

Our Task

1. To consider the levels of honoraria for directors and delegates for 2015-2016 and make recommendations accordingly.
2. To consider any further matters connected to honoraria and make appropriate recommendations.

Recommendations

In consideration of the general levels of honoraria, and recent inflation rates we recommend that there is no general increase this year. However, this will mean no increase since 2014 and it may be that increases are necessary in the forthcoming financial year.

We made various recommendations on the levels of honoraria last year which were accepted by the Board. These involved the following annual payments to particular delegates and directors based on our knowledge of the work done, as follows:

Chair		<i>£375</i>
Secretary		<i>£750</i>
Finance Director		<i>£375</i>
Communications Director		<i>£750</i>
Membership		<i>£1600 total</i>
of which:	Membership Secretary	<i>£800</i>
	Membership Delegates:	
	Enrolments 1	<i>£190</i>
	Enrolments 2	<i>£190</i>
	Renewals 1	<i>£160</i>
	Renewals 2	<i>£160</i>
	Standing Orders	<i>£100</i>
Events		<i>£1875 total</i>
of which:	Events Secretary	<i>£375</i>
	Events delegates:	
	Events delegate 1	<i>£375</i>
	Events delegate 2	<i>£375</i>
	Events delegate 3	<i>£375</i>
	Events delegate 4	<i>£375</i>
Brevet card production		<i>£1500</i>
Validation		<i>£1500</i>
Permanents Secretary		<i>£1125</i>
Recorder		<i>£375</i>

Systems manager	<i>£1500</i>	
of which:	Web Delegate	<i>£750</i>
	Server Administrator	<i>£375</i>
	Forum Administrator	<i>£375</i>
Arrivee editor (x4)	<i>£750 per edition</i>	
Handbook details now updated online by:		
	Secretary	<i>£187.50</i>
	Event Services Director	<i>£187.50</i>
Forum Moderator	<i>For consideration in 2015-16</i>	
Awards Secretary	<i>For consideration in 2015-16</i>	
Reunion Organiser	<i>For consideration in 2015-16</i>	
Events Services Director - New post	<i>£125</i>	

We have also made determinations regarding some of the posts above and others that were not included in the above list, as follows:

(a) IT Manager

It was agreed that we are not yet sure of the scope of the post or the time requirement, but are aware of the need to provide something. On grounds of broad comparability with other posts, we recommend an initial sum of £750.

(b) Chair

N.B. The Chair was not involved in the discussion and resulting decision on this, which were conducted by the two non-executive directors and the Finance Director.

We were asked to consider the honorarium received by the Chair of AUK, a matter we had not addressed in the general review last year.

The Chair's job description is inevitably less detailed than other, more specific posts, and the workload will vary from time to time. This last year or two has been a particularly busy one for the present incumbent, having to cover for resignations and recruit new board members and delegates, as well as holding the responsibility of ACP delegate. While the present workload may not be typical, however, we feel that the post carries a high level of responsibility, and requires a great deal of attention, and should be recognised by a honorarium at the level received by other senior AUK officials.

We therefore recommend that the honorarium received by the Chair of AUK should be raised to £750 from its present £375.

(c) Secretary

N.B. Non-executive director John Sabine was not involved in the discussion and resulting decision on this, which were conducted by the Chair and non-executive director Chris Boulton. It was agreed that the £750 Secretary's honorarium should be divided pro rata between the postholders during the year, i.e Paul Stewart (Sept-Dec), John Sabine (Jan-Apr), and Graeme Provan (May-Aug).

(d) Events Services Director

On the grounds of broad comparability with other posts, we recommend a sum of £375.

(e) Membership Directorate

The Membership Secretary has given us a good rationale for the level of honoraria paid to his delegates and himself, based on the annual sum of £1600, noting where workload has increased/decreased and how the number of delegates has varied according to increasing membership numbers and labour-saving changes in IT systems. We note that he has reduced his own workload by the recruitment of a new delegate, and recommend the following:

£190 Peter Davis

£190 Richard Jennings

£190 Howard Knight (pro rata Feb-Aug)

£160 Peter Gawthorne

£160 Findlay Watt

£100 Allan Taylor

£610 Mike Wigley

(f) Forum Administrator

It was agreed that the £375 honorarium should be divided pro rata between the postholders during the year, i.e Paul Stewart (Sept-Dec), with the remainder shared by Martin Foley and Mike Wigley (Jan-August) who have been administering the Forum and email system respectively.

(g) Website updating

It was agreed that the £375 total honorarium available should be divided pro rata between the postholders during the year, i.e. Paul Stewart should receive the Sept-Dec portion of the £187.50 due, i.e. £62.50, and Peter Lewis should receive the remainder.

(h) Badge & Medal Shop manager

This is an important, well used, and much appreciated service to members. We recommend that the manager should receive an honorarium of £250.

(i) AAA Secretary The Audax Altitude Awards also provide an important and much appreciated service valued by members. There is a lot of work that goes into this across both calendar and permanent events, including DIYxGPS. Based on information about the AAA Secretary's work and our assessment of it, we recommend that he be paid an honorarium of £500.

(j) Reunion Secretary and Awards Secretary

We don't propose to make any recommendations for this year as the work involved will continue into the forthcoming financial year where the main body of work will take place.

Further Issues

(a) In our report last year we envisaged that further changes might need to be implemented in the coming years as further reorganisation occurs, and job roles for both directors and delegates change, and that it would also be reasonable to foresee a need to consider the level of honoraria for discrete project-based developments that are not recurrent. These possibilities remain.

(b) We remain uncomfortable with the differentials between payments at the lower end. It is difficult to distinguish accurately the differences in workload and responsibility across different teams that give rise to the small differences in sums paid. However, standardising this state of affairs is unlikely to be a simple process, as workloads and effort will naturally vary year on year.

(c) I would note that a comparison of workloads across teams is not likely to be an easy task. It would be possible to run job evaluations on the various posts but it would be very time consuming just to draw up a fair evaluation scheme, and then we would need to send out non-executive directors to interview a sample of candidates and run job evaluations in different areas. The time involved would most likely be disproportionate to the end results. Relying on the broad brush knowledge we have of directors' and delegates' work, as we do now, is not necessarily satisfactory either.

(d) The non-executive directors Chris Boulton and John Sabine would like to make the following comments:

The scope and complexity of the AUK system of honoraria gives us some concern. Not only is the number of voluntary positions being recognised in this way increasing, there is a wish to relate the individual sums to the work being done, giving rise to complexity and an increasing financial commitment.

Recognising the work of volunteers is vital in any organisation which uses them, and honoraria are one way of doing this. There's also a wish to be fair in doing this. However, we are concerned that AUK is drifting into, in effect, managing a payroll to run the organisation's activities. If, or perhaps now when, we begin to actually employ people, there will be a stark contrast between those receiving salaries and those receiving honoraria, for what may seem like similar work.

We have no obvious solution to our concerns. Honoraria are the way AUK works, and changing that would be a considerable upheaval. We would ask, though, that the Board keep our concerns in mind as AUK develops. Official interest in a below-minimum-wage reward seems very unlikely, but that is how it may seem in the future to some delegates.

Approval of this report and implementation

We are aware that the report of any Board Committee needs approval from the full Board, and would ask for approval so that the measures we propose can be implemented, and that the Board takes into consideration our observations.

Chris Crossland
Chris Boulton
John Sabine

28 June 2016

