

Present:

Council Members

Richard Bates
Philip Benstead
Welna Bowden
Colin Brown
Jim Brown
Martin Cockersole
Stephen Coe
Simon Connell
David Cox (Chair)

Roger Crosskey
Barry Flood
Janet Gregory
Peter Hayman
Dan Howard
Julian James
Jaki Lowe
Graham Smith
Arthur Spurr

HQ Staff

Gordon Seabright
Carol McKinley
Sue Cherry (Minutes Sec)
Matt Mallinder
David Dowling

Ordinary Business

1 Chair's Communications

The Chair opened the meeting by thanking the three retiring Councillors Tim Jackson, Peter Brake and Peter Hayman for all their hard work they have done since joining Council. He presented Peter Hayman with a certificate to commemorate his time on Council.

The Chair asked Arthur Spurr to forward all of Council's best wishes to John Radford's family.

2 Apologies for Absence

Apologies for Absence were received from Peter Brake, Tim Jackson, Shivaji Shiva and Jon Snow.

3 Declarations of 'Conflicts of Interest'

None were declared.

4 Notification of Any Other Business

Forestry Commission – Stephen Coe
Expenses Policy – Simon Connell

5 Minutes of the previous meeting (Saturday 27th July, 2013)

Page 2 – Item 7 Paragraph 6 No events, publications should be done without CTC in the name should be an Action Point.

Page 3 – Action Point 4 – Should be 'Membership' not 'Main Services'

With the above amendments the Minutes were agreed as a correct record of the meeting.

5.1 Action points from previous meeting

Richard Bates referred to Action Point 12 saying he had written to the MD of Holidays and Tours but had heard nothing.

6 Matters arising from the previous meeting

Graham Smith highlighted Item 24 from the July Minutes saying that in Oxford a cycle safety redevelopment has recently taken place and he had concerns over the quality of work being carried out. He felt CTC should have an organised response that local campaigners could use. He fears we could lose members by not responding.

Gordon Seabright responded saying that our Staff member Chris Peck is now sitting on the Highways Working Group so will be able to influence at a national level, but local issues should be down to the local R2R rep.

Welna Bowden suggested talking to the Institution of Civil Engineers. Roger Crosskey referred to his report (item 24) saying he mentioned this because this is the first time that the Government have actually looking at the infrastructure which is a great step forward.

Action Point: Strategy and Policy Committee to look at this item in more depth and report back

Arthur Spurr referred to Item 10 from the Minutes and apologised to Richard Bates for not inviting him to the last S&P meeting as a co-optee. He will be invited in future to take item 9.4 (from May 2013 Minutes) forward (the R2R Advisory Group).

Reports:

7 Chief Executive's Report

Gordon Seabright gave an update since his report was circulated:-

- He has added some lines in the traffic light system on the Branding exercise.
- There was an excellent article in the Scottish Sunday Times by Suzanne Forup (Staff member) on getting women on bikes.
- Roger Geffen gave a brilliant interview on the 'Today' programme managing to get the CTC name in several times. This caused good feed-back on Facebook.
- Department for Transport are visiting National Office next week.
- We have written letters of congratulation and invitations to meet the new transport minister and shadow resulting from the recent parliamentary re-shuffle – Robert Goodwill and Mary Creagh.

He opened the floor to any questions on his report.

Philip Benstead felt we should communicate our media success more with our members. Gordon advised that we always put links to any Press or Media coverage CTC get on 'Facebook' and in 'Cycleclips' so we do as much as we can. Arthur Spurr mentioned that not all members are up to date with smart phones and computers etc. and we must be mindful of that. Jaki Lowe suggested a 'Buddy-up' scheme in Council to help with Facebook etc.

Philip Benstead also asked if there could be an internal Calendar of Events and activities Councillors could refer too. Gordon confirmed that Matt Mallinder was working on a year long grid of activities which he will circulate once complete.

Action Point: Matt Mallinder to circulate the internal 'Calendar of Events' to Council once complete.

Barry Flood referred to Item 4.2 in the report where it says. In April 2011/12 membership was 68.6 which reduced to 68.2, in April 2012/13 membership was 66.7 reducing to 66.3. The number of Members is declining and the paragraph doesn't reflect this with sufficient clarity.

Barry then referred to the traffic light pages on the report and asked what the correct number of Membership growth expected as there seen to be 2 different numbers. Martin Cockersole confirmed that the agreed target had changed to 70,500 and that Gordon's personal target is 75,000. Barry also felt that not everything was in place with H&T succession plan so should be amber along with the 'Build Fundraising Capability' with regard to Gift Aid.

Action Point: Change greens to amber in the traffic light grid

Jaki Lowe asked about the launching of apps. Gordon confirmed that a 'Crash Kit' app will be launched shortly.

Arthur Spurr felt reading the report things were going in the right direction and members were getting the right messages. He is concerned over Dalby as he still hasn't seen any figures and asked if any activity measures are in place. It was confirmed that Rob Fuller now manages measures of Dalby activity. Carol McKinley confirmed the Monitoring and Evaluation post (now recruited) was included under the 'Inclusive Cycling' project so measurement impact will be part of the report each project will have to produce in future.

Stephen Coe mentioned the glowing report from a GP from Cornwall who visited Tidworth who said the whole area was brilliant for cyclists of all levels.

7.1 Chief Executive's appraisal objectives

Gordon referred to his Objectives circulated and confirmed the 75,000 membership figure is a personal goal, not the budgeted target. Also highlighted was that more notice must be given to Council on major issues so they can achieve correct decisions. Dan Howard asked that more matrix figures or percentages be added as SMARTER (note: this means specific, measurable, attainable, relevant and time-bound) objectives and be followed through.

7.2 Complaints Report

Noted and taken as read.

7.3 Team CTC

Gordon Seabright presented his paper and hoped that Council would support his recommendation. He advised that lessons had been learnt in the first year – one thing being that the Team didn't do enough Charity events the other was not enough Press or Media coverage. Even when we were in the lead the TV coverage didn't mention Team CTC and a complaint was sent to ITV. We now have a Press Volunteer who now covers all the races. Gordon confirmed that there was a good indication that sponsors will sign up again for 2014 at the same level of sponsorship as 2013. If we do not secure funding then Team CTC would not run in 2014.

Most Councillors fully supported this paper and therefore agreed if funding is secured.

8 Council Appointments 2014

8.1 Revised Councillors Guidelines

The question of whether the Guidelines should be 'Confidential' or not.

Action Point: discussion to be taken to January Council

8.2 Returning Officer's Report

Noted and taken as read.

8.3 CTC Cycling Holidays and Tours Ltd – Directors to be appointed for 1 year from 1st January, 2013.

Proposed names: Jim Maynard – Travel Industry expert, Heather Evans – Tours Coordinator, Shelia Simpson – Tour leader, Pam Pilbeam – Tour Leader, Peter Mathison Ex-Councillor, Lyndon Bracewell – Tour Leader, Gordon Seabright – Company Secretary.

Concern was expressed that there was not a Council member on the Board and volunteers were asked from the floor. Julian James and Philip Benstead came forward.

9 Awards and Recruitment Committee

9.1 Recommendations for Council – Honorary Posts and Membership

Gordon reported the Honorary Members lists is as last year and will be invited to be honorary members for 2014. The good news is that Lord Scott has agreed to be an Ambassador and has been asked if he will lead on handing in our Road Justice petition to Damien Green Minister for Policing Criminal Justice and Victims. We await his reply.

9.2 Volunteer of the Year for 2014

Council were encouraged to spread the word at their AGM's.

10 Operations Committee – matters arising

10.1 Meeting held on 18th September, 2013

The circulated Minutes were noted and taken as read.

10.2 Management Accounts

Carol McKinley reported on the paper circulated highlighting the two new columns added as requested, showing the amendments and new totals. She pointed out that Legacies were down, Holidays and Tours column had been removed, Grant claims reflected end of year accruals and deferrals, Bad Debts written off on training income, cancelation of the York Show had incurred costs and had an on-going impact i.e. we employ a Part time Staff member to run the show, the year end is still running and September is still being processed. This leaves an approximate 26K deficit.

Barry Flood asked that these figures be taken into account in the discussions on Item 17.

10.3 Gift Aid update

Carol McKinley reported that a further letter had been written to ask for an outcome on the application of Gift Aid on membership fees. A reply had been promised within the month. The month is up next week so she will chase.

10.4 Dalby Forest update

The paper was noted but concerned was made that this project is still not delivering

10.5 Cycling Projects progress report

Dan Howard felt this paper was weak and asked to see the 14 page document. This will be taken to the next Operations Committee to discuss further.

Action Point:- Dan Howard would like to see the 14 page document and add this item the next Ops Committee agenda

11 Strategy and Policy Committee – matters arising

11.1 Meeting held on 28th September, 2013

The circulated Minutes were noted and taken as read and it was confirmed the next meeting will be held on the 9/11/13 in London.

11.2 Council are invited to approve the formation of the following Member Group:

- Winchester CTC – Approved
- Change of name from CTC South Hampshire to Southampton and Romsey CTC - Approved

Proposed by: Arthur Spurr Seconded by: Julian James Agreed: Nem Con

12 Equality and Diversity

It was noted that some Council Champions have yet to meet in person with the Staff lead for their equality area and were surprised to see the form completed without having seen it before hand. The report was welcomed by Council. Roger Crosskey confirmed he was encouraged by the equality audit he carried out on a CTC Training Course he felt the quality was very good.

13 Councillors Awayday update

David Cox confirmed Jaki has found a facilitator for the day and we will be focusing on Equalities and the Brand refresh.

14 Brand Refresh

Gordon confirmed Forsters have now moved to the creative stage of the project and have come up with 4 ideas – one fun, one heritage and two inclusive. These will be shown to three focus groups based in Bristol, Birmingham and Norwich and the feed-back results will be reported at the 'Awayday' in order that Council can make its decision. Staff have been shown the ideas and but are not included in a focus group as they are not potential members. Peter Hayman confirmed the Council working group's satisfaction with progress to date. Barry Flood confirmed the Operation Committee will have to consider the costs of this re-branding.

15 Membership and Marketing Report

David Dowling (Marketing Manager) and Matt Mallinder (Membership Manager) gave an interesting presentation showing an improved suite of benefits. They gave a special thanks to Ian Taylor CTC's Senior IT Officer for the success of the getting the on-line direct debt system up and running. A general discussion followed.

Welna Bowden highlighted the Affiliated Membership and asked what was being done to convert them to full membership in line with the strategy. Gordon confirmed that our aim is

not only to recruit affiliate members but to encourage affiliate members to move on to full membership. In the past year, 348 have done so.

Matt Mallinder confirmed that Affiliate membership is a great way of getting members interested in CTC and once the Membership department have settled in they will start to do monthly telephone chasing and Affiliate clubs will be part of the strategy. Circa. 14000 leave every year and his aim is to reduce the lapsed rate by 25% to circa. 3500. In subsequent years 14/15 and 16/17 Matt saw growth of 5000 members per year. He agrees there is a lot of work to get to this point, in future it will be easier to spot when figures are not being achieved. We now have total control over the Membership department and new campaigns, strategies etc. can and will be closely followed and Council will receive far more detailed Membership information in the future.

Jaki Lowe asked if they had considered corporate membership discounts for companies and Unions. Matt confirmed this would be considered.

It was commented that there are serious membership issues to resolve and good governance would be required to measure the improvements and ensure targets are being achieved.

16 ECF

Barry Flood confirmed he had attended his first meeting in Brussels and was able to announce that already funds from ECF were coming to CTC. A £5,000 Contract had been awarded to CTC to help with promotion of cycling in next Spring's European Elections. Barry said that other lucrative funding opportunities for CTC were in the pipeline, and he hoped to be able to announce these soon.

General Business:

17 Budgets for 2013/14

Gordon Seabright presented his paper saying the modest 2012/13 shortfall against the budget indicates that effective cost control measures are in place. There has been a drastically reduced income from the public sector. After some debate on the difference between the membership income in the budget and the target shown in other papers, he confirmed that the income is based on a predicted membership growth to 70,500, and 75,000 is his personal aspirational objective.

It is difficult to say what financial impact various things will have over the next three years so have deliberately chosen not reference them in the paper.

- Whole suite of Health & Wellbeing products
- Impact of fundraising
- Membership costs (assuming no subs increase)
- Organisation structure (right for the size)

A potential loan from reserves of 219k including 50K contingency was requested. A general discussion followed.

Roger Crosskey commented that new products have been talked about as coming on stream and potential cost savings but what are they as no figures have been given. He then said that unless income streams and costs saving take effect this year there will be no impact this gives me serious worries. How quickly will you follow with figures?

Philip Benstead pointed out that we have been in this position before when we took money from reserves to expand the remit and the following year we had 'Foot & Mouth' we just don't know what's going to happen in the next three years.

Colin Brown was surprised at how weak the paper was for such a request with assumptions, maybes and so little evidence to back it up. He was uncomfortable at being asked to make a decision based on a speculative paper, others agreed with this point.

Gordon confirmed he chose not to put a proposal paper to Council which was built on unsound assumptions and estimates. It is a deliberately speculative paper. We will break even in 2014/15 after taking management actions, and indeed will operate at a surplus. Questions were asked on the increase in the Insurance premium and Carol McKinley explained there were a number of factors including risk assessors now being involved in quoting for policies and that there had been a large claim three weeks before renewal. This also had an impact on our CAP insurance, which has increased from £2,000 per year to £20,000 per year and all this is out of our control.

Councillors asked for clear matrix moving forward so they can carefully look at the wider budgets and monitor them to avoid being in the same situation next year. More detail was requested surrounding future income, rebranding, fundraising and contracts. Given the current situation it was queried if the strategy was right and what could be taken out.

Gordon confirmed that future monthly detailed accounts tracking has been put in place and expressed some confidence in replenishing the reserves over 3 years.

There was further discussion regarding the level of reserves and concern about how much would be needed from them to cover the deficit.

Simon Connell felt the budget was prudent and he recommended the contingency be removed. Subscriptions target of 70,500 this year plus over three years an additional 5000 members each year was confirmed.

Summing up Simon proposed the following as a way forward – seconded by: Roger Crosskey

That Council approve the budget subject to the following amendments:

- £26k 2012/13 deficit carried forward
- Remove the £50k Contingency
- £30k reduction in net deficit for 'Projects and Training Areas'
(Allowing £165k total deficit) and
- 89k Insurance costs increase to be reflected in subscriptions discussions
- A loan from reserves to cover the £165k deficit to be repaid by 30th September 2017

Voting results:

14 = In favour

2 = Against

0 = Abstentions

Stephen Coe proposed an amendment – Seconded by Philip Benstead:

That Council agree that next year's draft budget along with year 2 and year 3 forecasts must be submitted to Operations Committee in March 2014 and June 2014 for discussion ready for signing off at the July Council meeting

Voting results:

11 = In favour

1 = Against

4 = Abstentions

18 Investment Policy (reviewed on an annual basis)

Simon Connell confirmed the policy had not changed. The policy was noted and approved.

18.1 Appointments to Investment Committee

Simon Connell notified Council that John Catt a former CTC Councillor has been co-opted onto the Committee. This was agreed and approved – Nem Con

19 Scotland, Wales Northern Ireland and English Regions

The circulated report from Scotland was noted as read.

Barry Flood confirmed Belfast were making a bid for the 2017 Velocity.

20 Any other Business

Stephen Coe mentioned the 'Discovery Pass' the Forestry Commission are offering which gives free parking etc. but more importantly they are offering CTC membership for £16.00 on their website. This has been reported to Rob Fuller and Matt Mallinder.

Simon Connell referred Council to the updated Expenses Policy and highlighted the one change is a time limit of 3 months for submitting expenses has been introduced. This policy was noted and approved.

21 Review of meeting feed-back

Noted

22 Dates of next meetings to be held at the Charity Centre except the AGM which is in Glasgow.

Saturday 18th January

Saturday 5th April

Saturday 10th May (AGM)

Saturday 19th July

Saturday 18th October

Meeting closed at 4.25