

RADIO SOCIETY OF GREAT BRITAIN

THE NATIONAL SOCIETY WHICH
REPRESENTS UK RADIO AMATEURS

Founded in 1913 incorporated 1926.
Limited by guarantee
Member society of the
International Amateur Radio Union

**Patron: HRH Prince Philip,
Duke of Edinburgh, KG, KT**

Membership is open to all those with an active interest in radio experimentation and communication as a hobby. Applications for membership should be made to the Subscriptions Department from which full details of Society services may also be obtained.

Acting General Manager:

Don Beattie, G3BJ

Honorary Company Secretary:

Rupert Thorogood, G3KKT

Honorary Treasurer:

Dr R Dingle, G0OCB

BOARD OF THE SOCIETY

PRESIDENT

Dave Wilson, M0OBW

MEMBERS

D Beattie, G3BJ

P Brooks, G4NZQ

J Gould, G3WKL

C Morrison, G14FUE

I Phillips, G0RDI

B Reay, G8OSN

J Sneddon, MWOEQL

J Stevenson, G0EJQ

REGIONAL MANAGERS

L Paget, G000NX - Region 1

D Morrison, GM1BAN - Region 2

K A Wilson, M1CNY - Region 3

H Scrivens, G0UGE - Region 4

Vaughan Ravenscroft, M0VRR - Region 5

M Harper, MW1MDH - Region 6

J Sneddon, MWOEQL - Region 7

P Lowrie, M15JYK - Region 8

A Johnston, G8ROG - Region 9

G Keegan, G6DGG - Region 10

P Helliwell, G7SME - Region 11

Mark Sanderson, M0IEO - Region 12

J Stevenson, G0EJQ - Region 13

Details of the Society's volunteer officers can be found in the RSGB Yearbook and on the RSGB website.

HEADQUARTERS AND REGISTERED OFFICE

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Website: www.rsgb.org

Members Area: www.rsgb.org/membersonly

Log in using your callsign in lower case as the user name, and your membership number without the leading zeros (see *RadCom* address label) as the password.

The online *RadCom* can now be found at www.rsgb.org/radcom.

Society calls Extraordinary General Meeting

This edition of *RadCom* contains extensive information relating to the EGM being called for 19 November at the NEC. You will find an editorial, giving some background, an article on the work of the Advisory Group and its proposals and formal paperwork relating to the EGM and the Resolutions to be considered. This is important to all Members and the Board hopes everyone will read the papers and support the proposed Resolutions by voting either in person at the EGM, by post or on the web.

EGM DETAILS. Hilton Metropole, NEC, B40 1PP (located next to the NEC), in the Arden Room. There is easy access to the motorway network. The venue is just 10 minutes from Birmingham airport and the train station. There is a courtesy bus that runs from the train station to the hotel and a free monorail from the airport to the train station to pick up the courtesy bus. There is a very large car park in front of the hotel that is on a first come first served basis.

The formal EGM starts at 12 noon, registration is from 11am. In the afternoon, following the EGM, there will be an informal discussion and presentation on the Advisory Group's proposals, which will give those present the chance to comment and add input.

A Stark Choice



This issue of *RadCom* is an important issue. On page 09 you will see a formal Board statement giving the background to an Extraordinary General Meeting of the Society to be held on 19 November at the NEC, Birmingham. The statement is necessarily worded formally and in the next few paragraphs I'd like to give my personal assessment of where we are in the RSGB today.

I asked Don Beattie to take on the Acting General Manager role in March and he has now been doing this on a voluntary basis for eight months. In that time he's had a unique opportunity to get very close to the Society and how it works. It's now clear that, over the years, we have in some senses lost our way. We have continued to do some things well and there have been notable successes but, in other areas, we have not done so well. In short, we've taken our eye off the ball and not focussed as much as we should on delivering an outstanding membership experience, embracing a wider range of service offerings. Our membership is in slow but steady decline and yet we only have in membership about 40% of the licensed amateurs in the UK (which is probably about 50-60% of the active amateurs). It is now vital to reinvigorate interest in the hobby and reverse the decline in membership if we are to be sure of maintaining a robust Society that protects and works for the future of amateur radio in the UK.

To refocus the Society and bring the membership service offering up to the level we would all like to see will need a lot of work and investment, at a time when our finances are stretched to the limit. We are running

below our targeted level of free assets and we have a budget for 2012 that unsatisfactorily shows a potential loss, following an expected surplus this year.

These pressures come principally from the operating costs of the National Radio Centre at Bletchley Park, which we must start to fund in 2012. This is an impressive facility but one that places a significant burden on our finances. Last year the Board reviewed a paper expressing a range of concerns on BP that ended with the comment: *We recommend to the Board a period of calm reflection on BP. We are of the opinion that to pursue the project may lead the Society into some very difficult financial waters.* And so it is turning out to be. This means that our funds to address the pressing issues in other areas are limited.

The situation is recoverable. Over the last eight months Don has worked methodically through some of the challenges. We have set up the Advisory Group and you will see a summary of its output on page 07. You'll also see my personal vision of what the RSGB would be like if we turn the Advisory Group recommendations into hard actions.

In the last few months we've listened to the concerns about transparency. We've opened up more dialogue with Members through the 'Have Your Say' facility that, judging by Don's postbag, has been well received and has provided some worthwhile and valuable input from Members. We are already being more transparent about the regular meetings between Ofcom and the Society. But much more is needed.

In September, the Board was presented with a list of some twenty projects that needed specialist skills to implement, which at present we can't resource. We need to identify experienced and capable people who are prepared to put in the sort of time that is needed to work through a range of programmes to improve your Society, ensure

we give an exceptional level of membership support and remain relevant in the 21st century. Furthermore, Don cannot continue much longer in his acting role, yet the recent recruitment process for a replacement General Manager has so far failed to identify a candidate whose skills adequately match those needed for the role today.

Most importantly we need a Board of Directors that brings a specific and hard-to-find set of skills, to guide the transformation of the Society. In the RSGB we have prided ourselves on the democratic process to elect Members to the Board. For the next 15 months or so, we're asking that our Members accept a different process for creating the Board – a Board that can handle the challenges we face. We are proposing an Interim Board of carefully selected candidates who have the range of skills, experience and business acumen that together would form a formidable team to address the challenges we face. You will have the opportunity to say yes or no to each of those candidates individually.

With your support and understanding we may yet be able to achieve the huge degree of change that is needed to manage the financial and membership services challenges we face. Without your support the task is much, much harder.

The Board believes that the most democratic way ahead is to call an Extraordinary General Meeting to allow Members, either by post, internet or in person, to express their views on

the future of their Society. So you are being asked to agree to Resolutions that elect an Interim Board for a period of just over a year, a Board comprising people whose particular skills dovetail with the challenges we face and with the remit of turning the Advisory Group proposals into actions – with your input. The Interim Board will also develop and propose for your consideration at the 2013 AGM an ongoing structure of governance for the Society. Failing approval of these, the governance arrangements existing pre-November 2011 will continue to apply.

A few individual members of the current Board have quite understandably expressed some reservations about the change in the election basis of Directors for the Interim Board. The majority of the Board appreciate and understand the reservations of the few but, on balance, they agree that because the long term viability of the Society is at stake, in this matter, it is important to look beyond the short term and back long term principles that ensure survival. The proposal does not fundamentally set aside our democratic principles – the membership still elects its Regional representation and the Regional and National Councils still meet. What you are being asked to support focuses on building a stronger financial base that will continue to support the central aims of the Society. Make no mistake, without a strong financial position, there will be no RSGB. So the majority of the current Board believes that the situation

is so serious, with a need for quick and decisive action that we need now, more than ever, a Board with experience and with a sure-footed approach to consider and handle the wide range of challenges we face.

In November, it's time to decide. We can support the Special Resolutions and elect an Interim Board of the people we need – which includes three past Presidents of the Society and two members drawn from the Advisory Group – and give that Board until the 2013 AGM to make an impact. Or we can continue as at present, with uncertain consequences.

We have started a web-based discussion group at www.RSGB.org/EGM that will allow you to share your views on the proposals, ask questions and get them answered. Please use this facility if you are in any doubt about what is planned (but no essays please!).

Most of all, please make **your** views known through the voting form you will find on page 13, or even better, come along to the Extraordinary General Meeting on 19 November at the NEC.

Please remember that your vote counts! This is an important issue for the Society, please read the articles about the future of the Society and take time to make your voice heard.

**Dave Wilson, MOOBW
RSGB President**

The Future of the RSGB – The Advisory Group Work

This is a summary by Dave Wilson, MOOBW, RSGB President, of the output from the Advisory Group work. Members may feel that this article is not written in a journalistic style. This is intentional. The article covers a serious subject and is best presented to Members without any 'hype'.

As explained in recent editions of *RadCom*, the Board recently invited a group of Members, who are experienced business people, to analyse the issues facing the Society and to make proposals on future direction.

The output from the Advisory Group (AG) comprises many tens of pages, more than can be sensibly included in an edition of *RadCom*. But Members will want to understand the direction being proposed by the AG and so this article describes the process that the AG undertook and summarises at a high level the proposals and suggestions.

The AG comprises the following members:

- **Don Beattie, G3BJ**, RSGB Board member and Acting General Manager
- **Phillip Brooks, G4NZQ**, RSGB Board member
- **Chris Duckling, G3SVL**, non-exec Chairman of two SMEs and his own Consultancy business, Chairman CDXC

- **John Gould, G3WKL**, RSGB Board member
- **Richard Horton, G3XWH**, Director of IT Systems, Harrogate Ladies' College
- **Alan Messenger, G0TLK**, General Manager and head of IT to a property investment company and Chairman of a charitable Housing Association
- **David Palmer, G7URP**, Founder and Managing Director of DCP Microdevelopments Limited
- **Michael Wells, G7VJR**, Managing Director, Third Light
- **Dave Wilson, MOOBW**, RSGB President

Working over two days, followed by project work leading to position papers, the Group has proposed a number of shifts in direction that it feels will reshape the Society more properly for the future.

The Board has considered the AG proposals and in general supports them. However, the Board recognises that there is now the need for a great deal of Member input to shape some of the proposals and will be embarking on a process of consultation and communication covering specific areas of the proposals.

First, a short description of the AG process. As is often the case with work of this sort, the

AG started by considering not the present, but the future. It developed a 'working model' of the likely environment for amateur radio in the UK ten years ahead and developed elements of a 'Unique Selling Proposition' (USP) for that time – in other words 'what will be the unique attraction of amateur radio'. It then looked at likely sources of entrants into the ranks of amateur radio both now and in the future and what the needs of those groups might be.

This then led to developing a picture of the RSGB as it would need to be in the future. This was considered in terms of both services that the RSGB should provide and also the sort of organisation it needed to be – the AG called it the 'Ethos' of the Society.

Building a picture of the Society of the future was an essential preliminary to analysing where the Society is today and what changes are needed, over what timescale, to reach the end position we want.

The vision of the RSGB of the future is worth spending a little time on and is covered on page 15. Is this the sort of RSGB you want to see in the future (recognising that we are some way from this at the moment)?

It is also worth taking the elements of the Ethos of RSGB and stating them explicitly. These were that the RSGB needs to be seen as:

- Ethical, professional and of high integrity
- Financially sound
- Innovative, creative
- Respected
- Good value
- A 'Can do' organisation
- Credible (delivers on its promises) and authoritative
- Transparent
- Responsive

The AG recognised that some of these characteristics can be developed and implemented by a careful programme of transformational change. Others, however, need to be earned, based on the way RSGB operates in the future.

The AG then turned to the present day and the main 'change programmes' that would be needed to move RSGB towards the view of the future. It considered these under a number of headings:

Governance – the way the Society is directed by its Board, the checks and balances in place and the links between the Board and the membership, volunteers and staff

Recruitment and Marketing – how amateur radio is projected to the public and how RSGB supports the growth of the amateur radio population and attracts new Members

The RSGB Web – developing it as a rich tool-box and reference source for Members

GB4FUN and BP – where these fit into the future strategy and how the financial challenges of these two projects are to be resolved

Working with volunteers – how to better support and work with the volunteer arm of the Society

The licensing and examination structure – whether these remain appropriate for the future

E-publications – how RSGB embraces e-pubs and the future of its paper publishing.

Let's take a look at each of these.

GOVERNANCE. The AG had reservations about the current arrangements for governance of the Society. Recent events point to structural and process weaknesses and the AG felt that a better structure could be put in place. However, the AG thinking does potentially affect the current processes for identifying new Board members and other aspects of the way the Society is run.

The current Board considered the proposals and recognised that a period of Member consultation and development of the proposals in more detail was needed. In the meantime however, there are urgent issues to be addressed, best handled by new faces and new hands. The current Board has therefore proposed an interim arrangement, without prejudice to the longer term decisions on governance, which will allow some of the present difficult issues facing the Society to be better handled. On page 10 you will find details of these proposals. This is a critically important matter for the future of the Society and the Board is

seeking your approval of the proposals it is making for the interim period until the AGM in 2013.

MARKETING OF AMATEUR RADIO. Given the age profile of amateur radio in the UK, growth of numbers is a priority for the hobby.

The paper proposes two target markets – young people and those in late middle-age approaching retirement – with a segment-relevant set of marketing strategies. Detailed proposals are made that I will not attempt to summarise, but which are worth careful thought. Without ignoring other sources of new radio amateurs, the Board felt that these two markets did represent those where a targeted strategy could be developed and will be initiating work in this area. This will involve much more external media coverage and appropriate marketing material and activities.

The AG also considered RSGB membership and how the slow decline could be reversed. It came to the conclusion that two elements were essential:

- An outstanding membership package. Currently RSGB membership is seen by many as 'just *RadCom* and the QSL bureau'. The AG felt that this represented a baseline from which the Society should be offering a much richer and relevant set of membership offerings. This is clearly a medium term programme, needing the Ethos to really take root, and a new range of services (including the new web) to come into being
- An active and ongoing recruitment campaign – supported by the right marketing material and the right attitudes amongst all RSGB staff and volunteers that 'everyone recruits' and where those who lapse their membership are asked to reconsider.

The Board believes that the detailed AG proposals represent a logical and realistic way ahead.

THE WEB. The AG commented on weaknesses in our current web offering and pointed to how a new structure might be developed which would provide:

- Easier access to information
- A 'wiki' or FAQ section, continuously updated
- Greater ease and speed of updating by a distributed set of 'page owners' inside the Society
- More dynamic content including amateur radio-relevant tools and technologies
- More user-relevant content – tailoring the RSGB to be 'your personal web' if at all possible
- Opportunity for limited advertising revenue
- The first port of call for anything amateur radio
- A new image for the Society.

Based on the number of comments aligning with the AG view that have come via the 'Have Your Say' e-mailbag, many Members

will identify with the AG proposals and the Society is already beginning to develop a plan to give effect to these.

BLETCHLEY PARK AND GB4FUN. Both GB4FUN and the National Radio Centre at Bletchley Park present a significant financial challenge to the Society. The operational cost burden of running both will put a heavy strain on the Society's finances and the AG developed three options for resolving this issue. The Board has asked for more work to be done on these options and will consider these shortly.

When that further work is complete the Board will share the outcome with Members.

VOLUNTEERS. RSGB relies heavily on a large group of volunteers to deliver many aspects of its membership service. If the Ethos proposals are to become a reality there will be big challenges in making sure that all volunteers not only adopt that same set of values but also have the necessary support from the Board and from HQ. They should also enjoy a much greater level of interaction with the Society's fulltime staff, backed up by a higher degree of regular information provision. Proper recognition of the good work done by the Society's volunteers was also recognised by the AG as essential.

The AG made specific proposals in these areas and the Board accepted the general directions being proposed.

THE LICENSING STRUCTURE. The AG considered the last ten years history of licensing and the issues raised by the membership on aspects of the current licensing structure. Whilst there are no specific proposals in the AG paper, it raises some important questions and the Board has taken the view that once the more immediate issues concerning the Society have been addressed, it will return to this matter and begin a review of the options, taking input from the membership.

E-RADCOM. The AG reviewed the options open to the Society in the area of e-publication. Today there are criticisms of the way *RadCom* is made available through the Members-only website, which is a result of the lack of affordable and appropriately secure e-publishing technology. The AG recognised, however, that this situation will change and the Board will look to improve the accessibility of *e-RadCom* for Members in a secure way as soon as practicable. However, *e-RadCom* is just one of the options open to the Society to exploit e-pubs and the AG has made proposals on other areas where the membership experience might be enriched through this technology.

The Board will consider actions here as part of developing the enhanced membership offering.

SO WHAT HAPPENS NEXT? The agenda proposed by the AG is ambitious. We will have

to make choices – the Society will handle the urgent items first and leave those that are not immediate priorities until later. The first priorities are likely to be Governance, the Ethos of the Society, Recruitment and Marketing and the Web. In tackling these, we will be working extensively with our volunteers and so will begin to address some of the proposals from the AG in that area as well. Tight project management will be an essential part of the process, to ensure that we deliver end solutions in line with our plans at an acceptable cost.

But this Society is a membership society. We want to know the views of our Members. Most importantly, we want to know whether the view of RSGB in the future, as set out on pages 06-10, represents the RSGB you want to see. The Board believes it is relevant to the future of amateur radio – I hope you do too. Please send your thoughts to haveyoursay@rsgb.org.uk.

On page 13 you will have the opportunity to express your view on the interim governance arrangement being proposed. The Board needs Member support for this proposal if

we are to get the necessary focus on changing the Society into the one I hope we all want to see. Please would you read the background to those changes on pages 07 and either come to the Extraordinary General Meeting on 19 November or allocate your proxy (in favour or against) as set out in the proxy form.

I do hope you can support us – in the interests of both the Society and amateur radio in the UK in the future.

Dave Wilson, MOOBW

Board Statement

The Company Secretary sets out the Board's position on the Special Resolutions to be considered at the 19 November Extraordinary General Meeting

To all Members of the Radio Society of Great Britain

You will be aware of the difficult sequence of events of earlier this year. The Board has, in recent months, reviewed many aspects of the Society's business and, as a result, created an Advisory Group whose task was to bring new minds to bear on the many challenges facing the Society.

The Advisory Group has submitted its phase 1 reports, covering:

- **the Ethos of the Society** – the values we wish to display and how we will achieve them – both in Headquarters and with our volunteers
- **the Governance of the Society** – our Board structure and the checks and balances we need to have in place to ensure that all key decisions are subject to proper scrutiny and analysis
- **Recruitment** – strategies to attract more of the UK's active radio amateurs into RSGB membership
- **Marketing** – strategies to continue to grow amateur radio numbers by targeting and promoting the hobby, particularly in specific markets
- **the Web** – the means by which we will deliver a much enhanced membership experience, providing a rich toolset of solutions for you, the Members
- **Bletchley Park and GB4FUN** – how we resolve the funding of these two projects, which is more of a challenge than we understood at the time of the AGM last May
- **Volunteers** – how we attract able volunteers and how the Society supports them and helps them to be effective
- **the Licensing structure and privileges** – whether we have a structure and approach that is relevant to tomorrow's needs and is one that encourages new amateurs into the hobby as well as encouraging on-going technical growth
- **Digital RadCom, etc** – how and when we move into the e-book age, offering

Members a choice between print and electronic copy and how in the future we handle some of our other membership services.

In many areas there is still much to do to turn these initial papers into proposals suitable for presentation to you, the membership. We anticipate a 'big debate' on each of these areas and will be inviting your comments on issues raised by the Advisory Group. Rest assured, this is not just a talking shop; we are committed to action that will ultimately benefit all Members of the Society.

As previously mentioned, the initial reports have been received by the Board and it is clear to the Board that significant and substantial changes are needed in many areas of the Society's operations. The stark reality is that the slow but continual decline in the Society's membership has to be arrested and this will only come through a fundamental upgrading of the range of services offered to our Members and, at the same time, a much more intensive focus on attracting new Members to the Society and to the ranks of amateur radio enthusiasts in the UK generally.

The Board believes that Members of the Society face a simple choice – continue as at present and see the RSGB become weaker and less effective over the coming years, or support fundamental change that reshapes the Society and what it offers and makes it more relevant to the 21st century.

The Board believes that the only option is the second one and has decided that your confidence and that of all our Members will be greater if new hands take on the challenges of developing and implementing the Advisory Group proposals. This will involve not only some difficult business decisions but a great deal of detailed work to prepare proposals for your proper formal consideration.

The Board is asking you as Members to support the creation of an Interim Board, comprising people who are in a position to undertake this work. This Interim Board will work quickly over a fifteen month period until the 2013 AGM. Its priorities will be Governance, RSGB Ethos, Membership and Recruitment and the web, against a

background of a sounder financial footing. Therefore, considering

- the particular provisions of the Memorandum, Articles and Bylaws of the Society governing the appointment, composition, term and duties of the Board
- the identified need for improvements to the governance arrangements of the Society
- the current need to address a particularly difficult set of business and strategic priorities
- the current absence of a permanent General Manager

the Board is convening an Extraordinary General Meeting of the Society on Saturday 19 November at which Resolutions will be put to the membership, seeking agreement to create the Interim Board for a limited period and identifying Members of the Society to serve on that Board. The Interim Board will be responsible for direction of the Society's affairs for a limited period until the AGM in 2013. The proposals retain the structures for National Council and Regional Manager input because their contribution is the cornerstone of the membership-driven RSGB. During its lifetime the Interim Board will direct the affairs of the Society and more importantly prepare proposals to reshape the Society's strategies and its Governance structure. At the 2013 Annual General Meeting, or earlier if possible, Members will be presented with a comprehensive set of proposals for the future of the Society. Failing approval of these, the governance arrangements existing pre-November 2011 will continue to apply.

The Resolutions, drafted by our professional advisors, therefore cover two issues. Resolution 1 makes temporary technical changes to the Memorandum and Articles of Association of the Society to enable Members to approve the Interim Board. The remaining Resolutions seek approval individually of each proposed member of the Interim Board. These are named in the individual Resolutions and Society Members have the opportunity to indicate support or otherwise for each person on a name-by-name basis. Board candidates are drawn from those with extensive and relevant business experience who can bring the necessary level of strategic vision and

operational discipline to the issues facing the Society. CVs of each proposed member of the Interim Board are included on page 11.

The Board believes that you should support this proposal as it gives the Society the best opportunity to emerge from the aftermath of recent events in a stronger and healthier

state and provide you, the Members, with a better range of membership benefits.

On this page you will find the formal notice convening the Extraordinary General Meeting at which the Resolutions will be presented, together with copies of the Resolutions themselves.

The Board commends this course of action to you and asks for your support during these challenging times.

On behalf of the Board

Rupert Thorogood, G3KKT
Company Secretary

Radio Society of Great Britain

(A Company limited by Guarantee, Registered in England No 00216431)

NOTICE OF MEETING

Notice is hereby given of an Extraordinary General Meeting of the Radio Society of Great Britain to be held at the Hilton Metropole, NEC Birmingham B40 1PP on 19 November 2011 at 12 noon for the business set out below.

This Notice contains the Resolutions

to be voted on at the Extraordinary General Meeting.

Resolution 1 is a Special Resolution and concerns the temporary arrangements for the Governance of the Society until the Annual General Meeting in 2013.

Resolutions 2-9 are Ordinary Resolutions for the appointment of Directors.

Rupert Thorogood, G3KKT
Company Secretary
5 October 2011

Resolutions

Special Resolution 1

That, notwithstanding the provisions of the Articles and Bylaws of the Society:

- (a) an Interim Board be elected in accordance with Article 28 of the Articles for the period from the close of business on the date of passing of this Resolution up to the date of the Annual General Meeting to be held during 2013 on the following terms:
- (i) such a Board shall comprise Directors proposed in resolutions 2 to 9, or such other members as shall be co-opted to replace them if need be during the lifetime of the Interim Board, all current Board members being asked to resign from the close of business at today's date subject to the passing of this Resolution 1, and, in the case of current Board members who have been put forward for election under Resolutions 2 to 9, subject to the passing of those Resolutions;
- (ii) the Interim Board shall assume the powers set out for the Board in the Articles, and shall be subject to all reporting and transparency requirements of the Memorandum and Articles of Association;
- (iii) a quorum for the Interim Board shall comprise two thirds (rounded down to the nearest integer, if necessary) of the total membership of that Board;
- (iv) the Interim Board shall develop and implement strategies for the growth and development of the Society into the future, taking input from the membership as appropriate and shall develop and propose to the membership for approval in General Meeting, a new structure of governance for the Society;
- (v) the Interim Board shall, during its lifetime, continue to take input

guidance from the Regional Council, which shall continue as at present and jointly with the Board as the National Council;

- (vi) for the avoidance of all doubt, the members of the Interim Board shall be subject to the provisions of Article 39; and
- (vii) service as a Director on the Interim Board shall not count towards any term limits for Directors which may form part of the future governance structure.
- (b) the Articles of Association be altered to facilitate the appointment and operation of an Interim Board having the above terms by the deletion or modification of the following articles to the extent that they are inconsistent with the appointment, the terms of, or the operation of the Interim Board:
- (i) the addition of "Subject to article 28" at the beginning of the third sentence of article 27, so that it reads: "Subject to article 28, the Directors of the Society will be the nationally elected Board members, and co-opted members, two members elected by the Regional Council and the President";
- (ii) the deletion of articles 32, 33 and 36;
- (iii) the deletion of the second paragraph of article 37;
- (iv) the amendment of article 44 so that it reads: "The quorum for the transaction of the business of the Board may be fixed by the Board and unless so fixed at any number shall comprise two thirds (rounded down to the nearest integer, if necessary) of the total membership of the Board". provided always that, under the authority of this resolution, the above articles are subsequently reinstated to the Articles of

Association on a date no later than the date of the Annual General Meeting to be held during 2013, unless the Members have adopted new Articles of Association under proposals put forward by the Interim Board and the terms of the Resolution for the adoption of such Articles serve to override the terms of this Resolution 1 requiring such reinstatement.

Resolution 2

That David Aslin, G3WGN be elected a Director of RSGB to serve on the Interim Board.

Resolution 3

That Donald Beattie, G3BJ, be elected a Director of RSGB to serve on the Interim Board.

Resolution 4

That Phillip Brooks, G4NZQ, be elected a Director of RSGB to serve on the Interim Board.

Resolution 5

That Dr Christopher Duckling, G3SVL, be elected a Director of RSGB to serve on the Interim Board.

Resolution 6

That Dr John Gould, G3WKL, be elected a Director of RSGB to serve on the Interim Board.

Resolution 7

That Alan Messenger, G0TLK, be elected a Director of RSGB to serve on the Interim Board.

Resolution 8

That Dr Robert Whelan, G3PJT be elected a Director of RSGB to serve on the Interim Board.

Resolution 9

That David Wilson, M00BW, be elected a Director of RSGB to serve on the Interim Board.

Candidates for election to the Interim Board

DAVID ASLIN M.Sc., C.Chem, MRSC, G3WGN, Age 61



David's interest in radio began in his early teens; he joined the RSGB in 1963; G3WGN followed in 1967. Current interests include station-building, low bands, DXing and contesting on SSB and CW. He has operated at

major UK contest stations including M6T and G6PZ; and under his Extra class call WJ60, at leading stations in California. He is a member of RSGB, CDXC, GQRP, CWOps, ARRL, NCCC and NCDXF.

David recently returned to the UK after 10 years in Silicon Valley where he was a Partner at 3i, investing in technology companies. Later he worked independently and co-founded several

successful startup companies. For these, he remains a board member or senior adviser on strategy, marketing, financing and business development.

During his UK industrial career David led technology businesses at major public companies including Hewlett Packard (now Agilent); and as Chief Executive at several instrumentation and communications SMEs. He has served on boards of more than 20 companies across 6 countries.

DONALD BEATTIE B.Sc(Eng), ACGI, Chartered CCIPD, G3BJ, Age 67



An active amateur and Member of RSGB for 50 years, Don was President of RSGB 2000-2001 and is a past member of Management Committee and HF Contests Committee. He is currently an RSGB

Board member (since 2010) and Chairman of the EMC Committee. He is a Past President of CDXC and a main player in FSDXA. Don is now retired and living in South Shropshire, although since March 2011 has been Acting General Manager of the RSGB on an unpaid basis.

Don graduated in Electrical Engineering (Imperial, London) and became a development

engineer in HF radio systems. For the last 30 years of his working life, however, he was a senior executive and Company Director in FTSE 100-sized companies. He was President of Chartered Institute of Personnel and Development (CIPD) for some time and has extensive practical experience of change management, strategic leadership and operational management.

PHILLIP BROOKS FRSA, F Inst AM, FIoIC, G4NZQ, Age 66



First licensed in 1980 Phillip has been a Member of the Society since January 1978. He served as DRM for Norfolk then as Region 12 Manager in 2005 and RSGB Board member in 2008. Presently holds the Business Portfolio and is

Management Committee Chairman. Instrumental in initiating the Regional Websites, rejuvenating the GB2CW service and introducing the Morse Competency Scheme. Phillip has managed the GB2RS service in East Anglia continuously since 1994 and personally delivered well over 1,000 broadcasts. Memberships include: Norfolk Amateur Radio Club, Essex CW Group, BATC and G-QRP Club.

Phillip retired in 2005 after a career with

Her Majesty's Stationery Office (HMSO) and the privatised Stationery Office (TSO). He played a key role in creating the publishing operations of TSO including advising the Company on its strategic approach to client relationships and winning new business. As Business Development Director he was instrumental in the acquisition of new business and developed teams to create specialist technical and business solutions.

CHRISTOPHER DUCKLING, PhD C.Eng, FIET, G3SVL, Age 63



Licensed in 1964 while still at school, Chris has been active from 160m to 23cm and enjoys contesting and chasing DX. He has been a committee member of various clubs over the years, an RAE instructor and is currently Chairman

of CDXC and co-leader of the FSDXA DXpedition to T32. He has been a Member of RSGB since 1963.

In his professional life Chris is a chartered engineer with a background in defence electronics. He became a company director at the age of 33 and since then has held directorships, been Managing Director and held Chairmanships of a number of companies. He has been a part

of two successful management buy-outs. His main interests are developing strategic directions and promoting core values in organisations.

He is vice-chair of a £45m further education college (similar to a non-executive director role) involving corporate and fiscal responsibility for 16,000 students.

Chris's doctorate is in customer-supplier relationships.

JOHN GOULD B.Sc(Hons), PhD, C.Eng, FIET, G3WKL, Age 64



An active amateur John's RSGB roles started in 1996 as HF Committee member and includes the HF Manager role. John has had IARU responsibilities for LF and is currently a part of the UK Delegation

for WRC12 preparatory work. Awarded the Founder's Trophy in 2004, John joined the Board in 2010. Apart from his portfolio responsibilities he has been a driving force in the Strategic Review. John is a member of ARRL, AMRAD, CDXC and FSDXA team member to 3B9C.

After graduating, John worked in the public

sector including leading, as CEO, the transformation of an R&D facility to Agency status. John subsequently led engineering process improvement in a global aerospace company. Since 2003 John has been working part-time for one of the top universities on business improvement. John has been a member of the Institute of Directors.

ALAN MESSENGER B.Sc., FRICS, LRPS, G0TLK, Age 56



Licensed in 1989 and active on HF SSB and digital modes, using a typical suburban station of 100W to a wire antenna. Recent activity is more software based being the author of 5MHzLog,

the standard log application for the RSGB 5MHz Experiment and is soon releasing 5MHz log analysis software. He is an active tutor at Foundation and Intermediate levels since 2002 and is a member of the RSGB Amateur Radio Development Committee. He is a member of the RSGB Board Advisory Group.

Professionally, Alan is a Chartered Building

and Project Management Surveyor currently employed by a private property development and operations firm, including specific responsibility for all IT matters together with project implementation, contractual negotiations and company management. He is a non-Executive Board Chairman for a local Housing Association.

ROBERT WHELAN B.Sc., MSc, PhD, G3PJT, Age 69



He was licensed in 1961 and has served the RSGB as President 2002-2003, as a trustee of the RCF and earlier on the HF and Management Committees. An active HF CW operator, he is

a past President of FOC and past Chairman of CDXC. He represented IARU in CEPT meetings on radio spectrum regulation. He has travelled on a number of DXpeditions and holds the calls 8P9IF, J68PJ, 9H3JT, E51PJT and AB2UJ.

Bob is a non-exec Director of the Smith Institute for Applied Mathematics and System Engineering. He has worked extensively in

new business development as a director of the technology division of PA Consultants. He was a non-exec Director of the National Physical Laboratory, the Director of the IPTS, Seville and founder Director of the Centre for Exploitation of Science and Technology, London. His qualifications are in solid state physics.

DAVID WILSON, M0OBW, Age 61



Licensed in 1993, Member of the RSGB since 1994, current President of the Society and member of the Management Committee. Previously a Deputy Regional Manager, current chair of RSGB Convention organising

committee. Chairman of UKFM Group (Western) Repeater Group and keeper of GB3MP and GB3CR. Dave and his team, recipients of the Kenwood trophy, still enjoy the training side of the hobby and, with a member of that team, delivers Train the Trainers sessions in the North of England.

Dave started work with Rolls-Royce Motors in Crewe before joining ERF in Sandbach as a

cab design engineer and helped design and develop a new concept in cab construction. Dave changed industries to become Chief Mechanical Engineer in a local weighing company. He then joined what was then a Swedish company in a similar role working mainly in the metals industries. He is still in full time employment where his responsibilities include UK sales, order handling, project management, reporting of the business.

Elections to the Board 2012

On page 10 you will find details of the Extraordinary General Meeting of the Society being held on 19 November.

In view of the Resolutions being considered at that meeting, the elections for the Board for 2012 are being deferred pending Members' decision on the Resolutions. On approval of the Resolutions, the election would not go ahead. Should the Resolutions not be approved, the elections will take place in early January 2012.

Previous General Manager

The Society continues to take every action possible to recover the funds owing from the previous General Manager.

We are following a process mapped out by our lawyers and action through the Bedford County Court is underway.

When we can say more we will.

RSGB and Ofcom Forum

The September meeting of the regular Ofcom-RSGB Forum took place on 14 September. A number of issues relating the Amateur service were discussed:

- Ofcom reported on the progress with radio amateurs helping meet its needs for technical staff during the period of the Olympic and Paralympic Games. A number of amateurs had been invited to join the teams involved.
- Ofcom reported on progress towards finalising any spectrum which might need to be temporarily released by the amateur service to provide additional spectrum for the Games. It was too early to finalise the details, but Ofcom confirmed that it would be likely that spectrum could be retained for amateur use during identified VHF/UHF contests taking place in the run-up to the Games.
- RSGB and Ofcom reviewed progress on securing special event callsigns for the Olympic and Paralympic Games. Ofcom confirmed that LOCOG had given

its agreement to the principle of special calls for the Games.

- The meeting reviewed further the details of possible transfer of some routine administrative functions to RSGB and the RSGB will progress a specific proposal.
- Ofcom reported that following a meeting with the Society in early August, further background information had been passed to the primary user concerning proposed improvements to the 5MHz NoV. Ofcom commented that it expected some feedback on the issue from the primary user in early October.
- RSGB and Ofcom discussed delays, principally in primary user clearance of a number of repeater and other NoV applications. The RSGB will provide further information to help Ofcom expedite these.
- A discussion took place on the flexibility available on allocation of special event callsigns. It was agreed that there could be scope for greater flexibility, but that a

working meeting was needed to agree exactly how this might be achieved. This will be arranged and in the meantime RSGB will refine its proposal.

- The meeting discussed further the question of power levels in major international HF contests and Ofcom noted, without commitment, that RSGB would be presenting a paper before long on this.
- The Society asked for clarification of the current procedure for interference cases involving amateur installations. In particular, the process in cases of interference from an amateur station once the complainant has completed the BBC webform, and the Ofcom policy instruction to its field staff in cases of investigating interference to amateur installations. A separate meeting has been arranged on this for October.
- Finally the meeting briefly discussed arrangements for Ofcom's presence at the forthcoming RSGB Hamfest.

Guidance for Voting

RSGB Extraordinary General Meeting

19 November 2011

You have one of three options for registering your vote on each Resolution:

- 1: **Attend the EGM in Person.** You will not need your ballot paper but you should bring with you copies of the Resolutions and the CVs of the prospective Directors. or
- 2: **By Post.** The voting is being conducted by the Electoral Reform Service (ERS) on behalf of the Society. The proxy form and return envelope can be found in this edition of *RadCom*. The details required on the proxy form are your name, address, callsign or RS number **AND** your membership number. This can be found on your *RadCom* mailing wrapper or by enquiry from HQ. This is a security measure required by the ERS. Once you have voted (*see below*), place the completed ballot paper in the pre-paid envelope and post it to the ERS to arrive on or before 16 November.

or

- 3: **By Internet.** Go to www.votebyinternet.com/RSGB11. You will be asked for your membership number without the leading zeros as part 1 of your security code and the first four characters of your callsign as part 2 of your security code (eg G7XYZ enters G7XY). ERS internet services are available 24 hours a day commencing 12 noon on 20 October. The internet voting service will close at 12 noon on 16 November. See below for details of how to cast your vote.

How to cast your vote by post or internet:

If you do not enter the name of a proxy holder, your vote will be cast by the Chairman of the meeting in accordance with your wishes indicated on the voting form. Alternatively you can assign your vote as a proxy to another nominated individual. If you take up this alternative, you will need to indicate your choice of

proxy holder – it has to be someone who will be at the EGM.

On the proxy form/voting screen you will find three boxes alongside each Resolution. Against each Resolution, you should mark an X indicating your choice.

If you leave the instruction on how to vote blank, your choice of proxy holder may vote as he/she wishes. Although a withheld vote (“Abstain”) does not specifically appear in the Society’s Articles, the provisions of the Articles are broad enough to permit its use and indeed its use is now common practice. So if you are assigning your proxy and do not vote for or against, you can elect to abstain, which is also binding on your proxy holder.

Note: The meeting will be attended by ERS who will establish the attendance register and confirm whether a proxy vote has already been received from you by either post or internet.

Special Resolution

That, notwithstanding the provisions of the Articles and Bylaws of the Society:

- (a) an Interim Board be elected in accordance with Article 28 of the Articles for the period from the close of business on the date of passing of this Resolution up to the date of the Annual General Meeting to be held during 2013 on the following terms:
 - (i) such a Board shall comprise Directors proposed in resolutions 2 to 9, or such other members as shall be co-opted to replace them if need be during the lifetime of the Interim Board, all current Board members being asked to resign from the close of business at today’s date subject to the passing of this Resolution 1, and, in the case of current Board members who have been put forward for election under Resolutions 2 to 9, subject to the passing of those Resolutions;
 - (ii) the Interim Board shall assume the powers set out for the Board in the Articles, and shall be subject to all reporting and transparency requirements of the Memorandum and Articles of Association;
 - (iii) a quorum for the Interim Board shall comprise two thirds (rounded down to the nearest integer, if necessary) of the total membership of that Board;

- (iv) the Interim Board shall develop and implement strategies for the growth and development of the Society into the future, taking input from the membership as appropriate and shall develop and propose to the membership for approval in General Meeting, a new structure of governance for the Society;
- (v) the Interim Board shall, during its lifetime, continue to take input guidance from the Regional Council, which shall continue as at present and jointly with the Board as the National Council;
- (vi) for the avoidance of all doubt, the members of the Interim Board shall be subject to the provisions of Article 39; and
- (vii) service as a Director on the Interim Board shall not count towards any term limits for Directors which may form part of the future governance structure.
- (b) the Articles of Association be altered to facilitate the appointment and operation of an Interim Board having the above terms by the deletion or modification of the following articles to the extent that they are inconsistent with the appointment, the terms of, or the operation of the Interim Board:
 - (i) the addition of “Subject to article 28”

- at the beginning of the third sentence of article 27, so that it reads: “Subject to article 28, the Directors of the Society will be the nationally elected Board members, and co-opted members, two members elected by the Regional Council and the President”;
- (ii) the deletion of articles 32, 33 and 36;
- (iii) the deletion of the second paragraph of article 37;
- (iv) the amendment of article 44 so that it reads: “The quorum for the transaction of the business of the Board may be fixed by the Board and unless so fixed at any number shall comprise two thirds (rounded down to the nearest integer, if necessary) of the total membership of the Board”.

provided always that, under the authority of this Resolution, the above articles are subsequently reinstated to the Articles of Association on a date no later than the date of the Annual General Meeting to be held during 2013, unless the Members have adopted new Articles of Association under proposals put forward by the Interim Board and the terms of the Resolution for the adoption of such Articles serve to override the terms of this Resolution 1 requiring such reinstatement.

The RSGB of the future?

RSGB President Dave Wilson, MOOBW paints a picture of the future as envisaged by the Advisory Group.

The RSGB is a membership-driven society, representing the interests of radio amateurs in the UK.

The Society reaches out to its target markets and actively promotes amateur radio, the greatest of all scientific hobbies, using all public media at its disposal. As a result, data shows that the awareness of amateur radio and the personal benefits it can bring is slowly rising in the UK, as are numbers wishing to take the examinations.

Each Society member is regarded as a valuable voice and supporter. Any issues raised by members are answered, quickly, transparently, constructively and fully. Where a member takes issue with the Society position, concerns are taken seriously, and discussed with that person to the point where, even if agreement cannot be reached, there is full understanding of why each is taking the position concerned.

The Society runs a professional standard examination system, supported by local clubs that provide the training. Examinations are run to high standards of propriety and the turn-round time for results is short.

The Society maintains a good working relationship with Ofcom on all matters of amateur radio policy and administration. The Society is active in national and international forums, representing the amateur services in the development of international standards and agreements relating to the radio spectrum.

The Society publishes a monthly magazine which is well-respected and highly valued. In print form, it is still treasured by the vast majority of members and has been supplemented by optional quarterly-supplements that are available to members via the website. These make creative use of multi-media and provide much needed support to newcomers as well as interesting and challenging reading for the more experienced amateur. The RSGB's website is a treasure trove for any radio amateur, providing not only information on the Society and its activities, but on the work of the committees, examinations and training, training material, and interactive applications on many aspects of the technology of amateur radio. The website provides a basic level of functionality to all, with the higher value offerings being behind a membership paywall (free to members).

RSGB membership is slowly increasing, despite static amateur radio numbers, based on the Society's 'can-do' attitude and overall transparency and responsiveness. UK amateurs value

having the RSGB provide the essential foundations for the hobby within the UK. Members feel that they get an outstanding experience and benefit from the work that the Society does for them and the hobby.

Based on the displayed competence of the Board, the transparency of the Society's operations and the results it achieves, volunteer roles in the Society are sought after by high-calibre candidates who share the RSGB's vision of how amateur radio needs to develop. Our staff and volunteers feel inspired and excited about the work that they do for the hobby.

Because the Society values its volunteers highly, it finds ways of enriching their role in the RSGB through training, familiarisation and mutual support. Volunteers share the vision of the Society, and the specialist committees work firmly within the Society's strategies. Regular assessments are conducted of committee effectiveness. Where volunteers fail to meet the high standards expected, they are counselled and, if necessary, asked to relinquish their roles.

Volunteers also carry a prime responsibility for recruiting new members and for working closely with affiliated clubs. Increasingly, the HQ staff work 'virtually', progressively reducing the physical space requirements at Headquarters.

A small HQ staff, managed and led in a professional manner with trusted and close links to the Board, is supported by, and supports, the significant number of volunteers in committees and field-based roles.

Directed by its Board (who are all radio amateurs), the Society seeks to maintain the highest standards of professionalism and integrity in everything it does. It is financially sound, with prudent business management policies, and is highly respected by all its stakeholders (members, non-members, government agencies and its own staff). Given the well-understood range of its services, it is felt to offer good value to members and actively to support the growth and development of amateur radio in the UK.

The Board meets monthly, mainly virtually, and carries a heavy load for steering the Society. It comprises Directors who, prior to appointment have been screened as possessing the relevant and necessary mix of skills and competencies for service on the Board. The time commitment demanded of a Board member is very significant and Directors conduct a regular internal and external review of Board effectiveness. The Board members have earned the trust and respect from the membership that their hard work and dedication deserves.