



## TRF Marketing & Membership (incl. Communications & IT) Draft Strategy & Plans for AGM 2015

Task	Workstream	Policy	Project led by	Support requested from
1 (of 15)	Marketing	<b>TRF Membership Benefits promoted by Marketing</b>	Mario Costa-Sa Marketing Director	Gillian Mitchell T& NY TRF Greg Villalobos Northumbria
2	Marketing	<b>Everyone Welcome, Sharing Everything</b>	Mario Costa-Sa Marketing Director	Gillian Mitchell T& NY TRF Greg Villalobos Northumbria
3	Marketing	<b>Insurance - the TRF's requirements</b>	Mario Costa-Sa Marketing Director	Alcuin Wilkie Central Bristol , Chris Cole Devon Martin Keswick Somerset Graham Dicks Herts
4	Marketing	<b>TRF Everywhere – Marketing presence</b>	Mario Costa-Sa Marketing Director	Greg Villalobos Northumbria
5	Marketing	<b>TRF &amp; the Value of Partnerships</b>	Mario Costa-Sa Marketing Director	Robin Hickin WM TRF, Charlie Morris Glos TRF, Wreford Miles Herts TRF
6	Marketing	<b>Costs vs. Benefits of the major Marketing Channels</b>	Mario Costa-Sa Marketing Director	Greg Villalobos Northumbria Fred Ellison Ribble Valley Richard Simpson SWTRF
7	Marketing	<b>TRF PR focus for 2016</b>	Mario Costa-Sa Marketing Director	Richard Simpson SWTRF
8	Marketing	<b>The Economic Value of Trail Riding</b>	Mario Costa-Sa Marketing Director	Sean Comber Devon TRF Michel Sabatier Herts TRF John Vannuffel Sussex TRF
9 (of 20)	Marketing	<b>The Contribution of 4 Wheel users to fighting for MPV (Motor Powered Vehicle) Access.</b>	Mario Costa-Sa Marketing Director	Michel Sabatier Herts TRF John Vannuffel Sussex TRF
(cont 10-20)				



<b>Task</b>	<b>Workstream</b>	<b>Policy</b>	<b>Project led by</b>	<b>Support requested from</b>
<b>10 (of 20)</b>	Membership	<b>New Member experience</b>	Mario Costa-Sa Membership Director	Gillian Mitchell T& NY TRF
<b>11</b>	Membership	<b>Classes of Membership</b>	Mario Costa-Sa Membership Director	Gillian Mitchell T& NY TRF
<b>12</b>	Membership	<b>Membership Survey</b>	Mario Costa-Sa Membership Director	Gillian Mitchell T& NY TRF
<b>13</b>	Membership	<b>Groups and Annual Returns</b>	Mario Costa-Sa Membership Director	Gillian Mitchell T& NY TRF
<b>14</b>	Membership	<b>De-Centralisation, Collective Responsibility and the AGM</b>	Mario Costa-Sa Membership Director	Gillian Mitchell T& NY TRF
<b>15</b>	Membership	<b>The Value of Fellowship</b>	Mario Costa-Sa Membership Director	Gillian Mitchell T& NY TRF
<b>16</b>	Membership	<b>National Contribution to local group funds</b>	Mario Costa-Sa Membership Director	Gillian Mitchell T& NY TRF
<b>17</b>	Membership	<b>Membership Event to celebrate the Anniversary of the founding of the TRF</b>	Mario Costa-Sa Membership Director	Charlie Morris Glos. TRF John Gardner Lancs
<b>18</b>	Membership	<b>TRF Member Social Media Policy</b>	Mario Costa-Sa Membership Director	Gillian Mitchell T& NY TRF James Osborne Glos TRF
<b>19</b>	Membership	<b>TRF &amp; Membership Diversity</b>	Mario Costa-Sa Membership Director	Gillian Mitchell T& NY TRF James Osborne Glos TRF
<b>20 (of 20)</b>	IT	<b>TRF IT requirements Strategy</b>	Mario Costa-Sa Marketing & Membership Director	The IT Steering committee to include James Osborne Mike Rendall & Michel Sabatier
<b>END</b>				



**TRAIL RIDERS  
FELLOWSHIP**

## Marketing Direction (including Communications)

Task	Workstream	Policy	Project led by	Support requested from
1	Marketing	<b>TRF Membership Benefits promoted by Marketing</b>	Mario Costa-Sa Marketing Director	Gillian Mitchell T& NY TRF

In 2014 the TRF created a Communications Strategy that has guided our Marketing Communications. This has been published on the TRF Forum.

As part of this strategy the following Membership benefits have been identified and the core unique benefits of being a TRF member.

- Contact - Thousands of TRF members
- Access - Twice as many Green Roads
- Improve - Your riding skills
- Identify - Yourself as Professional & Responsible
- Defence - Personal against prosecution
- Sustainability – Protect Green Roads and your rights to use them
- Insurance – for organised events

The Marketing Department will promote the 7 core membership benefits available to all TRF members.



Task	Workstream	Policy	Project led by	Support requested from
2	Marketing	<b>Everyone Welcome, Sharing Everything</b>	Mario Costa-Sa Marketing Director	Gillian Mitchell T& NY TRF Greg Villalobos Northumbria

A common misconception of the TRF from non-renewals and non TRF Trail riders is that the TRF are “cliquey and secretive.

TRF Marketing have worked to combat this misconception by headlining our position “Welcoming Everybody and & Sharing Everything”.

The subjective impression from monitoring social media is that these criticisms of the TRF are moving away and that opinion is shifting in our favour.

TRF Marketing will act to promote “Everyone Welcome, Sharing Everything” strategy.



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3	Marketing	<b>Insurance - the TRF's requirements</b>	Mario Costa-Sa Marketing Director	Alcuin Wilkie Central Bristol , Chris Cole Devon Martin Keswick Somerset Graham Dicks Herts

The TRF has long operated on the basis of members providing their own insurance for use on the public road.

However there may be occasions where the insurance is not appropriate. This may include Off Road Events & Fun days, Equestrian Events / score card collecting, and Training events where “claims involving motorcycles are excluded under the BMF cover. Furthermore there is a requirement for cover for lane clearing.

The TRF’s insurance requirements will be managed by a specific Director (currently the Marketing Director as part of the Event Marketing Process detailed in the forum and in Trail) and extend the basic insurance scope to cover additional areas of TRF activities as requested by groups and charge back the additional costs proportionately to the TRF groups requesting cover at a rate set by the TRF’s Directors.



Task	Workstream	Policy	Project led by	Support requested from
4	Marketing	<b>TRF Everywhere – Marketing Presence</b>	Mario Costa-Sa Marketing Director	Greg Villalobos Northumbria

TRF Everywhere – Traditionally the TRF has focussed on marketing at Bike events. This has increased membership but not necessarily progressed our cause to the wider public,

TRF Marketing has addressed this with a TRF everywhere strategy.

- Printed Material on the TRF suitable for a wide range of locations
- Shows at new events including County and Countryside shows
- Taking our cause directly to our traditional adversaries.
- Engaging related organisations to see common interest and support of cause.

We remain committed to motorcycle shows which touch new important segments. In 2015 we have declined to take up the opportunity of the Dirt Bike Show in favour of Motorcycle Live. In 2016 we will be adding the Bike Shed in London & Paris supported by the Chair of High Peaks & Potteries and have applied for space at the Country Landowners (CLA) show, Ramblers Association and Equestrian shows.

The Marketing Director will promote the TRF Everywhere Strategy where Marketing resource expended progresses the TRF's cause and benefit is clear.



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5	Marketing	<b>TRF &amp; the Value of Partnerships</b>	Mario Costa-Sa Marketing Director	Robin Hickin WM TRF, Charlie Morris Glos TRF, Wreford Miles Herts TRF

It could be argued that the TRF has followed a segregated approach within ROW. This has led the TRF to become a victim of an “apartheid” where it has developed less compared to other segments of users and conflicts with strategies to “Share the Trail”

The ability of a TRF member to become a member of other ROW organisation and form partnerships has been called into question by certain members. The TRF has nothing to fear and plenty to gain from close ties with its other ROW peers, particularly the BHS & the RA.

TRF Marketing will support and back individual members taking position in other ROW organisations.

The TRF will further look to create a special post for a Director of Partnerships to reach out to and look at collaborative solutions with other large organisations with the ability to affect Access.



<b>Task</b>	<b>Workstream</b>	<b>Policy</b>	<b>Project led by</b>	<b>Support requested from</b>
6	Marketing	<b>Costs versus Benefits of the major Marketing Channels</b>	Mario Costa-Sa Marketing Director	Greg Villalobos Northumbria Fred Ellison Ribble Valley Richard Simpson SWTRF

The Directors of the TRF have invested resource into a new internet based marketing strategy as well as maintaining commitments to Trail and PR.

The costs vs. benefits of the different marketing channels will be quantified by the Marketing Director and the Finance Director and a report to the members made during 2016.



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Task	Workstream	Policy	Project led by	Support requested from
7	Marketing	<b>TRF PR focus for 2016</b>	Mario Costa-Sa Marketing Director	Richard Simpson SWTRF

The TRF has two main objectives in relation to PR and Public Affairs (PA) as set out in the TRF PR Brief of April 2015:

- Win the hearts and minds of both the British public, the government and the trail riding community.
- Build solid arguments (including financial and democratic) that help promote the TRF's cause with decision makers that can influence at the highest level.

The TRF has published a detail PR brief

<http://trf.org.uk/forum/viewtopic.php?f=87&t=20043&sid=5e0589d418ab329d9fa3241689dd03a4>

The Marketing Director will focus on PR in 2016 and finalise a Scope of Work with contractors for a procurement led by the Finance Director.



Task	Workstream	Policy	Project led by	Support requested from
8	Marketing	<b>The Economic Value of Trail Riding</b>	Mario Costa-Sa Marketing Director	Sean Comber Devon TRF Michel Sabatier Herts TRF John Vannuffel Sussex TRF

It's all about the economy. Money counts.  
Government decisions are all about money, and why we need to quantify our case accurately and independently.

Currently the TRF has some "back of the fag packet" numbers on getting the value of our contribution to the nation. We need to raise our game to the next level and get a more academic and independently produced report on how much we are worth, and also other benefits to Society on trail riding to use with Government and MPs.

The Marketing Director has published a members' consultation  
<http://trf.org.uk/forum/viewtopic.php?f=87&t=20034&sid=5e0589d418ab329d9fa3241689dd03a4>

The draft "Scope of Work" published in the consultation sets out initial steps in how we do this and separate document gives examples of what has been achieved in other possibly more contentious leisure activities & pastimes e.g. hunting & shooting

#### The Process

- Invite members to Steering committee to guide our approach
- Publish Draft Scope in Trail & on Forum
- Members Consultation on the Draft Document on the Forum and via [consultation@trf.org.uk](mailto:consultation@trf.org.uk)
- Members Consultation in person at AGM Focus Group led by an external specialist
- Project Scope finalisation
- Project procurement in accordance with TRF guidelines.

The Marketing Director wishes to confirm that to date no TRF expense has been incurred to date other than non-billable volunteer time.

The Marketing Director will progress member consultation and finalise a Scope of Work for the Economic Value of Trail Riding for procurement led by the Finance Director.



**TRAIL RIDERS  
FELLOWSHIP**

Task	Workstream	Policy	Project led by	Support requested from
9	Marketing	<b>The Contribution of 4 Wheel users to fighting for MPV (Motor Powered Vehicle) access.</b>	Mario Costa-Sa Marketing Director	Michel Sabatier Herts TRF John Vannuffel Sussex TRF

Currently it can be estimated that in the fight for Green Roads 4 wheeled users are contributing only 20% against Trail Riders contributing 80%.

The Marketing Director wishes to Quantifying the contribution of 4x4 users vs. trail riders and thereby help 4 wheeled MPV users to contribute fully to the fight for MPV access and a report to be made for the members in 2016



Task	Workstream	Policy	Project led by	Support requested from
10	Membership	<b>New Member Experience</b>	Mario Costa-Sa Membership Director	Gillian Mitchell T& NY TRF

Joining the TRF still seems to be difficult for a high number of prospective members. Once they have joined there is still only too little to welcome them.

The TRF wishes to address this by

- Revising the Membership sign on process
- Creating a new Membership pack
- Surveying members annually and non-renewals/leavers quarterly.
- Creating a position of a Director to focus wholly on this area.

This will be a priority for the Membership Director to address in 2016.



Task	Workstream	Policy	Project led by	Support requested from
11	Membership	<b>Categories &amp; Classes of Membership</b>	Mario Costa-Sa Membership Director	Gillian Mitchell T& NY TRF

Following member feedback, the different categories of membership need revising and formalising;

- Corporate Membership with an emphasis on higher levels of support.
- Personal membership – particularly;
  - Joint & Family membership to include minors
  - Life membership – Cost of which be reduced for age & past annual membership (as per the CTC - <http://www.ctc.org.uk/membership/life-membership>) or just length of past annual membership (as be the VMCC)
  - Complimentary life membership for members having paid over 25 years of annual membership fees.

The current Membership Director confirms that acting in good faith from the vote at the 2013 AGM has written to all members of 25 years service and given complimentary life membership. This is understood to be around 12 members.

- Honorary Life membership- formalising the criteria and guidelines for awarding this to members traditionally given for distinguished service, and further differentiating criteria for unpaid volunteers, and paid contractors and officers.

A team involving the Membership Director, the Marketing Director and Finance Director will work together on this for a plan to be reviewed at the 2016 AGM



Task	Workstream	Policy	Project led by	Support requested from
12	Membership	<b>Membership Survey</b>	Mario Costa-Sa Membership Director	Gillian Mitchell T& NY TRF

The Membership Department will arrange for a Survey in 2016 of;

- Existing members
  - What people like about being a member of the TRF
  - What people don't like about being a member of the TRF
  - How this could be improved. What we could do better.
  
- Lapsed members
  - Follow up members whose membership has lapsed to find out the reason why. Find out whether this is an oversight or a deliberate act. If the latter send short questionnaire
  - reasons why you left the TRF
  - What would need to change in order for you to re-join



Task	Workstream	Policy	Project led by	Support requested from
13	Membership	<b>Groups and Annual Returns</b>	Mario Costa-Sa Membership Director	Gillian Mitchell T& NY TRF

The Membership Department has chased the following groups for in some cases several years without a Group Return.

- Cornwall
- South East Wales
- Suffolk
- Axe Vale
- Black Country
- Isle of Wight
- South West Wales
- Thames Valley

Following every effort to revive the group, the Membership Director will make a decision on the state of dormancy of each group across 2016.

The may involve;

- Ceasing to refer members from the National TRF web pages.
- Writing to the group member inviting them to arrange for a return and / or re-allocating members to nearby group of the members choice
- Previous Group Officers will be contacted and arrangements for any Group funds to be transferred to the National TRF Funds.



Task	Workstream	Policy	Project led by	Support requested from
14	Membership	<b>De-Centralisation, Collective Responsibility and the AGM</b>	Mario Costa-Sa Membership Director	Gillian Mitchell T& NY TRF

*The members don't realise that the power and accountability was all centralised as a matter of law on the day that TRF was incorporated. The 2007 is almost devoid of safeguards and the utter mess of it is a carte blanche for the unscrupulous. 2010 was better – but still significantly flawed. In contrast that proposed articles bring in swathes of safeguards and are inherently decentralising. **John Vannuffel Technical Director of the TRF***

*This is a big thing for me with a “Fellowship”. There must be a sense of collective responsibility. This is why it is essential IMV to set the AGM quorum at 75 – because we all have a collective responsibility to run the TRF. **John Gardner Finance Director of the TRF***

Following the success of the “Meet the Directors” programme, the Marketing & Membership Departments will act to increase participation in Decision Making in the TRF.

In addition in 2016 - the Marketing & Membership Directors will take responsibility for making the AGM

attractive through being Informing , Educational and Entertaining to increase attendance through increased quorum from the current two required under the 2007 Articles.

This will be the driver and the engine behind Collective Responsibility in the Fellowship and act strongly to increase De-Centralisation to group and members.

- 1:1 phone calls
- Forum activity, presence & replies
- Facebook & Twitter responses
- Meet with the Directors at group meetings
- **Electronic Voting**
- Focus Groups
- Directors Minutes
- 1/4 ly reports from main areas incl Membership, IT, Marketing, RoW/R
- Website articles on the individual direct
- Strategic articles in Trail
- **National conference- Strategy & Governance**
- National Rights of Road conference
- Mediation by Experts

**Members Consultation with Directors**





Task	Workstream	Policy	Project led by	Support requested from
15	Membership	<b>The Value of Fellowship</b>	Mario Costa-Sa Membership Director	Gillian Mitchell T& NY TRF

The Membership Director wishes to propose a suggested role for “Director for Fellowship”.

#### Director Objective

The board, led by the Membership Director have discussed and recognised the need for a Director responsible for liaising with TRF members to promote positive and constructive engagement so as to improve and progress the Fellowship.

In addition they will be responsible for managing and reducing membership non-renewal – (churn). They will also be responsible for achieving a significant improvement in attendance (either in person or by proxy) at TRF General Meetings and reinforcing TRF’s not-for-profit ethos.

#### Role description

- Listening to the Membership
- Welcoming everybody and creating an inclusive environment
- Openly sharing information internally with in the TRF and promoting transparency so as to combat institutional behaviours of a Secret Society
- Bringing the membership together to bring about results
- Supporting the Directors to address current issues
- Communicating the reasons why the TRF is a respected, trusted organisation and promoting endorsement of that (eg sra code of good governance)
- Increasing individuals pride of the TRF
- Promoting a culture of collective responsibility
- Developing structures/strategy/process which facilitate effective engagement
- Keeping TRF social media in check – gripes not drip fed on forums, but channelled constructively through proper process.

The post will be advertised in Trail and candidates coming forward proposed for election at the 2016 AGM



Task	Workstream	Policy	Project led by	Support requested from
16	Membership	<b>National Contribution to local group funds - Increasing Group Growth &amp; Reducing Churn</b>	Mario Costa-Sa Membership Director	Gillian Mitchell T& NY TRF

Currently there is no financial contribution toward the costs of a local group recruiting new members, retaining existing members and lowering churn (members choosing not to renew).

The current byelaws require - Groups to be self-supporting. It is recognised that whilst the main existing income to the local TRF groups comes from organising Events and other local fundraising, a small contribution from National to local TRF will be seen by some groups to encourage group and hence National membership growth and reduce churn.

The TRF in the past are understood to have paid a Marketing contribution of £5/member toward to costs of growing the local membership. This policy is re-affirmed and claims will be jointly verified by the Marketing & Membership Directors before being settled by the Finance Director.

The Membership Director to investigate the feasibility of allowing groups to claim an allowance towards group costs and the criteria when the allowance should and should not apply and report back their proposals for a decision at the 2016 AGM.



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Task	Workstream	Policy	Project led by	Support requested from
17	Membership	<b>Membership Event to Celebrate the Anniversary of the founding of the TRF</b>	Mario Costa-Sa Membership Director	Charlie Morris Glos. TRF John Gardner Lancs

The TRF was founded in 18<sup>th</sup> January 1970 following a meeting at The Valiant Trooper, Tring, Hertfordshire HP23 5RW Saturday.

The Membership Director will continue discussion with the landlord and procure a commemorative plaque.

To mark the occasion Herts TRF have been holding a local event.

This will be extended to a national invite on or around the day.



**TRAIL RIDERS  
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Task	Workstream	Policy	Project led by	Support requested from
18	Membership	<b>TRF Member Social Media Policy</b>	Mario Costa-Sa Membership Director	Gillian Mitchell T& NY TRF James Osborne Glos TRF

A draft policy has been established and published.

This will be supervised by the Marketing Director and any action taken by the Membership director.



Task	Workstream	Policy	Project led by	Support requested from
19	Membership	<b>TRF &amp; Membership Demographic information and Diversity</b>	Mario Costa-Sa Membership Director	Gillian Mitchell T& NY TRF James Osborne Glos TRF

Currently there is a perceived lack of diversity within the TRF and comments have been made by individual members to the Membership Director by two potentially underrepresented groups;

- Younger riders
- Female riders

However there is little actual demographic information on which to base any opinion.

In addition to Diversity monitoring, demographic information could be used to highlight the value of our pastime to certain segments of society.

The Membership Director to propose a Diversity policy for the TRF and collect information for the monitoring of the Diversity policy and use of the data in Campaigning .

A plan and proposals to be brought for a decision by the members at the 2016 AGM.



## IT Direction

Task	Workstream	Policy	Project led by	Support requested from
20/20	IT	<b>TRF IT Requirements Strategy</b>	Mario Costa-Sa Marketing & Membership Director	The IT Steering committee to include James Osborne Mike Rendall & Michel Sabatier

The TRF IR Requirements have been captured by volunteer James Osborne Webmaster & Glos TRF member

<http://trf.org.uk/forum/viewtopic.php?f=85&t=20222&sid=0715f37b6f534601a8214ccbde404ad1>

These include;

- Membership Sign up
- Attractive Website
- Membership Database
- Updated Forum
- Integration Between Functions
- Boosting Search Engine Optimisation (SEO) of Website
- Email
- Facebook
- File archive
- File Sharing
- ROR/W wiki
- Member voting
- Digital Mapping of Green Roads

The existing contracted provider of IT services – Adrian Allen - will lead a focus group to consult with members before revising quotations and referring to procurement in line with the TRF Finance Director's procurement strategy.