



DRAFT Club Three Year Forward Plan

owned by -VMCC Board

Draft to be consulted with members before approval by members at a future General Meeting

First Draft 0.1 27th March 2021 & approved by the Board in April 2021

Rev 0.5 July 2021 approved by the Board August 12th

Highlight- New items for proposing to the Board at the next quarterly review (Oct)

Live early draft document published on vmcc.net/consultation with notice in the Journal.

This proposed plan will be published in the Journal in Autumn before the General Meeting.

The VMCC:

Must

- Plan and act to survive for the next 75 years
- Play our part in a Zero Carbon future and put Carbon on the agenda.



- Promote the VMCC's role in each of the 5 concepts of Zero Waste
- Cater for its current membership in their preferred ways for at least the next ten years
 - continue to keep the Journal in print monthly as well as electronic formats
 - continue to keep phone-based membership renewals for at least 5 years.
- Change from a "business / limited company culture" to a "club culture" run by volunteers.
- Continue to ensure the heritage of Motor Cycling is kept safe.
- Ensure that large heritage events continue.
- Ensure benefactors and donors are remembered at every opportunity
- Ensure all future bequests are ring-fenced and any conditions are adhered to.
- Ensure democracy by increase the number of members participating in General Meetings



- *Ensure that a wide and diverse group of members come forward to the Leadership team to fully own the governance of the Club. The problems of the Club can be traced to periods where only a few Leaders have come forward. Other checks and balances have failed to identify let alone resolve the issues.*
- *Ensure that all new members are welcomed into the Club and are pro-actively attached to a Section should the member wish.*
- *Continue to democratically elect an executive leadership team from the membership that consults fully with all members on change and respond to queries in a timely and personal manner*
- *Continue to identify individuals who are “future leaders” and support them in their development as future members of the VMCC Leadership team.*
- *Continue to measure and increase productivity in all areas of the organisation including - Membership & Marketing Services, Library, Shop & Finance*
- *Measure and increase asset utilisation in all areas including - Allen House, Club Bikes - Club equipment.*
- *Continue to ensure the club, its officers and volunteers and all ride leaders are insured for club activities with a reputable and proactive insurer that provides insurance information to organisers.*
- *Continue to invest in Marketing where it shows a clear gain.*
- *Continue to reduce Fixed costs and Overheads towards as near zero as possible over the next three years. £100k (from a former £300k-£400k level) would be tolerable.*

Should

- *Continue to return to the values of the Club founded by Titch Allen and represented today by Steve Allen.*
- *Examine our current Culture and define our proposed Culture through Consultation, and put in place a Change plan.*
- *Take every effort to recognise the contribution of Members, Volunteers, Officers, Donors, and the Leadership team, both past and present. in making the VMCC what it is today.*
- *Organise itself around supporting Sections and increase the membership engaged from Sections from 20% to 80%.*
- *Encourage volunteers at a Section and Central levels to increase engagement and reduce costs.*
- *Find ways to organise more events for vintage and veteran bikes*
- *Continue to attract and encourage younger & more diverse members to ensure continuity*
- *Ensure large shows and events are supported with equipment and materials that are uneconomic to supply at the Section level.*
- *Continue to run a shop providing unique VMCC products that are of value to members and generate a surplus.*
- *Continue to simplify our financial structure*
- *Continue to publish everything on the website for transparency*
- *Continue to send 1/4ly Club reports with the Journal.*
- *Continue to hold leadership meetings virtually weekly and in-person bi-annually*
- *Ensure a fallback governance model when the number of executive directors falls below 5*
- *Move from accounting measures based on paper profit to accounting measures that record a cash surplus on club activities*
- *Move from monthly retrospective reporting to the achievement of quarterly goals.*



- *Move away from the culture of blame towards past & present individuals. "They were doing what they felt was right at the time when no one else volunteered to help".*
- *Continue to work with other motorcycle organisations*

Could

- *Create a charitable entity to manage bequests and ringfence assets*
- *Continue to offer and improve the Club's member insurance offer*
- *Continue to run a shop providing other spares at competitive prices. to its large membership base.*
- *Make the shop a marketing tool by providing appealing VMCC products to non-members*
- *Make the library profitable by marketing library services to non-members*

Won't - unless compelled.

- *Give away heritage assets that are of use to current or future members*
- *Dispose of donated assets that are of use to current or future members or use donations on current operational membership expenses that should be borne by current membership income.*
- *Tolerate waste and other behaviours seen to be out of step with current mainstream society*



Red - On hold /Critical

Orange - Ready to move/ At Risk

Green - Complete/ Progressing /no direction needed

Highlight- New items

2020	<ul style="list-style-type: none"> ✓ Restructure Allen House Operation ✓ Maintain the Journal during Covid ✓ Move the whole of the Journal away from Allen House whilst increasing quality and reducing total cost including overhead
2021	<ul style="list-style-type: none"> ✓ Improve Membership Operations post restructure ✓ Record & manage the cost of existing assets ✓ Segment Operations into distinct operational units with allocated overheads <ul style="list-style-type: none"> ○ Membership ○ Shop ○ Library ✓ Create a new Marketing & Membership leadership team ✓ Leverage the 75th anniversary to increase our marketing effectiveness ✓ Insure the club and its volunteers ✓ Make substantial progress on reducing the budget deficit ✓ Create a new member insurance offering ✓ Provide an insurance web page for queries. ✓ Create a virtual Bike Garage with access managed by a volunteer coordinator. and report on bike usage and maintenance programme ✓ Create a Club bike booking form ✓ Work towards stabilising membership short term ✓ Make progress towards a balanced budget ✓ Increased democracy & member participation in the AGM to a new height of 1600 ✓ Create a Events & Riding Forward Plan ● Strategy documents and three year forward plans for voting at a General Meeting ● Review Communications Channels in the VMCC ● Consult with members on logo and branding for adoption after the 75th anniversary. ● Reduce cost and improve transparency by simplifying finances and reporting ● Create modern infrastructure where staff and volunteers can work anywhere on phone, email & web. ● investigate needs and options for VMCC premises in the future. ● Increase member democracy by increasing the appeal of a General Meetings ● Take actions to better protect the Club's Assets
2022	<ul style="list-style-type: none"> ● Simplify the Club's constitution to make it <ul style="list-style-type: none"> ○ more like a Club and less like a business. ○ less onerous to administer - and therefore cheaper ○ lower organisational risk ○ put member quality & value first ○ Improve membership democracy (see <u>.DRAFT Club Member Empowerment Forward Plan 0821</u>) ● Create new revenue against each overhead incurring operations unit - Membership, Library, Shop, Garage.



	<ul style="list-style-type: none"> • Review the viability of each distinct operation unit across 12 months with all overhead fully allocated. • Outsource or cease underperforming areas. • <i>Identify the existing Club's culture, and consult with members on the Club Culture that the members want to experience in the future.</i> • Find ways to organise more events for vintage and veteran bikes • Increase member democracy by increasing the appeal of an AGM • Consult with the membership over reviewing the Structure and Governance of the existing organisation
2023	<ul style="list-style-type: none"> • Increase the utility value to members of underutilised assets - Buildings & Bikes • Reduce administrative overheads towards near zero - £100k (from a former £300k-£400k level) would be tolerable. • Have fully developed web platform as well as print & phone • Attract new members to a VMCC with unique benefits using low cost commercially available services. • Consult with the membership over reviewing the entity of the Club into other forms eg Charity or Community Interest Company.

Explanations & key concepts to be confirmed by Autumn 2021 or as part of the planned General Meeting.

Why:

- *Cash Accounting is a better choice for the VMCC (September Journal Club News)*
- *Moving to Monthly reporting for productivity & Quarterly reporting for Finances (September Journal Club News)*
- *Operational units structure with low and fully allocated overheads will serve the VMCC better in future (Q2 Operational Review Web, Bulletin & summary in Sept Journal)*
as well as the Consultation - forward plans arising. (GM Documentation)
- *Moving away from a Company Culture toward a Club Culture (October 2021 Journal)*
- *Structures options (2022 Communications & draft Club forward plan)*