



Cycling UK AGM – 18 September 2026

Questions received before and during the broadcast

Member	Status	Question	Answer
Georgia Tsakiri	Submitted before AGM, answered in meeting	Currently, Cycling UK is offering a Concessionary membership for receivers of means-tested benefits, full-time students, young people under 18, disabled people, and carers. Are there any plans to extend this offering to those who work part-time, and those who earn less than £15k a year? With the cost of living going up, I feel that you need to address your membership offering, introduce new tiers and make it more affordable to those on low-wages, and those who receive Job Seekers Allowance.	We know the rising cost of living continues to be a challenge for many people, and we want Cycling UK membership to be as accessible as possible. It's worth noting that people receiving Jobseeker's Allowance are already eligible for our concessionary membership rate, as it is one of the means-tested benefits covered by the scheme. Concessionary membership is also available to a range of other groups, including full-time students, young people, disabled people and carers. While we don't currently have plans to introduce additional membership tiers based on working hours or income levels, we do keep our membership structure and pricing under regular review and will continue to consider feedback from members. Thank you for raising this point. It's not something that comes through strongly in the feedback we typically receive from members, but it's a helpful perspective and one we'll take on board as we continue to review and develop our membership offer.

Gary Baker	Submitted before AGM, answered in meeting	What evidence demonstrates that Cycling UK is increasing the number and diversity of people who cycle? Participation figures are impressive—for example, more than 140,000 participants in activities during 2025–26—but participation is not necessarily the same as sustained cycling. What proportion of participants continue cycling after six or twelve months, and what evidence does the Board have that programmes are reaching groups currently underrepresented in cycling?	While participation alone is not a measure of sustained cycling, Cycling UK has evidence that our programmes lead to longer-term behaviour change. For example, after joining Community Cycle Clubs, 78% of participants were cycling regularly, 78% reported doing more exercise and 62% felt more confident cycling. Targeted programmes such as the Inclusive Cycling Experience and Big Bike Revival are specifically designed to reduce barriers for disabled people, people on low incomes, women and other underrepresented groups. Typically 52% of participants came from the most deprived communities, 51% were women, 42% were from ethnically diverse backgrounds, and 21% were living with long-term health conditions. This gives us confidence that Cycling UK is not only engaging large numbers of people, but helping a more diverse range of people make cycling part of their everyday lives.
Gary Baker	Submitted before AGM, answered in meeting	What is the plan to reverse the apparent lack of membership growth? Membership is described as strategically important, yet membership income fell from £3.943 million in 2024–25 to £3.548 million in 2025–26, and the reported membership total reduced from around 70,000 to 69,000. What are the Board’s targets for membership numbers, recruitment, retention and income over the remainder of the strategy, and how will success be measured beyond the provision of new benefits?	Membership remains at the heart of Cycling UK. While membership numbers reduced slightly from around 70,000 to 69,000 members, that's a decline of 1% and represents a very stable membership base in a challenging economic climate. It's also important to note that the apparent reduction in membership income reflects an accounting change in the treatment of Gift Aid income, rather than a fall in underlying membership income, which has continued to grow year on year. We're fortunate to have a highly loyal membership base, with many members supporting Cycling UK because they believe in our mission, our advocacy work and the

			impact we have for cycling across the UK. At a time when many membership organisations are experiencing membership declines of 10-15%, that continued loyalty and support is something we value enormously. We remain committed to improving the membership experience and ensuring members receive real value from being part of Cycling UK. Over the past two years we've strengthened our benefits programme through partners such as Evans Cycles, Bikmo and Saddle Skedaddle, while continuing to enhance our wider membership offer. Members tell us this is making a difference. Our member satisfaction score of 7.8 out of 10 are strong indicators that members value the support, benefits, content and campaigning work we provide. We've also continued to invest in the member experience through a refreshed magazine, exclusive events and new opportunities for members to engage with Cycling UK and the wider cycling community. Looking ahead, we'll continue building on these strong foundations by improving the membership experience and the value we provide our members. As Cycling UK broadens its reach and engages more diverse audiences through its charitable work, campaigning and community activity, we believe this will create new opportunities for membership growth. We'll continue listening to members, evolving our offer and ensuring membership remains a vibrant and vital part of Cycling UK's future.
Gary Baker	Submitted before AGM, answered in	How is the Board evaluating the impact and value for money of campaigning?	External affairs work can be more complex to monitor and evaluate, partly because we are

	meeting	Campaigns such as My ride. Our right generated significant media coverage, social-media reach and political engagement. What evidence shows that this activity is changing public attitudes, influencing funding decisions, improving infrastructure or increasing cycling? How does the Board distinguish meaningful impact from high-profile activity and communications metrics?	seeking to deliver long term objectives and partly because we are one of a number of organisations trying to achieve similar goals. So, the campaigns and PPA teams report to the Board using an Outcome Harvesting approach. This involves capturing relevant changes or outcomes where Cycling UK has had some direct influence, which are steps towards the long term change we are seeking. For example, to deliver the goals of the My ride Our right campaign we need to mobilise political support. Our campaigning and advocacy work led to a Westminster debate earlier this year on women' safety while walking and cycling at which multiple MPs from different parties expressed their support for our campaign, and specifically safer routes for women. That support doesn't immediately deliver safer routes for women, but it is part of the process towards that which is reported to the Board.
Rodney Clarke	Submitted before AGM, answered in meeting	When will Cycling UK grasp the nettle and campaign for effective control of electric bikes and scooters? These are effectively outside the law at the moment as it is extremely difficult for the police to take action. This applies regardless of whether the bikes / scooters are hired, or for individual use. They need to be registered with a government body and fitted with an electronic tag which would enable the police to detect them using a suitable device. In addition insurance would be compulsory (just as it is with a car or motor bike). It is important to note	Cycling UK supports the current EAPC regulations which classify e-cycles as conventional cycles and includes limits to the power and electrically assisted speed. We do not believe there is a case for additional regulations for EAPC compliant e-bikes. Electric bikes which do not conform to EAPC regs are legally electric mopeds or motorbikes and should be registered and regulated as such. Cycling UK has called for better regulation regarding the marketing and sale of such 'illegal e-bikes', to make it clear they are not legal e-cycles, and supports police action to identify such bikes. Testing whether a bike is EAPC compliant and a legal e-cycle should be

		that this would only apply to electrically assisted machines. Pedal cycles have always been free of such regulation as generally they pose little danger to the public. (Not always I appreciate) The same cannot be said of electric machines. The current arrangement is clearly unsatisfactory; people are being injured without recourse to insurance and unlawful activity goes undetected - action is required and Cycling UK should take the initiative.	straightforward. We urged the government to take a cautious approach to trials involving e-scooters and want to see new regulation covering e-scooters and other forms of micro-mobility. However, our focus is on cycles, not e-scooters, which unlike legal e-cycles cannot legally be used on public roads outside of the authorised trial areas. The police already have enforcement powers to prevent such use.
Gary Baker	Submitted before AGM - written response provided	How is the Board assessing progress against the five strategic objectives? The annual reports describe substantial activity and encouraging case studies, but provide relatively limited information on performance against quantified five-year targets. What specific outcome measures, milestones and “traffic-light” assessments does the Board use, and will these be published so members can judge whether the strategy is on track?	The Board reviews progress against the five strategic objectives on a quarterly basis through regular performance reporting from the Executive. This includes consideration of key achievements and KPIs, delivery against priorities, emerging risks and areas where progress is off track. Trustees use a traffic-light assessment framework to identify areas requiring further scrutiny and challenge, and to ensure that appropriate action is being taken where delivery is behind expectations. Alongside performance reporting, the Board reviews strategic risks, opportunities and changes in the external environment to ensure that resources remain focused on achieving the charity's long-term objectives. We recognise that our annual report currently provides greater emphasis on activities, achievements and case studies than on reporting progress against a published framework of strategic measures and milestones. We will consider how future reporting can provide members with clearer visibility of

			progress against the strategy and the Board's assessment of whether delivery is on track.
Gary Baker	Submitted before AGM - written response provided	Has the organisation's strategic focus become sufficiently clear? The latest report says that, after two years of the strategy, the organisation has needed to prioritise more effectively because of workload pressures, financial constraints and a changing external environment. What activities have been deprioritised or stopped, and how will the Board ensure that the revised focus still covers all five strategic objectives rather than concentrating principally on income generation?	We have not formally de-prioritised or stopped any activities that contribute to our five strategic objectives. However, in response to capacity constraints, financial pressures and a changing external environment, we have become more disciplined in sequencing and timing activity, ensuring that resources are focused on the initiatives that deliver the greatest benefit to members and the public at any given time. To support this, during 2025/26 we started to develop a clearer prioritisation framework which assesses projects and opportunities against our strategic objectives, organisational capacity and anticipated impact. This enables us to make informed decisions about where to focus effort while maintaining progress across all five strategic objectives. The Board monitors delivery and performance across the full strategy through regular reporting, ensuring that our focus remains balanced and that no individual objective, including income generation, is progressed at the expense of the others.
Gary Baker	Submitted before AGM - written response provided	Great video by Sophie Gordon. All the examples were of cycling in isolation, why are you not promoting cycling use in conjunction with other forms of transport and the need for the relevant infrastructure car park and ride, cycle infrastructure alignment with train stations (routes and secure storage).	This video accompanies the launch of our new report, 'The Route Forward'. The report highlights a number of high-quality cycling infrastructure schemes delivered across the UK that have transformed places and people's lives. The intention with this report was to show what is possible and to give politicians, councils and decisionmakers the confidence and inspiration to

			deliver similar benefits in their own communities. Case studies featured in that report do highlight the importance of secure cycle parking at train stations and connectivity to transport hubs. We also published a separate report this year, 'Five ways to improve cycling for women', which outlines five low cost and easy intervention steps councils can take to improve cycling for women, including well-placed cycling parking. We do promote integration of cycling with other means of transport and our manifesto for the 2024 general election specifically called for an integrated transport strategy. Following those calls the Department for Transport in January this year published 'Better Connected', their strategy for integrated transport which strongly supports better cycle-rail integration.
Gary Baker	Submitted during AGM - written response provided	A recreational cyclist has a choice of national organisations to join; Cycling UK or British Cycling. Membership fees for Cycling UK are significantly higher than British Cycling for on the face of it; a similar deal. What is the CUK added value proposition and how is that being communicated?	The Cycling UK membership is £58 versus British Cycling's core membership at £52. In some respect the products are very similar in that they offer insurance, legal support and a range of discounts. However, we pride ourselves that, as a charity, our members are also directly supporting campaigning, access rights, behaviour change programmes, community projects and making cycling a normal activity for everyone in the UK.
Gary Baker	Submitted before AGM - written response provided	How well does the Board understand the membership it represents? The reports identify approximately 69,000 members, an 89% retention rate and some demographic information, including that 28% of members are women. What fuller analysis does the Board have of	Understanding our members is incredibly important to all of us at Cycling UK, including the Board, and we use a range of data and feedback to help us do that. We build our understanding through membership and demographic data, regular member surveys, direct feedback, customer service interactions, and engagement with our

		members by age, location, ethnicity, disability, cycling interests, income and type of membership? How are the views of members who do not attend groups or respond to surveys being captured?	local groups, volunteers and wider cycling community. Together, this helps us understand who our members are, how they engage with Cycling UK and what matters most to them. We also recognise that no single source gives us the complete picture. Not every member responds to surveys, attends groups or actively engages with us, so we're always looking for new ways to gather insight and hear from a broader range of members and perspectives. The Board regularly reviews membership trends, retention, satisfaction and Net Promoter Score, alongside qualitative feedback from members. This helps us understand not just who our members are, but how they feel about their membership and where we can improve.
Gary Baker	Submitted before AGM - written response provided	How will the organisation balance financial resilience with continued strategic investment? The 2025–26 accounts report a surplus of £553,000, but this was materially assisted by legacy income, which the report rightly describes as unpredictable. The 2026–27 budget forecasts a deficit of £218,000, while the organisation also plans to use designated funds for investment. What are the Board's downside scenarios if membership, fundraising or grant income fails to grow as expected, and at what point would it revise spending or the pace of strategic investment?	The £218k deficit budget for 2026/27 was carefully considered by the Board as part of the business planning process. That process included both downside and opportunity scenarios, recognising that the organisation needs to manage risk while still investing in the income growth and operating improvements needed for long-term sustainability. The main downside scenarios considered were slower than expected membership growth or retention, lower fundraising performance, delays or reductions in grant income, and cost pressures being higher than planned. The Finance and Performance Committee reviews actual results during the year against agreed financial milestones, including income performance, expenditure, cashflow and reserves. If results fall materially short of those milestones, the Board would consider mitigations such as phasing or

			delaying discretionary investment, reducing or re-prioritising expenditure, accelerating cost savings, and revising the timetable for returning to a normalised breakeven budget. At the same time, the Trustees have designated funds to support targeted investment in diversified income streams, systems and process improvements. The aim is therefore not simply to reduce spending, but to balance short-term financial resilience with the strategic investment needed to reduce future reliance on unpredictable income and strengthen Cycling UK's long-term financial position.
Gary Baker	Submitted before AGM - written response provided	Is the current income mix sufficiently resilient? Grants represented 58% of income in 2025–26, while membership income represented 29%. Given the dependence on restricted public and programme funding, what level of unrestricted income does the Board consider necessary to protect core campaigning, membership and policy work? What are the expected financial returns and payback periods from the investments in fundraising, commercial activity and digital systems?	The current income mix is not as diversified as we would ideally like, because a significant proportion of income remains dependent on restricted public and programme funding. However, we have been fortunate to secure the Active Travel Grant for the Big Bike Revival programme for a further three years, which gives us time to strengthen and diversify future income. Our aim is to move towards a better balance between restricted and unrestricted income, so that core work is less exposed to changes in grant funding. We are investing in this through improved membership journeys and member experience, stronger fundraising activity, and growing partnerships with like-minded companies and individuals. In terms of return on investment, the expected return and payback period will vary depending on the nature and complexity of each project. For example, digital systems may have a longer or less direct financial payback because they also support member experience, operational efficiency and

			future income generation. As a general planning principle, we would expect income-generating projects to show a credible route to paying for themselves within around 12 to 24 months, while recognising that there will be exceptions where the strategic value or enabling benefits justify a longer payback period.
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