TSSA 2011 ANNUAL CONFERENCE

Executive Committee Report
Renewing the Association's Structures and Procedures

1. Introduction

For some time the Association has invested a great deal of time, effort and resources in trying to develop a progressive, growing, forward-thinking and effective trade union. Events over the last two years have revolved around a serious debate on our internal democracy and the roles of Reps, the EC, Divisional Councils, Branches and SOGs and, crucially, how representative these are of the Association's members in the present day industrial environment.

It should be noted that the Association engaged in a similar debate during the course of 1993 and 1994. In 1993 Conference recognised "*the very large number of job losses facing the Association ……which will undoubtedly result in a continuous contraction in our number of members, instructs the EC to prepare proposals to minimise the costs of running the Association*." The subsequent report in 1994 identified the Association's principal objectives. These included the need to maintain a democratic structure to facilitate members participating in the affairs of the Association. Since 1994 there has been a net loss of approximately 10,000 members. In spite of this significant progress has been made towards becoming an organising union with a real focus on workplace organising issues with much more direct involvement of lay reps. In contrast to the position in the workplace, little else has changed as we find ourselves again debating the Association's internal structures at a time when members' jobs and terms and conditions of employment are under attack with the additional pressure this puts on limited resources and deteriorating finances. The debates over the last two years are best summed up in Item 10 carried at the 2010 Annual Conference:

"*Conference believes that after decades of steady decline, trade unions now face their biggest challenge – persuading a new generation of workers that not only should they join a union, but also become active because doing so will make a real difference to their working lives. This is especially important as the economy emerges from the worst recession since the 1930s, in order to reverse the effects of attacks on workers' pay, conditions and other rights over this period.*

Conference believes that if the Association is to meet this challenge it must make its activities and structures more relevant to members and non-members in the workplace, many of whom have few links to or little understanding of organised labour."

The EC agrees with Conference that the links that exist between workplace reps and the other parts of the Association consisting of the EC, Branches and Divisional Councils need to be strengthened with a view to developing/integrating workplace reps and making the democratic structures more representative.

The EC is aware that:

(a) recruitment and membership levels are currently falling;
(b) the average age of TSSA members is increasing at a rate of almost six months for each year that passes, and
(c) the Association's democratic structures are struggling to engage members and workplace representatives despite the valiant efforts of a number of long term and loyal TSSA activists.

Furthermore, this is happening at a time when the Association's costs are increasing and, therefore, increasingly dependent upon non-membership income to meet day to day costs. It is also significant that included in the most recent membership figures (Period 11, 2010) are 550 free members – this represents about 2% of the headline membership count.

The EC considers that a radical, pro-active approach is needed to address the problems experienced by the Association. This will involve making difficult decisions in respect of TSSA structures in order to make them fit for purpose and relevant to the workplace in which members work today. Failure to take such action will fatally compromise the Association's ability to remain an independent trade union.

2. Role of Reps, EC, Divisional Councils, Branches and SOGs
Item 10 carried at the 2010 Annual Delegate Conference instructed the EC to conduct a thorough review of the Association's activities and structures. The purpose of this review was to deliver an organisation whose activities and rules are tightly focused on campaigning and workplace organisation so that it is able to deliver on the aims and aspirations of our members through their involvement in TSSA activities. It also sought to maintain and expand members' involvement in democratic structures and furthering the Association's profile in political and national life.

Circular 282 was issued in late June/early July with a closing date for responses of September 30th. The EC sought the views of Branches, SOGs and Divisional Councils and Reps on how the Association's democratic structures and processes could be improved upon.

Only fourteen Branches responded out of, at the time of drafting this report, one hundred and thirty two Branches, a response rate of 10.5%. These Branches represented only five out of thirteen Divisional Councils (38%) and only one Divisional Council (7.5%)

replied. No SOGs responded, and no responses from reps were received.

Whilst some clear themes emerged from the responses there were no totally unanimous views on any one topic, for example the role of retired members or of staff reps. The EC considered the responses received at length and the following is a summary of the EC views in respect of those points requiring action.

Branches

The EC believes that the future of the Association is reliant upon the extent to which members feel able and willing to engage in TSSA activity at any level. Ideally members need to be encouraged to participate in Branch meetings, however, it is clear that some members face real difficulties in finding out where and when Branch meetings will take place and what will be discussed. There is evidence of good Branch practice to be found with Branch newsletters, local press, web sites and social media being used for such purposes but these tend to be the exception.

Rule 16(e) states: "*The Annual Branch meeting to determine when the Branch will normally meet during the following year until the next Annual Branch meeting. The Branch shall hold meetings at least every quarter.*"

Given the difficulties some members seem to have in finding out where and when Branch meetings actually take place the EC will instruct appropriate Branch officers (under Rule 16(j)) to advise head office of where and when they intend to hold the quarterly meetings required by Rule. Dates and venues of such meetings will then be advertised on the TSSA website and Branches will be encouraged to post details of the agenda nearer the time. This will also enable the Helpdesk to deal with queries from members seeking this information.

Views were considered in respect of what Branches should be encouraged to discuss. The EC remains of the view that workplace matters, wider political matters and international matters are all trade union issues and as such should be properly debated by trade union Branches.

All TSSA members should be able to easily find out details of Branch meetings either through a single call to the Helpdesk or via the website.

Executive Committee

Some consideration was given to the need for job descriptions for EC members so that members and activist would better understand what the EC does. However, the EC believes that the central reason for this is covered by the Rule Book and additionally under the Code of

Good Governance.	126
It was suggested that notes of EC meetings should be made available for members on the TSSA website. However, giving consideration to the confidential nature of much of the EC meetings it was felt that this would be counterproductive and that the concerns expressed about communicating what the EC was doing would be better addressed by individual EC members through meeting regularly branches, groups of reps and Divisional Councils. Furthermore, where necessary EC decisions are already conveyed to the relevant parts of the organisation and members – this practice will continue.	127 128 129 130 131 132 133 134 135
Annual Conference The EC remains of the view that Conference must continue as an annual event. However, given the pressures on costs it believes that there would be some value in looking at the possibility of developing our use of IT and starting Conference earlier on the Sunday, especially were the event to be held in London or some other venue with good transport links.	136 137 138 139 140 141 142
A number of the comments received related to the expenses paid to delegates and drew comparison with the annual national reps training seminar and how attendees to the event were treated for expenses. As a training event paid employer release is often afforded for the national reps seminar with TSSA providing accommodation as it does with other training events. Delegates to Annual Conference on the other hand receive an accommodation allowance and their release is paid for by TSSA. The problem that arises in relation to the different treatment of each would be resolved to a large extent if Conference agreed to hold the event in one location with all accommodation and meals included as a package.	143 144 145 146 147 148 149 150 151 152 153
The EC does not consider there is any justification for changing the reporting of Conference, especially now that it is reported live on line. Neither do they consider there is any need to change existing rules in respect of substitution delegates or delegates representing more than one Branch.	154 155 156 157 158
Whist it was recognised that more new faces have been seen at Conference in recent years than was previously the case, the EC also believes Branches need to do more to actively encourage young and new members to attend Branches and Conference.	159 160 161 162
Branches and Reps The EC believes much of the terminology used for Branch officer titles is dated and can cause confusion amongst young and new members. It will be the intention to address this when coming forward with proposals to modernise the Rule Book. As an example, the role of the Branch Correspondence Secretary might be better understood and be less off putting were it described as a	163 164 165 166 167 168 169

Communications officer.

Branches will also be encouraged to set up and manage their own email accounts to facilitate communication between reps, members and Branches and the TSSA member data base will be developed to make it easier for Branches to receive details of reps within their area.

Branches and Members
Branches will be encouraged to adopt best practice in communicating with members, including the development of electronic newsletters.

Branches will also be encouraged to work with and support reps in arranging more workplace meetings where members will more readily attend and contribute on issues of direct relevance to them.

Whilst recognising many Branches rely on retired members to continue functioning, the EC is concerned that in some instances this acts as a readymade excuse for members still in employment to avoid Branch meetings. The EC believes that every Divisional Council should have a dedicated retired members' Branch and the EC will be proactive in pursuing this matter.

Reps Seminar
The national reps seminar remains a training event and as such it is important that the EC retains responsibility for determining the criteria used to decide who attends the event. The self-nomination process currently used will therefore continue. The EC will also continue to evaluate the event each year before deciding whether or not to authorise such an event in subsequent years. The current two-day event has proved hugely popular and successful. However, the duration will be kept under review and will take account of resources and the training/development needs of TSSA reps. The event will continue to be used mainly to develop reps and will not be part of the Association's formal policy making structure. However, the EC would welcome any collective representations from attendees on any issue that they consider need to be addressed by the EC.

3. Executive Committee
Annual Conference in 2010 agreed to introduce two sectoral EC seats for Network Rail / Infrastructure. This requires the transfer of Infrastructure members into Network Rail Branches. As a consequence of this there will be a restructuring of Divisional Councils creating a new London South Divisional Council (by merging the current London South East and London South West Divisional Councils) and a new North East Divisional Council (by merging the current Northumberland & Durham and Yorkshire Divisional Councils). This will mean there will be no overall increase in the number of EC seats/ members, but the number of regional seats will be reduced by two to reflect the two additional new Network Rail/ Infrastructure

constituencies.

TSSA policy also states that a strong case also exists for creating sectoral seats for members in TOCs but wishes to undertake change in a step by step process in order to bed things in gradually. It has therefore tasked the EC to come forward with proposals at some point in the future on this matter which it sees as a possible next step towards a fully sectoral structure.

In July 2010 the EC agreed to proceed with developing proposals to restructure the EC including consulting with Network Rail/Infrastructure reps and Branch activists and additionally TOC reps and Branch activists. A two-day event was held on 23/24 September in Birmingham to consult with Network Rail and TOC reps and Branch chairs/secretaries on the democratic structure of the EC and TSSA in general. The two-day event also provided an ideal organising opportunity to look at other issues, in particular the TOC campaign, job cuts in NR and how the Association can best campaign against the Coalition government's cuts agenda.

106 activists attended the two-day event. On a show of hands these were broken down as follows:

(i) 95% were reps;
(ii) 60% had attended more than one Branch meeting;
(iii) 10% had previously received no TSSA training;
(iv) 25% were H&S reps, and
(v) 30% were branch officers/active in the Branch and all these were either reps or had been at some point in their TSSA activity.

There were two plenary sessions with two series of workshops in between in which attendees were divided into TOCs and associated companies and Network Rail and associated companies. The theme for the plenary and workshops was "Structuring for Success" and was designed to engage those attending with the decisions of Conference on TSSA structures and the need for the organisation's structures to better meet the organising and campaigning challenges ahead.

There were a number of general comments that found wide support, including:

a) The current structures of the Association were too complicated and needed to be simplified;
b) There was a need to improve the accountability of EC members including:
   (i) The need to meet more often with groups of Reps, Branches and Divisional Councils and to provide more feedback to each of these groups on what the EC was doing;

(ii) Job descriptions for EC members that were shared with and understood by members, reps, Branches, Divisional Councils and SOGs;

(iii) EC minutes being available to all members, and

c) There were a series of comments on Branches not contacting reps, Branches being run as secret societies by small groups of members, many of whom were retired or had little link with the workplace of today, lack of information on meeting times, dates and venues and members being transferred between Branches and not being told until afterwards.

There were more specific observations in relation to the report back from the respective TOC and Network Rail workshops.

Train Operating and Associated Companies

Members were split into three workshops, however, there was little consensus on an appropriate way forward in terms of developing a sectoral structure for members in TOCs and associated companies.

One group felt there should be four seats on the EC for members in TOCs and freight operating companies as part of a move to a totally sectorised structure and that the Divisional Council structure should be discarded.

The second group felt there should be sector seats for Network Rail and TOC and associated members should remain where they were within the current regional structure.

The third group rejected the policy agreed at Conference and determined the current Divisional Council structure should be redesigned so that Ireland, Wales and Scotland all had one EC seat each with the Divisional Councils in England being reorganised to deliver five regions each with two EC seats, one retail and one non-retail.

Network Rail and Associated Companies

The two Network Rail and associated groups overwhelmingly supported the need for sectoral seats on the EC although there were variations on how this might be delivered.

The first group took the view that two seats was disproportionate to the number of members involved as a percentage of the Association's membership. They considered a number of alternatives including a geographical split before opting for one constituency tasked with electing two EC members with each member having two votes.

The second group considered two options, a regional split of the two seats on a north/south basis and alternatively splitting the seats on the basis of grade structure. On a 75% vote in favour they agreed that the seats should be allocated on the basis of one seat for grades 1 to

4 and one seat for grades 5 to 8. They also agreed that two seats was disproportionate to the number of members involved as a percentage of the Association's membership and on that basis the seats should be Network Rail only as adding associated companies would only exacerbate this situation. They were concerned at the effect taking Network Rail members out of the current Divisional Council areas would have on the wellbeing of some Councils and felt that this needed to be thought through.

Conclusion

There was no consensus on a way forward for proposals and rule amendments for sectoral EC seats for members in TOCs. There is clearly a need for further consultation with TOC members, reps and Branches on the democratic structures and how the Association's internal democracy can better reflect and include their representative structures. It is the intention of the EC to continue with this consultation in 2011 with a view to developing clear proposals and rule amendments for the 2012 Annual Delegate Conference.

Given that the Network Rail and associated groups overwhelmingly supported the need for sectoral EC seats the EC had to determine the structure that will best deliver this. The EC considers, on balance, allocating the seats on a grade basis would seem logical as it retains the one member one vote principle for electing EC members. However, to extend this to cover Infrastructure companies, as required by TSSA policy, the EC believes it would be more appropriate to describe and name the two constituencies as Management and Non-Management so that they are future-proofed and robust enough to withstand reorganisations within this part of the industry.

The EC also considered and agreed what constitutes Infrastructure companies. It is the view of the EC that the Network Rail / Infrastructure constituency be composed of members working for Network Rail itself, the various infrastructure companies involved in track maintenance, renewals as well as signalling and telecommunications. The constituency should also include the myriad of specialist design, consultancy, suppliers and other organisations that depend on Network Rail for their work.

The EC also agreed to create a Network Rail / Infrastructure National Council with responsibility for organising Network Rail / Infrastructure Branches and their campaign activity to ensure they are kept in an efficient condition. This body will also deliver a degree of accountability for the two EC members.

The EC recognised this decision would impact significantly on some of the remaining Divisional Councils. Serious consideration was therefore given to allocating additional Network Rail/Infrastructure

Branches to regional Divisional Councils and allowing Network Rail/Infrastructure members to stand for regional as well as sectoral seats, whilst allowing them to vote in both elections. However, this was rejected on legal advice, which raised serious doubt about the question of whether the union may lawfully create constituencies which only partially overlap so that the right to vote is accorded unequally amongst members of the union. The principle becomes one member, one vote; another member, two votes. It is argued by Harvey's, the foremost legal reference on employment law that this is not permissible within the terms of the Act, *TULR(C)A 1992*, however a previous Certification Officer appeared to take a different view in *Ecclestone and the National Union of Journalists (D/19/03, 2 July 2003).*

It was found that, provided the policy was duly implemented by the rules, a union might lawfully give some members more votes than others, as the NUJ had intended. However, this proposition is seriously doubted. It is conceded that it is a possible construction of the Act, but four arguments are advanced to the contrary: (a) the general policy of the legislation (deriving from the TUA 1984) which, it is conceived, is to ensure every member has an equal say; (b) the analogy with parliamentary elections; (c) the strength of the word 'equally' in s 50(1); (d) the significance of the word 'separate' in TULR(C)A 1992 s 50(3). The first three arguments were implicitly or explicitly rejected by the Certification Officer in the Ecclestone case; the fourth was not considered. It is a legalistic point, but the Act does not say that voting may be restricted to a class which is *'a section'* of the union, it says that voting may be restricted to a class which is *'a separate section'* of the union. On the usual canons of construction, the word *'separate'* must have been intended to mean something, and accordingly *'a separate section'* of the union must mean something more than *'a section'* of the union. It is suggested that the word *'separate'* here imports an element of mutual exclusivity: so a disabled person (for example) may have a disabled vote instead of an ordinary vote but not in addition to it.

Regardless of these legal arguments, the EC feel it would be unfair to put forward proposals that would give some members more than one vote. Furthermore, the EC feel instinctively such an approach would not have the support of the vast majority of members and a nuanced legal approach would not be understood by those we are trying to get more involved in the Association. Indeed, it is likely to put them off and has the potential to drive a wedge between groups of members and set back progress that has been made in trying to make the Association a more equal and representative organisation.

4 TSSA Rule Book

The report noted by the Special Delegates Conference in 2009 recognised the need to modernise the TSSA Rule Book as a whole. Whilst the Rule Book was rewritten into plain English in 2004 it was

recognised it may well contain much which was unnecessary for a Rule Book of a modern, forward-looking union.

The EC agreed to come to the 2011 Annual Conference with a number of proposals to modernise the Rule Book.

In terms of progressing this matter the EC asks Conference to agree a set of principles that will drive the modernisation of the Rule Book. The EC will then set up a working party, with input from the Association's solicitors, to progress matters based upon the principles agreed in 2011. A new Rule Book will be proposed to Annual Conference in 2012.

It is suggested that the following guiding principles be agreed:

(i) Remove wherever possible the unnecessary detail in the current Rule Book, and in particular all matters of an administrative nature (which ought to be delegated to the EC).
(ii) Simplify the categories and qualifications for membership.
(iii) Contribution rates not to be included in Rule Book but determined by Conference as a matter of policy.
(iv) The Rule Book to be (a) shorter, (b) user friendly and (c) in plain English.
(v) An outline of the new Rules might look something like this:
   a) Title / Office.
   b) Objects.
   c) Membership, including types and provisions for discipline.
   d) Structure, including EC, GS, President and Treasurer, Branches, Divisions and Sectors.
   e) Equalities.
   f) Conference.
   g) Elections.
   h) Assets and dissolution.
   i) Political Fund
   j) Ireland (and Irish political fund)

5 Conference Venues

An undertaking was given at the Special Delegates Conference in October 2009 to further explore options for modernising the Annual Delegate Conference.

Historically the Association has used traditional seaside resorts for Conference venues. From time-to-time Conference has been held in large cities e.g. Sheffield, Belfast and Dublin. The room hire charges for venues at locations like Bournemouth and Blackpool are very similar at between approximately £30,000-£35,000. Locations such as Scarborough & Eastbourne, Torquay & Llandudno are approximately £20,000 - £25,000.

Historically, the Annual Conference has been located in seaside

resorts because a), it's the way we've always done things, and b), the Conference centres were owned by the local Council some of which offer some form of subvention to non-profit making organisations, the amount depending on the number of delegates and length of the Conference. Only one or two Conference centres are still owned by the relevant Council, most have been sold off to private organisations who do not offer any subvention to small Conferences such as ours and are almost always dependent on having catering contracts as part of the package.

As the Association no longer gets any discount at seaside resorts and such venues do not always afford easy access for those with disabilities, it was decided to explore alternative types of venues. City centre conference centres, hotels and universities have been considered and the options are set out below.

Hotels

Most big hotels offer Conference facilities with either day delegate rates or 24hr delegate rates. Our traditional 'classroom style' layout (with tables) in the Conference hall has in the past, meant that conference cannot be accommodated in most hotels.

Organising a hotel based conference would require a change in Conference hall layout to theatre style (just chairs), to be able to fit in most hotels. We could hire 'Student' chairs (these have a small writing table attached to the side of the chair) which would take up less room but this would cost approximately £3,000. The bigger the room we have to hire the greater the cost.

From the quotes received the average 24hr delegate rate was £145.00 per person per day, (this rate would no doubt be negotiable particularly if the Reps Seminar was included and the hotel was to be 'taken over' for a whole week). This rate includes bed & breakfast, lunch, dinner and the room hire costs of the main Conference hall. Other rooms needed for the Conference are charged for at a variety of rates depending on the size of the room, though again, the costs would be very negotiable.

The time of the year isn't really an issue with hotels as long as the school holidays are avoided. However the hotel would need to be booked at least 2 or 3 years in advance to ensure we get all the rooms we need for the whole week 24 hours a day.

The costs for holding Conference at a hotel, based on 150 persons, is very roughly £30,000. The advantages include:

(a) All the accommodation for delegates, EC etc would be booked and paid for by Head Office direct;
(b) There would be no extra catering costs;
(c) All delegates, EC would be in the same location not spread all

over a resort, and

(d) Expenses forms can be simplified to cover only travel & loss of pay.

The downside of having the whole Conference in one hotel with all meals included in the price is that it does reduce the capacity for a variety of evening social events which are considered by many to be an important part of conference.

Universities

Universities offer quite a wide range of Conference facilities and accommodation. Depending on the time of the year they can offer a 24 hour delegate package for around £120 per person per day (again this rate would no doubt be negotiable particularly if the Reps Seminar was included and the facilities were to be 'taken over' for a whole week). This rate includes bed & breakfast, lunch, dinner and the room hire costs of the main Conference hall. Other rooms needed for the conference are charged for at a variety of rates depending on the size of the room.

Accommodation at universities varies but delegates accommodation often would be in halls of residence although several universities do have on site-hotels that are run as a separate business with a discount for conferences using the university facilities. Initial enquiries indicate costs of approximately £135 per head per day. These can be used during term time as opposed to halls of residence that can only be used in the holiday periods.

The cost of holding Conference at a university, based on 150 persons is very roughly £25,000 (including the extra room hire). The advantages of these arrangements would be the same as for using a hotel. Many universities have lecture halls set as classroom style that would be appropriate for the Association's Conference.

The disadvantages of using a university, as with a hotel, is that when all meals included in the price the capacity for a variety of evening social events as we have now, is somewhat diminished. This is made more difficult at universities that are some distance outside a city centre and where the delegates can be isolated on the campus for the entire Conference.

Using halls of residence for delegates accommodation can be problematical in that delegates can only be accommodated where there are free rooms which means they won't necessarily be together but spread all over the university campus sometimes a significant distance from the Conference hall.

Conference Centres

Traditionally Conference has been held in purpose built Conference centres at coastal resorts that are becoming increasingly expensive

for a small Conference such as ours. Due to the current seating style of chairs and tables we still have to hire the same size meeting room for 110 delegates as we did for 750 making the cost per delegate ratio very high. City centres are gradually developing big convention centres such as the BT Centre in Liverpool and the Manchester Conference Centre recently used for the Labour Party Conference, these are also very expensive.

Delegates have to source, book and pay for their own accommodation and reclaim the money through expenses which results in the lower paid members either not being delegates or having to stay in poor quality accommodation.

Social events held at the Conference centre are good value as catering costs can be negotiated against room hire costs.

The cost of holding Conference at a City Centre Conference venue vary and the following are offered as a guide:

(i) Cardiff International Arena approximate hire costs £30,000 (not Including catering or hotel costs)
(ii) BT Convention Centre Liverpool approximate hire costs £35,000 (not including catering or hotel costs)
(iii) Manchester Conference Centre approximate hire costs £35,000 (not including catering or hotel costs.)

London Venues
The viability of holding Conference in London was also looked at, possibly over a long weekend. This sort of arrangement would work quite well, much like it did for the Special Delegate Conference held in October 2009.

The TUC recently reviewed arrangements for the TUC Congress and have made significant changes. There will only be a full Congress on alternate years with a 'mini' congress in the intervening years. The venue for the 'mini' Congress will be Congress House in London.

Taking this as an example, we also considered holding TSSA's Annual Conference in London, using local budget hotels for delegate accommodation and either Congress House or the Methodist International Centre in Euston.

The Methodist International Centre (MIC) is a very short walk from TSSA Head Office at Walkden House which would enable meeting rooms at Walkden House to be used for meetings such as the EC, SOC, New Delegates Seminar, Fringe Meetings etc. Conference itself would be at the MIC on a 12 hour delegate basis which would include lunch. Delegates could be accommodated at the nearby Ibis and Travelodge hotels.

The costs for this would be approximately £25,000, including catering and overnight accommodation. The same sort of costs would apply to using Congress House although neither of these venues could cater for the Conference using the Classroom style layout. Again, using these venues does hinge on changing the room layout of conference.

Using a central London venue would create savings in London-based staff travel and accommodation costs, as well as the cost of moving equipment/supplies by van to/from Walkden House and the Conference venue.

6 Communications

The EC has for some time been looking at modernising the TSSA website and in 2010 appointed a consultant to help draft a tender document designed to deliver a new website by May 2011. At the time of drafting the report discussions were also under way on the development of the membership system to ensure it is compatible with the new website at an affordable cost.

With tssajournal.com established for a key group within TSSA – reps and branch activists – and with a strong presence on Facebook, user feedback on the friendliness of the site and a critical assessment enables us to plan the way forward.

Some carefully considered changes have been added to enhance the site's user experience and, with up-to-date timely information which is critical to this environment, the online TSSA Journal will continue to move forward and provide a beacon for what is possible in terms of the development of the Association's overall communications strategy.

The EC is determined to replace much of the paper communications, which the Association has for so long depended upon, with user friendly electronic communications. The EC recognises that not all members will wish to take advantage of electronic communication technology but also recognises that TSSA has to maximise its use as much as is reasonably possible without disadvantaging such members, as well as the postage and printing savings that can be made.