

LONDON CYCLING CAMPAIGN

Board Meeting, 12th July 2016

LCC Office, 2 Newhams Row, London SE1 3UZ

ACTIONS SUMMARY

Item	Who?	Item	Date	Status
1.2	Mustafa, Tony	Convene an Internal Democracy Working Group	17 th Nov	Held over
4.4	Dan/Gareth	Look into potential sources of support/advice for the Cycling Projects Team.		New

MINUTES

Present: Rachel Aldred, Daniel Barnes, George Coulouris, Alex Dillistone, Ann Kenrick (Chair), Tony Levene (Treasurer), Terry Patterson, Gareth Redmond-King

Apologies: Rachel Aldred, Mustafa Arif

Absent: Hannah Roberts

In attendance: Ashok Sinha

1. Minutes of the 22nd March Meeting (Accuracy & Matters Arising)

- 1.1 The minutes were approved with minor corrections.
- 1.2 The following action from the 17th November 2015 meeting (item 1.2) was again rolled over: *Convene an Internal Democracy Working Group (Mustafa and Tony)*

2. Audited Accounts (Including Trustees' Report)

- 2.1 Tony led the discussion, informing the Board the auditors had given LCC a clean report. He remarked that, as compared to a few years ago, the audit is now routinely running very smoothly; he was again joined by trustees in once again commending Chris Evans (Finance Team) for his work to achieve this.
- 2.2 Tony reminded that Board that, for the second year running, we had experienced considerable difficulties in meeting income targets and that the end of year position – a reserve at 31st March 2016 of £91k – was much less than the budget figure of £106k and the mid-term target of £115.
- 2.3 He also reminded the Board that staff were taking action to address this, notably: relaunching the membership package (due date of 1st September); focussing consultancy/services on those activities that (in light of experience) offer the greatest margins; and investing in fundraising capacity. This will be a crunch year, he said.
- 2.4 Regarding the statement of going concern: Ashok explained that, provided a bedrock of membership income was maintained, the unhappy eventuality of our income generation plans not being successful would lead to the organisation shrinking but would almost certainly not render the charity unviable; of course this would be a deeply undesirable outcome and staff have been prepared to treat 2016-17 as a "money year".
- 2.5 Ashok also recapped the staged process for putting in place contingency plans to deal with further downturns in the short term (i.e. prior to the relaunch of the membership), adding that measures had

already been taken to offset around £50k of lost "one off" income that we have experienced in the first quarter of the new financial year.

- 2.6 The Board considered a concern that was raised by Mustafa about a particular phrase used in the Trustees' Report; it was satisfied that no rewording was necessary.
- 2.7 Ashok referred trustees to the Management Letter from the auditors, noting the short list of minor administrative hiccoughs that the auditors had found, which he said will be corrected in the new financial year.
- 2.8 The Board approved the accounts and reports, copies of which were then signed by Ann and Tony.

3. LCC Group Reserves

- 3.1 Tony noted that many LCC groups seem to be carrying forward reserves that may be in excess of their future needs; Ashok expanded on this, saying that the audit had calculated a combined total of £107k for these funds, of which about a third appears to be restricted income.
- 3.2 Ashok requested the Board's assent to asking LCC groups to consider their future spending plans and what size of reserve they should keep in light of these plans; and to transfer what funds they have in excess of this to the centre. He noted that we might gain £25k-50k in this way, helping to avoid future cuts. In relation to these savings he noted that virtually all discretionary expenditure has been cut (with the exception of the budget set aside to relaunch the membership) – plus two vacancies are still being held unfilled in the Campaigns Team - and that staffing costs may need to be reduced if we are unable to raise this money.
- 3.3 The Board agreed to the proposal, emphasising that the communication to groups should be sensitive and collegiate.

4. Trustee Recruitment

- 4.1 Tony raised a concern regarding the two year term of office for trustees specified in our constitution: he felt that in many cases trustees spend much of the first 12-18 months finding their feet; that there was a high turnover in trustees at each election; and the combination of these two factors prevents trustees from making the full contribution they would wish, with negative knock on effects for the Board's effectiveness as a whole.
- 4.2 This prompted a general discussion of regarding the composition of the Board: what sort of skills do we need (especially in the context of difficult financial circumstances)? What sort of composition would serve the Board best (e.g. whether to introduce an open recruitment process for certain seats on the Board whilst retaining the elected status of the rest)?
- 4.3 Related to this Ashok noted that, as regards income generation, it is on his agenda to seek advice and support for the Cycling Projects Team – e.g. someone from the social enterprise sector who could be a sounding Board for the team, help them critically analyse its business model and stimulate fresh thinking.

Action: Dan and Gareth volunteered to look into potential support for the Cycling Projects Team.

5. Meeting Procedures

- 5.1 Tony introduced his proposed Board resolutions (items 5.2 and 5.3 below):
- 5.2 The Board resolved that, in view of the difficulties experienced in having a proper discussion when the March 2016 Board meeting was chaired remotely (by Skype), all Board future meetings should be chaired by a trustee who is present in the room (with the exception of meetings held electronically or by teleconference).

- 5.3 The Board also resolved that it had not been possible to have a proper discussion at March 2016 meeting on campaigning matters in Tower Hamlets due to insufficient background material having been supplied by those requesting the item; the trustees reaffirmed that the Chair shall only accept items onto the Board agenda if paperwork (or a verbal report) is provided to fully explain the matter at hand to the trustees, so that they can take a fully informed view.
- 5.4 In doing so the Board noted that the above resolutions should not be taken as a prohibition to trustees raising matters of interest or concern whenever they feel it useful or necessary to do so.

6. Membership Relaunch

- 6.1 Dan informed the Board that the relaunch is due for the first week of September, with work well underway to achieve this.
- 6.2 Ashok explained the new membership categories, described the state of play regarding sourcing new member benefits (i.e. we are in a good position), and noted that the next steps in the marketing plan principally concern development of the membership webpages and commissioning communications/design support. He added that all staff were aware that that everyone will need to play some role in preparing for the relaunch, deprioritising other work as necessary.
- 6.3 Trustees offered their support, in particular conveying their willingness to assist with outreach to cycle shops.

8. AOB

- 8.1 Terry asked about our policy regarding use of the word "cyclist" e.g. in the title of our magazine "London Cyclist": Ashok clarified that whilst it remains our practice to refer to "walking" and "cycling" instead of "pedestrians" and "cyclists" - for a variety of reasons - the word "cyclist" was not forbidden in LCC communications and continued to be used in a sensible manner in suitable circumstances.
- 8.2 Tony asked that in future reports (e.g. the Trustees' Report in the audited accounts) a fuller explanation should be given of the locations and routes of the cycle schemes referred to (e.g. in the case of specific Cycle Superhighways).

PAPERS NOTED

- Staff Report

Signed as a true and accurate record by:

(Chair).....

On.....