Present:

<table>
<thead>
<tr>
<th>Board Members</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Janet Atherton (chair)</td>
<td>Melanie Carroll</td>
</tr>
<tr>
<td>Christine Gibbons</td>
<td>Rachel Kirkwood</td>
</tr>
<tr>
<td>Fiona Abbott</td>
<td>Sam Marshall</td>
</tr>
<tr>
<td>Andy Macnae</td>
<td>Mark Smith</td>
</tr>
<tr>
<td>Paul Baker</td>
<td>Jacqueline Hills</td>
</tr>
<tr>
<td>Robin Tucker</td>
<td></td>
</tr>
<tr>
<td>Janet Atherton (chair)</td>
<td>Melanie Carroll</td>
</tr>
<tr>
<td>Christine Gibbons</td>
<td>Rachel Kirkwood</td>
</tr>
<tr>
<td>Fiona Abbott</td>
<td>Sam Marshall</td>
</tr>
<tr>
<td>Andy Macnae</td>
<td>Mark Smith</td>
</tr>
<tr>
<td>Paul Baker</td>
<td>Jacqueline Hills</td>
</tr>
<tr>
<td>Robin Tucker</td>
<td></td>
</tr>
</tbody>
</table>

Ordinary Business

1. Chair’s Communication - JA

2. Apologies
   o No apologies for absence received. Mark Smith would join the meeting later.

3. Declaration of Interests
   o CG declared Conflict of Interest for the Trustee Membership Committee paper as appointed Chair of Audit & Governance and being considered for position of Vice Chair.

4. AOB
   o Nothing added.

5. Minutes of 17 October 2020 Meeting
   o Minutes were agreed as an accurate record of the meeting on 17th October 2020.

6. Matters Arising from the previous meeting not covered on the agenda
   o Nothing else to be raised.

7. CEO Report – SM

The following Agenda items are for Approval (A) Discussion (D) or Information (I)

8. Holidays and Tours Options (A) – SM / JH
   o Current situation of H&T and key considerations discussed.
   o Fixed-term Task & Finish group to be established for Holidays & Tours to further understand current situation and future options.

9. Behaviour Change Programme (D) – JS
   o Presentation on Cycling UK Intervention Design.

10. Key Performance Indicators (I) – SM / PH
    o Presentation of interim KPIs and discussion on performance monitoring and critical dependencies for forward planning.
11. Brand Update (I) – MM  
   o Update on Cycling UK brand guidelines and toolkit.

12. Strategic Risk Register (D) – PH  
   o Strategic Risk Register presented and A&G Committee to consider how to build discussions around risk appetite into Strategy Refresh.

13. Finance update and Management Accounts (I) – PH  
   o Presentation of the management accounts to the end of November 2020 including: restricted vs. unrestricted funding risks, reserves position, investment performance, deficit level, membership and legacy income.

14. Whistleblowing Policy (A) – CG / PH  
   o Whistleblowing Policy approved by Audit & Governance and the board subject to the issue of anonymity being resolved.

15. Conflict of Interest Policy (A) – JA  
   o Conflict of Interest Policy and form annual review agreed by Audit & Governance and the board.

16. Trustee Committee Membership (A) – Committee Chairs  
   o 2021 Trustee Committee membership agreed by the board.  
   o CG elected Vice Chair - recommended by JA and seconded PB and trustees voted in favour by a majority.

17. Committee Reports (I) – All  
   o Audit & Governance Committee 17.12.20 minutes and Membership T&Cs presented and approved.  
   o Finance & Performance Committee 09.12.20 minutes presented and approved.

18. AOB  
   o Membership T&Cs – covered under A&G Committee Report (Item 17).

Dates of future meetings  
- Thursday 22nd April 2021; 13:30 – 17:00  
- Tuesday 20th July 2021; 13:30 – 17:00  
- Thursday 21st October 2021; 13:30 – 17:00  
- Thursday 16th December; 13:30 – 17:00