

Attendees:

Board of Trustees

Paul Baker (Chair)
John Jackson
Robin Tucker
Mark Smith
Richard May
Robin Grant
Roxanne De Beaux
Ben Still
Nadia Kerr (virtual)

Observer

Ashley Wheaton

Apologies

Melanie Carroll

Staff

Sarah Mitchell
Phil Hall
James Scott
Katie Hammond
Sarah McMonagle
Jenny Box
Bethan Moss
Hannah Foster
Rob Johnson (item 8)
Amanda Irwin (item 9)
Lucy Bassett (minutes)

Item	Item description	Action
1	Chair's welcome	
	The Chair welcomed the Board to the meeting and acknowledged the recent passing of Janet Atherton. The Board noted the attendance of AW as an observer.	
2	Apologies for absence	
	Apologies for absences were received from MC.	
3	Declaration of conflicts of interest	
	Two trustees declared a conflict of interest in relation to item 12. A trustee noted their role as CEO of an affiliated organisation. Another trustee declared a conflict in relation to a potential future contract opportunity.	
4	Notification of any other business	
	There were no items.	
5	Minutes of the meeting held on 12 December 2024	
5.0	<i>Paper 5.0: Minutes of the meeting held on 12 December 2024</i>	
	The minutes were approved as an accurate record of the meeting.	
5.1	<i>Paper 5.1: Action log</i>	
	The actions were noted.	
6	Matters Arising from the previous meeting not covered on the agenda	
	There were no items.	

Item	Item description	Action
7	Reporting	
7.0	<i>Paper 7.0: CEO report</i>	
	<p>The CEO provided an overview of the report and outlined key plans for the year. The Board noted the planned brand launch to members.</p> <p><i>BM, JB, and HF left the meeting.</i></p> <p>A confidential discussion was held regarding senior leadership team cover.</p> <p><i>JC, BM, and HF rejoined the meeting.</i></p> <p><i>A trustee left the meeting.</i></p> <p>The Board was informed that Cycling UK had responded to a request for information from the Department for Transport, which could potentially lead to an opportunity to tender for a delivery contract. The Board noted the historical context and strategic relevance and requested a confidential risk analysis paper outlining key considerations and internal impact.</p> <p>AP1: SLT to prepare a confidential risk analysis paper for circulation to the Board.</p> <p><i>The trustee joined the meeting.</i></p>	AP1
7.1	<i>Paper 7.1: CEO update</i>	
	The paper was noted, there were no queries.	
7.2	<i>Paper 7.2: Strategy performance review</i>	
	<p>A discussed took place regarding the strategic objective measurement. A query was raised regarding data collection under Objective 1. The Board noted that relevant data will be included in future reporting.</p> <p>AP2: A data point will be added to future reports under Objective 1.</p> <p>A concern was raised about the accuracy of visual performance indicators. Adjustments were requested to ensure clarity.</p> <p>AP3: Chart scales to be reviewed and updated to reflect performance accurately.</p> <p><i>RJ joined the meeting.</i></p>	AP2 AP3
7.3	<i>Paper 7.3: Organisational health KPIs</i>	
	<p>The Board noted recent performance indicators. A suggestion was made to improve visual presentation and trend tracking.</p> <p>AP4: CK to undertake a review of performance targets and presentation format.</p> <p>The Board discussed staff engagement and noted leadership changes.</p> <p>AP5: Recent engagement trends to be included in future reporting.</p>	AP4 AP5

Item	Item description	Action
	A query was raised regarding compliance with the Charity Code of Governance. The Board discussed plans to improve inclusion and diversity. PH noted that an updated governance code is expected later in 2025.	
8	Finance Update	
8.0	<i>Paper 8.0: Finance Update</i>	
	The paper was noted. There were no queries.	
8.1	<i>Paper 8.1: Management accounts</i>	
	The paper was noted. There were no queries.	
8.2	<i>Paper 8.2: Budget and business plan</i>	
	<p>The Board received an update and gave thanks to the teams involved. A confidential discussion was held on financial recovery options. AP6: RJ to circulate a schedule to outline key milestones.</p> <p>The Board discussed reserves, pay, and cost-of-living considerations. It was agreed to pause any changes until the mid-year review. The Board approved a conservative financial approach, phased investment, and confirmed the reserves threshold.</p>	AP6
9	Estates Strategy Update <i>Al joined the meeting for this item</i>	
9.0	<i>Paper 9.0: Guildford estate report</i>	
	<p>The Board received an update on the estates strategy. A review of current utilisation was noted. The Board discussed timelines and internal comms planning. A confidential decision was made and the Board requested a proposal be brought to relevant committees and the next Board meeting. AP7: Al to prepare a proposal for Committee and Board approval.</p> <p><i>Al and RJ left the meeting.</i></p>	AP7
10	Proposal for appointing a new President and ambassadors	
10.0	<i>Paper 10.0: Proposal for appointing a new President and ambassadors</i>	
	<p>The Board received an update and it was confirmed that the positions would be voluntary with expenses covered. The Board discussed diversity and regional representation. A shortlist will be reviewed by the Nominations Committee, with a decision expected at a future meeting.</p> <p>Concerns were raised regarding staff capacity to carry out this work at this time. It was agreed that the work would be paused if it becomes overly complex or resource-intensive.</p>	

Item	Item description	Action
11	Evolution of membership	
11.0	<i>Paper 11:0: Evolution of membership</i>	
	The Board received an update on the membership strategy. Progress against targets was noted, with next steps including further planning and engagement activity. <i>A trustee left the meeting.</i>	
12	Chair and trustee appointments	
12.0	<i>Paper 12:0: Chair and trustee appointments</i>	
	The Board approved the appointment of Ashley Wheaton as a co-opted trustee with immediate effect and as Chair from 1 June. <i>The trustee joined the meeting.</i> A trustee agreed to continue as vice-chair until the end of the calendar year. <i>Two trustees left the meeting.</i> The Board approved the re-appointment of Richard May as a co-opted trustee for a further two years and approved the appointment of Fiona Abbott as a co-opted trustee for an initial three-year term. AP8: PH to update Companies House and the Charity Commission with the changes to trustee appointments and roles. <i>The two trustees joined the meeting.</i>	AP7
13	2025 AGM and trustee elections	
13.0	<i>Paper 13:0: 2025 AGM and trustee elections</i>	
	The Board noted the update on the AGM and trustee elections. The Board approved the trustee skills list and agreed the eligibility criteria for candidates.	
14	Committee ToRs	
14.0	<i>Paper 14:0 Committee Terms of References</i>	
	The Board noted the updated Committee Terms of Reference and noted that they had been approved by each Committee. The Board agreed the revised Committee Terms of Reference documents.	
15	Committee reports	
15.0	<i>Paper 15:0 Committee report</i>	
	The Board noted the Committee report and minutes and provided positive feedback on the new reporting format.	

Cycling UK Board meeting
Minutes – 10:00 – 16:00 – Wednesday 26 March 2025
House of Sport

Item	Item description	Action
16	Any other business	
	There were no items to discuss.	