£923 in the previous year) with interest rates continuing low.

A major success was Donations from members which totalled £10,317 (£3,742 last year).

The taxation charge was £187. We are liable for Corporation Tax on our bank interest received.

On the Balance Sheet, our Fixed Assets increased by 50% for the second year running with our ongoing major investment in our Web4 new website project (this year £7,500, cumulatively £16,850). Total value increased to £18,723 (LY £12,397).

Our Working Capital was stable at £152,139 (LY £156,828). Our bank balances reduced £9,000 (6%) with our £7,500 investment in Web4, £9,700 in *LMS Pacifics*, and a further £1,400 in our photographic images library. Book Stock increased £2,300 to £35,600.

The Management Committee received regular analysis, reporting and review of the Society's financial position during the year.

In carrying out the role of Society Treasurer, I receive invaluable support from my assistant treasurers Bob Ellison and Denis Horsman. This year we welcome new Assistant Treasurer Peter Smith who has joined our small team to assist in developing and making Gift Aid claims. Bob Ellison is bowing out at the end of calendar year 2017 after many years of assisting myself and Branches with their financial returns and their many and varied financial challenges. He has been invaluable to us and as he leaves us for his other love, Friends of Guildford Cathedral, I thank him for all his invaluable help. I am also grateful to John Redgate, Vron and Alan Cooke, Steve Ollive and David Goddard for their substantial input in their roles which helps me with the finances of membership and publications. I am most appreciative of the efforts of Branch Treasurers across the Society.

A. REG WOOD FCMA CGMA MAPM FMAAT
Society Treasurer

Appendix 4(b)

The Railway Correspondence and Travel Society
Accounts for the Year ended 31 October 2017
Trial Balance

	Account Code		Actual Pre-Audit 2016/7		Forecast 2016/7		Actual 2015/16
REVENUE ACCOUNT							
PUBLICATIONS							
Sales	111		-19657		-14837		-13785
Publications storage and despatch	212	1415		1233		1496	
Cost of publications sold	213	8828		5700		5243	
Publications committee	214	1823		1594		1735	
Publications promotion	215	1052		1252		2980	
			13118		9779		11454
Surplus c/d			-6539		-5058		-2331
OTHER INCOME							
Magazine fees	131	-46767		-46802		-47320	
Life members	132	-2667		-2667		-2667	
Subscriptions	151	-4416		-5179		-4767	
Interest	153	-792		-788		-923	
SUNDRY SALES							
Postcard and Slide sales	121	-4471		-4540		-4891	
Mensing collection Royalties	123	0				11	
Binder sales	124	-288		-299		-279	
Sundry sales	125	-488		-433		-80	
Clothing sales	126	162		-170		-52	
RO Advertising	133	-2465		-2400		-2724	
RO Commercial sales	134	-273		0		-504	
OTHER ACTIVITIES							
Library sales	141	-4826		-4826		-11432	
Overseas magazines	148	-334		-334		0	
SOCIETY ADMINISTRATION							
Donations with membership	152	-10317		-9986		-3742	
Donations from branches	155	0		0		0	
		-23300	-77962		-22988	-78424	-23693
							-79370
RAILWAY OBSERVER							
RO editorial	231	3034		2904		1234	
RO postage	232	12949		12979		13888	
RO printing	233	29003		29003		28980	
		44986		44886		44100	
SOCIETY ADMINISTRATION							
Management committee	251	3606		3426		4457	
Development Committee	252	2657		2316		1135	
Treasurer's expenses	253	565		478		230	
Membership costs and Promotion	254	5438		3674		2008	
AGM	255	2381		2381		3306	

Insurance	256	1718	1718	1727
Audit	258	720	720	700
Stationery	260	439	439	240
Finance charges	261	1509	1533	1343
Web Committee	262	475	50	104
Officers' conference	265	984	2255	2245
Library Committee	267	773	1143	410
		<u>21265</u>	<u>20133</u>	<u>17905</u>
BRANCHES				
Room hire	281	0	0	0
Other branch costs	282	0	0	14
Branch liaison officer	283	0	50	156
		<u>0</u>	<u>50</u>	<u>170</u>
OTHER ACTIVITIES				
Postcards and Slides	221	5866	4226	4311
Library	241	6359	5542	5017
Members' weekend	242	449	1455	-1041
Affiliated societies	244	109	80	70
Exhibitions	245	1281	852	899
Overseas Magazines	248	230	300	345
Photographic portfolio	249	7	0	0
		<u>14301</u>	<u>12455</u>	<u>9501</u>
Depreciation	271	<u>1638</u>	<u>1617</u>	<u>2003</u>
		<u>82190</u>	<u>79141</u>	<u>73779</u>
		<u>-2311</u>	<u>-4341</u>	<u>-7922</u>
Taxation	246	<u>187</u>	<u>185</u>	<u>213</u>
Deficit/(Surplus) for the Year		<u>-2124</u>	<u>-4156</u>	<u>-7709</u>
Retained surplus brought forward	701	<u>-104186</u>		<u>-96477</u>
Retained Surplus carried forward		<u><u>-106310</u></u>		<u><u>-104186</u></u>
The Railway Correspondence and Travel Society				
Balance Sheet at 31 October 2017				
		<u>2016/17</u>		<u>2015/16</u>
FIXED ASSETS				
Computers	301	308		1021
Storage Equipment	302	455		557
Fixtures and Fittings	303	1110		1469
Website	304	16850		9350
Total		<u>18723</u>		<u>12397</u>
CURRENT ASSETS				
Stock				
Publications	411	35631		33339
Postcards and Slides	412	6644		5284
Membership Cards	413	808		1974
Binders	415	1421		1653
Clothing	416	807		845
Library CDs	417	0		0
Badges	418	0		0
Total		<u>45311</u>		<u>43095</u>

Debtors and Prepayments

Debtors	421	867	2010
Debtors branch	422	3635	-102
Accrued interest	423	11	108
VAT - input	424	2587	2050
Payments in advance	431	3603	4016

Total		<u>10703</u>	<u>8082</u>
--------------	--	--------------	-------------

Bank and cash

Lloyds current Newc	461	3252	4971
Lloyds puba Newc	463	1076	88
Lloyds renewals Newc	464	215	4
Lloyds deposit Newc	467	129132	61392
Officers floats	471	0	0
Barclays Investment Account	476	0	0
Cooperative Investment Account	477	0	75841
Total		<u>133675</u>	<u>142296</u>

TOTAL CURRENT ASSETS		189689	193473
-----------------------------	--	--------	--------

**CURRENT LIABILITIES
CREDITORS**

Creditors	500	-9931	-17981
Branches Investment Funds	502	-13432	-8750
VAT - output	503	-134	-788
Audit	506	-720	-720
Creditors - Branches	507	-1157	0

Total		<u>-25374</u>	<u>-28239</u>
--------------	--	---------------	---------------

TAXATION	521	-180	-178
-----------------	-----	------	------

PREPAID MAG FEES AND SUBS

Magazine fees prepaid	511	-10920	-7486
Subs prepaid	512	-1076	-732
Mag fees and subs 2nd of 3 years	515	0	0
Mag fees and subs 3rd of 3 years	516	0	0

Total		<u>-11996</u>	<u>-8228</u>
--------------	--	---------------	--------------

		-37550	-36645
--	--	--------	--------

NET CURRENT ASSETS		<u>152139</u>	<u>156828</u>
---------------------------	--	---------------	---------------

TOTAL NET ASSETS		<u>170882</u>	<u>169225</u>
-------------------------	--	---------------	---------------

FINANCED BY:**RETAINED SURPLUS**

Retained surplus brought forward	701	-104186	-96477	
Current Year Deficit/(Surplus)	702	<u>-2124</u>	<u>-7709</u>	-104186

LIBRARY CAPITAL FUND	505	-33536		-33036
-----------------------------	-----	--------	--	--------

LIFE MEMBERS FUND	901	<u>-31016</u>		<u>-32003</u>
--------------------------	-----	---------------	--	---------------

TOTAL RESERVES		<u>-170862</u>		<u>-169225</u>
-----------------------	--	----------------	--	----------------

Appendix 5
Membership Statistics
21 January 2018

	UK	Overseas	Total	
Standard Members				
Printed RO	1,177	13	1,190	61%
Printed RO+DD	490	4	494	25%
eRO	167	2	169	9%
eRO+DD	92	2	94	5%
Total Standard Members	1,926	21	1,947	
PLM	217	7	224	
HLM	26	0	26	
Total Society Members	2,169	28	2,197	



Membership Breakdown 21 January 2018

Branch	Members	HLM	PLM	2018	2018 DD	2018 eRO	2018 eRO DD
BTL	98		10	54	26	7	1
CBR	28		2	12	7	5	2
CHM	65		7	34	15	7	2
CHR	30		2	13	7	4	4
CSL	83		11	48	15	4	5
EMD	103	1	15	58	14	12	3
ESX	94	1	6	53	22	8	4
FLL	26		4	15	4	3	
HSD	30		1	24	4	1	
HTC	83	2	6	43	21	10	1
IPS	77	2	6	39	18	7	5
LNW	95		9	56	24	4	2
MCN	105	2	11	57	26	7	2
MHD	57	1	4	31	10	7	4
MIS	3		1		2		
MKY	45	1	2	23	9	6	4
NEA	73	2	7	30	19	11	4
NHN	77		5	49	16	3	4
OSE	15		3	7	3	1	1
OSS	13		4	6	1	1	1
PBR	35	1	2	17	10	3	2
SCT	83	2	7	45	16	8	5
SEA	91	2	8	39	29	5	8
SFD	45		4	25	15	1	
SOE	71		7	43	17	2	2
SRY	85	1	12	41	18	7	6
SSX	31	1	5	18	7		
SWL	63		3	37	16	4	3
TVY	70		10	39	14	5	2
WEN	80	1	13	36	18	8	4
WFD	80	2	11	43	17	3	4
WMD	130	2	13	80	29	5	1
WRD	133	2	13	75	25	10	8
Total	2197	26	224	1190	494	169	94

Resigned	%	Non Renewals	%
0	0.0%	7	6.7%
0	0.0%	1	3.4%
0	0.0%	3	4.4%
0	0.0%	3	9.1%
2	2.2%	5	5.6%
2	1.7%	10	8.7%
0	0.0%	2	2.1%
1	3.4%	2	6.9%
3	7.7%	6	15.4%
1	1.1%	9	9.7%
0	0.0%	8	9.4%
0	0.0%	6	5.9%
3	2.6%	8	6.9%
0	0.0%	5	8.1%
0	0.0%	0	0.0%
0	0.0%	1	2.2%
1	1.3%	6	7.5%
1	1.2%	4	4.9%
0	0.0%	2	11.8%
0	0.0%	3	18.8%
2	4.9%	4	9.8%
1	1.1%	4	4.5%
2	1.9%	10	9.7%
1	2.0%	4	8.0%
0	0.0%	5	6.6%
0	0.0%	11	11.5%
1	2.9%	3	8.6%
1	1.3%	12	15.8%
0	0.0%	8	10.3%
0	0.0%	6	7.0%
1	1.2%	3	3.6%
7	4.8%	8	5.5%
3	2.1%	7	4.9%
33	1.4%	176	7.3%

Appendix 6

RECRUITMENT NUMBERS BY

	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	TOTAL
2013	26	24	19	7	9	7	4	11	5	12	9	17	150
2014	25	14	7	11	10	10	8	3	14	12	29	16	159
2015	18	22	19	20	6	10	6	5	24	37	20	18	205
2016	24	17	18	10	15	2	4	2	18	21	16	13	160
2017	14	10	17	9	14	8	5	4	1	29	20	16	187
2018	16												15

RECRUITMENT BY BRANCHES. 1st October to 30th



SOURCES OF NEW MEMBERS BY MONTH



