

# LONDON CYCLING CAMPAIGN

## Board Meeting, 13<sup>th</sup> December 2017

LCC Office, 2 Newhams Row, London SE1 3UZ

### ACTIONS SUMMARY

Item	Who?	Description	Due Date
2.3	Ashok	Ask Cathy to alert trustees who have not yet done so to sign and return the Board Code of Conduct	Awayday
2.5	Rachel	Set the Policy Forum dates for the year	ASAP
3.2	Terry	Liaise with the Women & Cycling Working Group on the revisions requested to their paper	March Board
3.3	Tom	Create standardised text on Social Safety to add to the toolkit for consultation responses	March Board
3.8	Ashok	Create a live spreadsheet of recruitment data for Megan to oversee	March Board
6.2	Megan	Prepare and facilitate an Awayday workshop on Politics/Campaigning	Awayday
6.2	Ashok	Prepare a background paper for Megan's workshop	Awayday
6.3	James	Prepare a strategic analysis and forecast of LCC's financial position, plus recommended actions	March Board
6.3	Tom	Table the latest view of C&AM on the Campaigns Strategic Objectives	Awayday
6.4	Terry & Amy	Draft a conversation starter on Board effectiveness	Awayday
6.4	Ashok	Table the latest organisational charts	Awayday
6.4	Ashok	Table the Campaigns Teams' spreadsheet of Borough Group attributes	Awayday
6.4	Megan	Draft a revised Board Awayday agenda for Terry's approval	Awayday

### MINUTES

**Present:** Rachel Aldred (Policy Forum Chair), Simon Clark (Treasurer), James Heath (Business Committee Chair), Chris Kenyon (from item 3.2), Tom Harrison (Chair of the meeting and C&AM Chair), Megan Sharkey (from item 3.2), Neil Webster, Christian Wolmar

**Apologies:** Amy Foster (HR Portfolio), Terry Patterson (Board Chair, and Chair of the Women & Cycling Working Group)

**In attendance:** Ashok Sinha (CEO)

## 1. Chair's Report

1.1 Deferred until the next meeting due to the sickness absence of the Chair.

## 2. Actions and Matters Arising from the Minutes of the 25<sup>th</sup> October Board (Previously approved by email)

- 2.1 Rachel clarified that she had said she would not be able to continue to serve on C&AM.
- 2.2 Minor typographical errors were corrected.
- 2.3 Signing the Board Code of Conduct:  
**Action:** Ashok to ask Cathy to check the file and ask those who had not signed and returned their copies to do so.
- 2.4 It was noted that the following Actions had been completed:
- Amend the Board & Committee Standing Orders (item 3.7)
  - Schedule C&AM and Business Committee meetings (3.8)
  - Circulate the final Trustees' Skills matrix (4.2)
  - Circulate a template for committee chairs' reports to the Board (5.2)
  - Allocate Group clusters (5.4)
  - Circulate revised ToRs for the Business Committee (6.2)
- 2.5 Rachel explained that it had not been possible to set Policy Forum dates up until now.  
**Action:** Rachel to send Ashok Policy Forum dates for adding to the calendar when ready.
- 2.6 Ashok informed the meeting that Terry had agreed to defer tabling proposed revisions to the AGM Standing Orders (10.1) until the Awayday discussion on Governance.

## 3. Women & Cycling Working Group

- 3.1 In response to questions from new trustees, Ashok explained the background to formation of the Group and its report: the Group had been established as a consequence of an AGM resolution in 2016; and the Board is expected to reflect on the recommendations of the Group, take action, and report back to future AGMs on the progress being made to address the concerns about gender balance in LCC (as expressed in the original resolution).
- 3.2 The Board welcomed the report and recommendations of the Group, asking it to address the following points and re-table a revised version, ideally in time for the next Board meeting:
- *Overall:* a section should be added at the top of the report to recap the remit of the Group, its objectives and prioritised indicators of success; the section headings should be systematised (e.g. in the form of actions).
  - *Recommendation 4:* details of specific survey questions are not necessary at this stage; instead the aim of the survey (e.g. how it will direct action) should be set out together with an indication given of the type of data to be sought. The Group is asked to co-ordinate with staff who already have a Borough Group survey planned so as to integrate the two. (Megan informed the meeting that she is due to meet staff to discuss the latter, with a view to getting it into good enough shape to be used for the next five years without further revisions.)
  - *Recommendation 5:* a clearer direction for action is needed, hence a quantitative analysis of London Cyclist should be made against an identified set of indicators (e.g. the average gender balance over a number of editions in advertisers' use of photography, or in photos/case studies used in editorial content); and the Group should also make clear its evidence base in asserting the attractiveness (or otherwise) of different sorts of copy/ads to female readers.
  - *Recommendation 7:* instead of a list of assorted issues/directives, it would be more helpful to have a formally-written, simple, proposed guide that Borough Group officers (and members) can apply in a practical way to help improve the way their groups are run – for Board ratification.

**Action:** Terry to liaise with the Group on the changes above.

- 3.3 It was agreed that the *Recommendation on Social Safety (6)* should be worked up into a standardised block of text that could be deployed as needed in consultation responses. In response to a question from James, Tom explained that there is a set of standard text/positions that staff use (in consultation with the Infrastructure Advisory Panel) to form responses, and Ashok explained that the precise nature and phrasing of each response is tailored to the circumstances (i.e. we retain flexibility).

**Action:** Tom to convert the recommendation into a standard text block.

- 3.8 Regarding the gender balance of the staff team: Chris proposed that instead of doing a historical analysis of recruitment data (applications, shortlisting, appointments etc.) – which would be very time consuming and for which Ashok said there is no available staff time – we should start gathering and analysing data from scratch. This was agreed.

**Action:** Ashok to create a live data sheet for inspection by the HR Portfolio Holder (Megan), with the matter coming back up to the Board when a clear signal emerges from the data (e.g. that women candidates are less likely to be appointed to specific types of jobs).

## 4. Implementation of AGM Resolutions

- 4.1 *Implementation of the Mayor's Cycling Commitments:* the main area of concern is the tripling of protected space; Ashok updated the Board on the political context within which we are operating, actions being taken, and difficulties faced. Everyone agreed that LCC should be vigorous in pressing for these commitments to be met.
- 4.2 *Dockless Cycle Hire:* Ashok explained that LCC supports an expansion of cycle hire (of whatever form) across London as a contribution towards realising the capital's potential for cycling; and that we advocate at all relevant opportunities that operators must act responsibly.
- 4.3 The Board asked to be kept fully informed, from the earliest reasonable stage onwards, of all strategic partnerships that are being negotiated.

## 5. Trustees' Skills Matrix

- 5.7 The Board thank Amy for producing this document, and noted the impressive range of skills exhibited across trustees.
- 5.8 No co-options were felt necessary at this stage.

## 6. Awayday Planning

- 6.1 The Board approved the theme for the day and the agenda items proposed by Terry.
- 6.2 It agreed that a discussion item should be included on how best to win implementation of the Mayor's cycling commitments and maximise effective delivery of borough cycling programmes. Megan agreed to facilitate this session

### **Actions:**

- Megan to prepare a workshop.
- Ashok to produce a background paper.

- 6.3 *Strategic Objectives agendum:* Ashok explained that, due to the financial difficulties LCC has been facing, the previous Board Awayday agreed to put aside the income and membership-related Strategic Objectives, pro tem, and concentrate on stabilisation; this left the Politics-Campaigning ones as the latest strategic objectives formally in force. Given that the Business Committee has only so far had a chance to meet only once, James recommended that consideration of proposed new finance-related strategic objectives be deferred until the committee has had the opportunity to do its planned

strategic financial analysis and forecasting. Tom agreed to ask the forthcoming C&AM if there are any further changes to the Campaigns Strategic objectives that it would like to make.

**Actions:**

- James to bring a strategic analysis and forecast of LCC's financial position (and recommended strategic actions) to a future Board.
- Tom to bring an update from C&AM to the Awayday.

6.4 Actions were agreed as follows regarding other agenda items:

**Actions:**

- *Board Effectiveness*: Terry and Amy to draft a conversation starter.
- *Governance*: Ashok to table the latest organisational charts.
- *Groups*: Ashok to table the Campaigns Team's spreadsheet of Group attributes.
- *Full Agenda*: Megan to draft a revised, formal agenda and double check it with Terry.

6.5 Chris offered his workplace as a venue for the Awayday subject to confirmation. If that falls through then Megan offered to investigate use of a room at her university.

## 7. Referral of Items to the Business Committee

7.1 The Board ratified Terry's decision to refer the following matters to the Business Committee: a review of LCC's staff pension scheme; and oversight of compliance with the EU's new GDPR data regulation

## 8. Business Committee Terms of Reference

8.1 The revised ToRs of the Business Committee were ratified.

## 9. Trading Company

9.1 The Board agreed to the recommendation of the Business Committee that Simon be appointed as Tony Levene's replacement as a director of the trading company.

## 10. Items Noted

10.1 The Board noted the following:

- The section in the Board Code of Conduct relating to trustees publicly representing LCC.
- Staff Report.
- Report of the Chair of the Business Committee.
- Report of the Chair of C&AM; Tom added that he has a meeting with staff in the diary to discuss LCC's response to the Oxford Street consultation.
- Report of the Chair of the Policy Forum.

## 11. AOB

10.1 Christian informed the Board that the complaints process that he was running was now closed and that all parties would be formally notified.

10.2 Megan conveyed to the Board that she would like to ask for permission to involve LCC as a case study in her academic research, and that she had discussed potential conflicts of interest with Ashok and her

PhD supervisors. The Board received her written proposal and agreed to discuss the matter as the last item of business at the Awayday.

Signed as a true and accurate record by:

(Chair).....

On.....