

## **Minutes and Actions of the 97<sup>th</sup> Meeting of the CLUB COUNCIL**

**Tuesday 14<sup>th</sup> October 2025, commencing at 4pm.  
Crown Plaza, Bridge Foot, Stratford Upon Avon, CV37 6YR**

### **Club Council Attendees:**

Geoff Gaunt, Club Leader - GG  
Pete Gregory, Club Council Chair - PG  
Janice Stace, Club Treasurer - JS  
Ian Jarrett, Motoring Leader – IJ  
Mike Biss, Motoring Groups Deputy Leader - MB  
Graham Davis, Camping and Caravanning Leader - GD  
Bob Thomas, Local Groups Representative - BT  
Denise Knight, Local Groups Representative – DK  
Phil Pallent, Local Groups Representative - PP  
Mike Harrison, Independent Council Member – MH

### **By Invitation Attendees:**

Gerard O'Sullivan, Association Chair – GO  
Madeleine Grubb, Association Vice Chair - MG  
Colin Slinn, Chief Executive Officer - CS  
Clair McMahon, Head of Member and Business Operations - CM  
Kadie Crichton, Senior Marketing Manager – KC  
Mark Brumwell, Independent Council Member Nominee – MBW  
Richard Ashcroft, Independent Council Member Nominee – RA  
Dave Farris, Governor – DF  
Brian Comber, Governor – BC  
John Herington, Governor - JH  
Simon Amos, Camping and Caravanning Group– SA

## **MINUTES**

GG welcomed everyone to the Club Council meeting giving invited attendees an introduction.

GG firstly recognised the sad news of the Surrey Group Secretary passing and gave his sincere condolences to everyone in Surrey Group on behalf of the Club Council.

Secondly GG recognised that some of the attendees had received the minutes of the last Club Council meeting and others had not. GG apologised for this and reassured the attendees the minutes will be circulated and uploaded within the service level agreement going forward.

GG introduced Gerard O'Sullivan and Colin Slinn to the meeting. GO provided a comprehensive update on the association's performance recognising that last year was a positive year for Boundless. Last year saw an increase in turnover and profit which enables reinvestment into the association. GO noted a recent drop-off in new members towards the end of the last year, explaining that while initial engagement is challenging, members who stay beyond the first year tend to remain for several years. The focus is on engaging new members early in different Boundless benefits to improve first year retention.

CS outlined three strategic priorities which is member experience, sustainable growth and operational excellence. CS explained the board has agreed to prioritise long-term commercial sustainability and member experience over short-term profit maximisation, with plans to invest in technology and member

communities. Despite financial strength, CS noted there is an overall decline in total membership, making retention and engagement central challenges. Sustainable growth opportunities are being identified such business to business (B2B) opportunities which will allow us to sell Boundless memberships to eligible companies to offer to their employees opening new markets to Boundless.

CS emphasised he sees a lot of opportunity with Member Communities and the active club. CS explained he attended a positive club strategy meeting in Sheffield, and the company structure has also been reviewed to support the business and the club. Technology and how that works with member experience is key for our future. In the new structure we have appointed a Chief Product Technology Officer as part of the executive team who will start in December. At the same time, we have also added a Head of Member and Business Operations which we are pleased to have appointed Claire McMahon into the role. The role will focus on Member Communities, Member Services and larger scale projects to achieve our strategic goals. This extra support will build on the great work the team and volunteers have all been doing for the club.

## 1. Opening Items

### Apologies

Apologies given from Jeff Kenyon, Trevor Warren and Lisa Parrot.

### Minutes of previous meeting

IJ raised an amend on action 4 to be assigned to Mike Biss.

Based on the amend PG obtained approval for the minutes of 96<sup>th</sup> meeting.

### Actions and Matters Arising

Action No.	Description of Action	Who responsible?
1	IJ/PW to discuss sustainable practices in relation to Motorsport UK requirements  Ongoing  IJ stated due to Terry and Pete leaving this has not progressed. CM explained that the Health and Safety team are looking at sustainability along side a third-party consultant so will come back to Ian directly on this.	Pete Worster and Ian Jarret
2	JS/KC to finalise and circulate new Recognition Meal Policy to groups.  Complete.  MG mentioned she had not seen the email. KC confirmed it was circulated with guidance document via email in July and will reforward to MG.  <i>Post Meeting Note: KC has forward to MG.</i>	Janice Stace and Kadie Crichton
3	PW/KC to check articles and put forward the change for the next Annual General Meeting.	Pete Worster and Kadie Crichton

	<p>Complete</p> <p>KC explained this would need to be put through as an article change, the decision had missed the deadline for this years Annual General Meeting but will be captured for next years.</p>	
4	<p>MB/KC to review Motorsport UK registration contacts.</p> <p>Ongoing</p> <p>Responsibility changed to Mike Biss.</p>	<p>Mike Biss and Kadie Crichton</p>

On Action point 2, GD raised that the recognition meal funding does not work for the Camping and Caravanning Group as there is not enough time to add a meal into their committee meetings.

GG explained that the reason it was introduced was because some groups under the old recognising volunteer system had used the funding to introduce a committee approach to spend the fund on getting together for a meal to celebrate a kind of team building event. The Club Management Group felt this is important and not something we would want to see lost in the recent changes. GG explained the importance to have that social aspect of volunteering along side the great work volunteers do. It's important to celebrate that work and have the money available should groups wish to use it to come together, however it is not compulsory and should only be used if it works for the group.

## 2. Club Leader Update

### Club Elections

GG raised that we have had a lot of elections this year and change over at the Club Council due to tenure ending. GG confirmed one application has been received for Club Treasurer and no applications to date have been received for the Club Leader.

GG stated that only one nomination has been received for Chair of Club Council which was from himself. GG explained the thinking behind this was due to having a short tenure as Club Leader before transition to his new role as Association Vice Chair he would like to support the new Club Leader in continuing the work that has already been started should the new Club Leader agree. GG expressed that this was supported by the Association Chair to stay involved and supportive of the club however recognises that it is not ideal or essential and would be happy to not hold the position if others disagreed.

MG raised that she did not agree which was supported by IJ. IJ recognised it is not an ideal situation and disappointing no other nominees have come forward however felt it would not be appropriate to hold both roles. IJ stated he understood the pragmatic thinking behind the suggestion in the short term, however felt it could lead to longer term issues.

GG thanked MG and IJ for their views and agreed it is not an ideal situation raising the issue of succession planning and the real need to address future talent for roles on the Club Council. GG stated that this time last year he agreed for succession planning to be a frequent agenda item to keep the conversation going to seek volunteers who may wish to develop with the club. Although this has been done and ongoing it is concerning the lack of nominees coming forward for positions.

IJ suggested that as a first step the lack of nominations for Club Leader needs to be addressed as a priority. Once a new Club Leader is in the role it would be a good starting point to discuss with the Club Council how they would like their meetings to be chaired going forward and appoint accordingly. GG agreed and said that the role of Chair is important and supports the Club Leader to ensure it does not feel like they are the only one speaking and keeps the meeting on track. The Club Council agreed with the plan to proceed and hold off electing the Chair of the Club role until a new Club Leader has been appointed.

## **Succession Planning**

GG further explained that this was added to the agenda because we wanted to try to ensure that there are people coming through to fill these important roles on the council/board. It is important the club has a strong line of succession to continue the success and work that has already been done. Last year the articles were changed to widen the pool for volunteers to get opportunities to develop into more leadership roles within the club without having had already served on the council.

GD raised that feedback he has received is it is not clear what is involved or what is expected of the volunteer in the positions being advertised. MH said we need a version of a job description which is more informative than the current terms of reference. KC raised that part of the Investing in Volunteers the Club Council amended several of the documents as part of Phase One to ensure they are factually correct. As part of Phase Two we want to introduce several resources which are more user friendly and attractive to members. CM echoed this and highlighted this is one of the projects as part of the strategy to help support the growth of the club in the coming years. MG suggested the Club Council each write a job description for their role to give to the Member Communities Team to support the creation of resources to inform volunteers.

**ACTION:** Each Club Council member is to create a job description style document of what their individual role entails, including information you feel is important for someone considering the role in the future.

KC raised in regard to succession planning there are several additional attendees here today who are nominated for Independent Council Members or wishing to see what happens at Club Council which should be recognised and considered for development opportunities if they wish to be. GG agreed and reminded the council that they should encourage those showing interest to attend a future club council meeting.

## **Investing in Volunteers**

GG explained that the structure of the process has completely changed so the team are working hard to get what has been completed converted to the new version. Kadie is working with the consultant on our review. After this stage the consultant will be requesting interviews with volunteers, so GG encouraged the council to be available if requested for an interview.

### **3. Club Strategy**

GG introduced Clair McMahon, explaining how Clair used to be part of the company supporting the club area so brings a wealth of experience and is ready to hit the ground running with new projects to support the club. GG explained that it was left after the last Club Council that the Club Management Group would work with the team at Boundless to define the strategy and build on the approach of how it can be achieved which Clair and Kadie will now present.

## Club Strategy Presentation

CM started the presentation by explaining the initial work before her role appointment was supporting the research and analysis of the club. CM summarised the research completed into competitor organisations and the results from our volunteer survey. Wider research across the volunteer sector identified declining volunteer numbers and a need for more flexible roles with less friction to get members involved. The strategy aims to address these issues by making volunteering more accessible and visible. The proposed strategy focuses on improving member experience, sustainability and operational efficiency. Plans include streamlining the volunteer onboarding process, leveraging digital tools for easier participation and creating better resources for volunteers to use and potential volunteers to access, eg video-based training. The strategy also highlights the need to better utilise online platforms and to introduce lifelong learning opportunities as motivators for volunteering. KC explained projects which are already in progress as well as a wide range of future projects to move the club into a reason to join Boundless through volunteering. Current projects include review of volunteer recognition, starting with the awards event tomorrow, and ongoing development of a toolkit to attract and retain volunteers. Working with a third-party consultant to improve the risk assessment process and introducing better data resources for groups through location heat maps for event planning.

CM emphasised we need clear metrics for success, these measures could include customer effort scores or engagement data. The Council was asked to review the draft strategy and provide feedback, with the intention of evolving the document collaboratively included what they felt would best measure success in their areas.

**ACTION:** Club Council to review the strategy document and slides and feedback to Clair and Kadie.

## 4. Discussion Items

### What does success look like?

GG felt the Club Council need to consider what success looks like so we can be sure what is planned to be delivered in the strategy represents what you believe success is in the club you represent. GG explained this part of the agenda is not so much for a direct answer today as he wants you to review and digest the strategy but something to take forward and give the question consideration.

GG raised the current engagement measure records someone attending an event the same as someone commenting on Facebook which feels inauthentic as there is such a difference in effort between the two actions. GD raised that there will likely be a big difference between interest, local and online groups measures which might be hard to balance. GD and MH highlighted the current structure counts attendance but not the efforts of those organising events and their involvement.

IJ highlighted it's not about numbers to some, but it is about numbers from the business point of view. From the business view, it's what those numbers do and confirm about the success of the business. But from the club side, it's about what people want to engage in. We need to understand that it doesn't matter whether we've got 100,000 members, 200,000 members, if we've got a percentage of the membership engaging in club activity, that is providing and engaging with its volunteers, that is a good measure. As a club we can't afford to get everyone involved but a percentage measure would be a good starting point.

DF raised an observation that as a club with volunteers, we have a finite amount of space regarding development such as only one chair role, only one vice chair role. The hope of the strategy being such a success that you create so many more volunteers that there's this sort of struggle to get through the

funnel at the very end. That will be wonderful, but you will need to be mindful of how that is managed. GG agreed that would be a wonderful problem to have.

GG asked the council to take the topic of success away and give it consideration with your committees and bring your thoughts to the next meeting.

**ACTION:** Club Council to consider what success looks like to your subject areas and bring your thoughts to the next meeting.

## **Member Events Update**

KC outlined plans for expanding the Boundless member events offering in the coming year to allow more geographical coverage and enhanced volunteer opportunities. KC explained the events team aims to deliver 65 events in 2026, with the goal of attracting 20,000 attendees which is a 16% increase on attendance compared to 2025. This includes 8 member days at large venues, new smaller 'member day light' events at 24 venues across the UK and 33 online events with themed content such as learning sessions and hidden histories.

KC explained that the Events Team is currently limited to using larger venues due to the high number of attendees expected. However, the introduction of the new Member Days Lites model will enable the use of smaller venues. These events will still offer a significant discount but will cater to around 250 attendees, compared to the 1,000+ typically accommodated at standard Member Days. The focus of the day will remain on delivering value through discounts, but unlike the full Member Days, there will be no Boundless team presence. Instead, volunteer support will be welcomed during the first hour of the venue opening to greet members and assist with access. After this initial hour, volunteers will be free to enjoy the venue themselves. This new format will create more stewarding opportunities for volunteers and help grow the volunteer network as well allow a more geographical spread of venues.

GD and PP asked if there would be venues considered in Wales. KC explained the examples given on the slides are just a few of what the team are looking into and there are venues being looked at in Wales.

MH raised that in recent years it has felt that the Member Days are a closed shop with no opportunity to promote the groups activities at the events. KC explained that Rob has tested a range of different advertising for the groups, from leaflets, banners and QR codes which are tracked, and we have not seen any interaction from those attending. KC feedback that the events team survey those attending and the feedback is that the attendees are focused on the venue and the day out ahead of them and this might not be the right time or channel to promote the groups. That other channels and resources maybe more effective. The Council felt more should be done and considered for promotion at Member Days.

**ACTION:** KC to discuss and review opportunities with the Events Team to promote the groups at Boundless events.

## **Website Updates**

KC explained that the website was receiving an update to improve the security and speed of the site. As part of this update the digital team have taken the opportunity to review the design and improve the user experience. The website refresh, launching in May, will offer improved speed, mobile compatibilities, Google and Apple Pay integration, AI-powered search and a new location map-based event and group finder. These features aim to streamline the user experience and make it easier for members to discover and participate in activities.

The volunteer hub will be integrated into the main website, providing a centralised, user-friendly resource for volunteer news, documents and information. This replaces the current, less accessible system and supports the ongoing refresh of volunteer resources. Event pages will feature FAQs, clear group hosting information and visual galleries to showcase group activities. The design will emphasise that participation in group activities is included in membership, aiming to lower barriers to involvement for the wider membership. The new map function will allow members to search by postcode/location to see what events are happening near them or where their closest local group is.

## **5. Club Performance**

### **Club Treasurer's Report**

JS updated the council that the annual budgeting process went well with a few budgets needing further explanation. The budget is now with the Chief Finance Officer for review.

JS raised a couple of volunteers complained the deadline was too short and early this year. JS explained that the submission last year only allowed a 4-week window whereas this year was 7-weeks and the submission date was in September as it has been for previous submissions so groups should be planning accordingly for this.

JS reminded everyone to use the latest expense claim form, which are available on the volunteer hub and includes an expanded 'reason for claim' box which some submissions have not been filling out. This then delays the processing of the funding.

MG asked a question around the QBA form which JS/KC will reach out to discuss with MG in further detail.

**ACTION:** JS/KC to reach out to MG regarding the QBA form with support from the Finance Team.

### **Member Communities Report**

KC reported on in-person attendance at events is currently below expectations, while online participation is on target. Additional online activities are planned to increase engagement through the end of the year. KC reminded attendees of the importance of submitting attendance records promptly to ensure accurate year-end reporting and to support ongoing evaluation of engagement strategies.

### **Health & Safety**

KC reported no recent incidents have occurred.

### **Matters from Club Council Group Reports**

GG confirmed we have noted the reports as read and asked the council for any parts the council would like to highlight for discussion.

IJ asked for an amendment to his report regarding receiving an update from the Karting Group. A report has now been received where they have explained they plan to increase the number of events for next year at two new tracks.

GG raised that he has noted there are some reactions to the Recognising Volunteer changes and these have been noted to be included in our review. GG emphasised we do want to hear from volunteers, and we are listening. After the awards event, a survey will be circulated to all volunteers, those who have attended and did not, to give feedback to help shape next year's plans.

GD raised discussion regarding Camping and Caravanning Committee rallies and Local Group rallies. GG said the next step is an open conversation between all areas to discuss if it is possible or feasible and what that would look like.

BT asked if consideration could be given to circulating the reports with the minutes in future as he believed this had been done previously in the past. BT also asked if on the Local Group report answers can be added and circulated back to the groups.

**ACTION:** GG/KC to discuss with the LGR's regarding reports and reporting back to Local Groups regarding their comments.

## **6. Any other business**

IJ raised if the recent fellow can be recognised in the magazine. CM confirmed this was raised at the Governors meeting and has been requested with KC to be mentioned in the next issue of the magazine.

JH thanked the council on behalf of the governors for the invitation to attend. It was a very interesting listen to what is coming up and great to see the council has moved on from the usual commentary about the magazine from back in the day. It is great to see you working together and adopting the new technologies to support the club growth.

BT raised that one of the groups have had an issue with there bank wanting to charge, if he could have support with this.

**ACTION:** JS to reach out to discuss the bank issue with BT.

GG marked those individuals stepping down and this is their last Club Council meeting. Firstly, as for himself, he said it had been a pleasure to have served as the Club Treasurer for 16-months followed by Club Leader for the past 18-months. GG expressed he feels he has moved through the association quickly due to tenure changes however has especially enjoyed the role of Club Leader.

GG went on to recognise Jeff Kenyon who has been on the council a long time supporting the club. Jeff is going to become a governor which keeps his knowledge and experience within the club which we are all very pleased to have.

GG recognised Pete Gregory for his many years of service on to the Club and especially his last decade on the council. GG truly thanked Pete for all the support and effort he has given.

MG thanked Geoff Gaunt for his commitment to the council and all the work he has done and wished him well in his next role as Association Vice Chair.

## **7. Date of Next Meeting**

TBC, Dates will be finalised and circulated once the new Club Leader is in position.

## ACTIONS

Action No.	Description of Action	Who responsible?
1	IJ/MC to discuss sustainable practices in relation to Motorsport UK requirements	Ian Jarret and Clair McMahon
2	MB/KC to review Motorsport UK registration contacts.	Mike Biss and Kadie Crichton
3	Each Club Council member is to create a job description style document of what their individual role entails, including information you feel is important for someone considering the role in the future.	Club Council
4	Club Council to review the strategy document and slides and feedback to Clair and Kadie	Club Council
5	Club Council to consider what success looks like to your subject areas and bring your thoughts to the next meeting.	Club Council
6	KC to discuss and review opportunities with the Events Team to promote the groups at Boundless events.	Kadie Crichton
7	JS/KC to reach out to MG regarding the QBA form with support from the Finance Team.	Janice Stace and Kadie Crichton
8	ACTION: GG/KC to discuss with the LGR's regarding reports and reporting back to Local Groups regarding their comments.	Geoff Gaunt and Kadie Crichton
9	JS/KC to reach out to discuss the bank issue with BT	Janice Stace