

# LONDON CYCLING CAMPAIGN

## Board Meeting, 20<sup>th</sup> February 2017

LCC Office, 2 Newhams Row, London SE1 3UZ

### ACTIONS SUMMARY

Item	Who?	Item	Date if held over
3.4	Ashok & Tony	Amend the format of draft budgets and management accounts	-
4.3	Committee Chairs	Set committee meeting dates by Friday 3 <sup>rd</sup> March	-
5.4	Tony	Table a "white paper" on trusteeship at the next meeting	-
8.3	Tony and Ashok	Advertise for FAC co-optees	-

### MINUTES

**Present:** Rachel Aldred, Mustafa Arif (Chair), Tom Harrison, Ann Kenrick (until item 5.2), Tony Levene (Treasurer), Terry Patterson, Christian Wolmar

**Apologies:** Daniel Barnes, Amy Foster

**In attendance:** Ashok Sinha

## 1. Cycling Projects Team Presentation

1.1 Stewart Dring (Cycling Projects Team Manager) and Chris Jubb (Business Development Manager) presented their plans and budget for the forthcoming year. The overall approach agreed with Ashok and Dan is based on that reported to the Board Awayday in January, i.e. (a) a recognition that project funding from public sources is likely to stay in a trough for some time to come and (b) a restructuring of the team to make more use of contract staff and focus more on consultancy and less on service delivery.

1.2 In particular they noted that:

- There is no risk free way of running the team, and staff have carefully considered how to shape our portfolio of products for the next financial year.
- The work the team contributes substantially to the achievement of our charitable objectives.
- Work amounting to gross profit of £51k against a provisional 2017/18 target of £150k has already been secured.
- The above figure does not include renewal of the current Urban Cycle Loan projects, about which the team has a high degree of optimism. (Ashok noted that we have been in long conversation with TfL about support for extending the projects to more boroughs and achieving economies of scale.)
- Staff are sanguine that the recently-announced Liveable Neighbourhoods/Healthy Streets programme will provide better opportunities to win business than in the previous 1-2 years.
- We will build up a pool of reliable freelancers – and already have a small number of such on file – but in the near term staff (across teams) will have to assist in the delivery of contracts.
- The new plan of work was organised in such a way as to contain costs and be better than in the past at predicting actual net profit, post-delivery.

- 1.3 The Board thanked Stewart and Chris, agreed that the work of the team was very important to the charity, wished them luck in gaining new contracts and agreed that we should do more to trumpet the successes of our cycling promotion/behaviour change work.
- 1.4 Rachel offered her professional expertise in looking over grant applications.

## **2. Minutes of the 9<sup>th</sup> November 2016 Meeting**

- 2.1 The minutes of the last meeting were approved with no corrections, and no matters arising not already covered by the agenda.

## **3. 2017/18 Budget**

- 3.1 Tony and Ashok presented the "second pass" budget for the upcoming financial year, running through the list of forecasts and assumptions (tabled as a separate paper).
- 3.2 The main area of risk had already been identified at the Board Awayday as Cycling Projects Team net income; the Board was satisfied with the proposed plan of the Cycling Projects Team for 2017/18 (as presented under item 1 above) and as a result was happy to discuss the draft budget as tabled (rather than send it back for large scale revision).
- 3.3 The Board was satisfied that the budget encapsulated an appropriate approach to risk management and should go forward for further development and presentation for final ratification at the March Board meeting. In particular it stipulated that the final budget, after any further fine timing, should remain balanced (or surplus) and therefore protect the reserve.
- 3.4 The Board asked that the original budget for 2016/17 should be included in the tables for the new 2017/18 budget (i.e. as well as the variances against the final reforecasts for 2016/17); and that apportioning of staff time and overheads should be made in the individual budget centres (especially the two main membership-marketing ones) to mirror the presentation in the top sheet. This should also occur in the management accounts.

**Action:** Ashok and Tony to make the necessary changes to the presentation of the budget and management accounts.

## **4. Awayday Notes**

- 4.1 The record of outcomes and actions from the Board Awayday was approved and trustees and noted that the actions were being actively pursued.
- 4.2 The Board agreed that it would approve/raise corrections to the draft minutes of Board meetings within 48 hours of receipt.
- 4.3 Committee Chairs were asked to finalise their schedules of meeting dates by Friday 3<sup>rd</sup> March.

**Action:** Committee Chairs to set meeting dates.

## **5. Trusteeship**

- 5.1 Tony presented his paper on reforming the composition of the Board and the term of office of trustees, which he based on a review of recommended practice and the constitutions of comparable charities. He said this was a preliminary discussion ahead of a final decision at the next meeting as to whether to pursue a change to our Articles.
- 5.2 The Board was sympathetic to Tony's view that: newly elected trustees often need a full year to find their feet, and that the current two year term for Board membership should be reviewed;

consideration should be given to putting a limit on the number of consecutive years a trustee may serve, so as to encourage constant flow of "new blood" on the Board; there should be consideration of requiring a portion of the Board to be appointed (i.e. not elected), perhaps requiring specific qualifications of appointed trustees (different to the current situation where the Board has the discretion to co-opt as it sees fit – and in reality rarely does so).

- 5.3 The Board agreed that Tony should press ahead with this project and present final proposals to the Board based on trustees (whether elected, appointed or co-opted) serving three year teams, and no longer than nine consecutive years.
- 5.4 The Board at this stage took no view on the most effective ratio of elected to appointed trustees, nor on other matters in Tony's paper relating to the format of meetings and the election process.

**Action:** Tony to produce a "white paper" for the next Board.

## 6. Women & Cycling Working Group

- 6.1 Terry reported that the new Women & Cycling Working Group had had its first meeting; and that data requests have been submitted to staff via Ashok.
- 6.2 The Board noted the above with thanks and encouragement.

## 7. Bank Account Signatories

- 7.1 Christian and Dan were appointed as Bank Account signatories.

## 8. AOB

- 8.1 Mustafa described Amy and Ashok's recommendation that the Board shelve the co-option of new Board members given that they would only be able to attend three meetings by the time they are recruited – this was accepted by the Board.
- 8.2 It was agreed that we should advertise in member communications for co-optees to FAC (to serve until the AGM but with a view to continued service over the long term).

**Action:** Tony and Ashok to place the ads.

## PAPERS NOTED

- Staff Report

Signed as a true and accurate record by:

(Chair).....

On.....