

we are  
**cycling**  
The cyclists' champion **UK**



## Welcome

Thank you for your interest in becoming a Trustee for Cycling UK. We are passionate about enabling people of all ages, backgrounds and abilities to cycle safely, easily and enjoyably. We are the largest cycling charity in the UK, with the largest membership base and a strong voice in Westminster and the devolved nations. We are seeking to fill three trustee vacancies on our Board.

We have been working since 1878 to influence the world of cycling. Through our Big Bike Revival programme during the past year we have helped over 1.5 million people start or continue cycling. Thanks to our work, cycling in the UK is changing and our influence in leading that change has never been greater. I'm proud of the progress we have made and it has never been a more exciting time to join our Board.

Behind the scenes we have modernised our governance to create a smaller, more skilled Board able to provide clear, strategic direction. This application pack explains what we are looking for and how to find out further information.

As well as a passion for cycling, Trustees must have the essential skills, knowledge and experience required of an effective charity trustee and be able to offer a specialist skill we need.

We are keen to have as diverse and inclusive Board as possible, with people coming from a wide range of backgrounds, places and perspectives. We welcome applications from younger people and underrepresented groups in cycling including black, African and ethnic minority groups.

We are specifically looking for one or more of the following skills, qualities and characteristics:

1. Income generation and fundraising
2. Commercial and entrepreneurialism
3. Digital strategy

In return for your passion, commitment and skills, we can offer you the chance to make a significant difference to cycling in the UK. We want to hear from you if you think you have what it takes to put our values – open, bold and enquiring – into action.

If you'd like to know more or just have an informal chat, please contact myself [dan.howard@cyclinguk.org](mailto:dan.howard@cyclinguk.org) or Pete Fitzboydon, CEO (Interim) [pete.fitzboydon@cyclinguk.org](mailto:pete.fitzboydon@cyclinguk.org) we'd be delighted to answer any further questions you have.

**Dan Howard**  
Chair, Cycling UK

## About Cycling UK

Cycling UK is a UK-wide charity which has been working for cycling since 1878. We promote cycling, protect the interests of existing and would-be cyclists, and inspire people of all ages, backgrounds and abilities to discover the benefits of cycling.

## Our vision

A healthier, happier and cleaner world, because more people cycle.

## Our mission

To make a lasting difference to the lives of individuals and communities across the UK by championing cycling for everyone.

## Our distinctive role

Lots of other organisations share our vision. However, Cycling UK has a unique and critical role in achieving that vision because:

- We work to give everyone the opportunity to cycle - whatever their age, gender, ethnicity, background or ability and wherever they live in the UK. We believe cycling is a wonderful gift which should be accessible and available to all.
- We have around 70,000 members who support and guide our work. We are truly representative of cyclists in a way which no other organisation can claim.

## Our values

We conduct ourselves ethically and with integrity; our relationships and activities are based on trust and respect, cooperation and companionship. We work together in a way that is supportive, constructive, participative and democratic. We strive for continuing growth, learning and development of individuals, groups and communities.



## Our heritage

- 1878 Bicycle Touring Club founded at Harrogate.
- 1936 The Cycling Proficiency Test was invented by us.
- 1968 Right to cycle on bridleways and long-distance cross-country routes achieved.
- 2003 National Standard Cycle Training developed.
- 2015 Cycling & walking investment strategy included in the Infrastructure Act.



# Our strategic framework 2018-23

## Our key five-year strategic objectives:



## Governance

### Legal status

We are a UK company, limited by guarantee, with around 70,000 members. Since 2012 we have been registered as a charity with the Charity Commission for England and Wales and with the Office of the Scottish Charity Regulator.

### The Board

We are governed by a Board which comprises up to 12 Trustees, including the Chair and Vice-Chair. The legal responsibilities of Trustees are determined by charity and company law where they are referred to respectively as 'trustees' and 'company directors'.

The Board's role is to govern Cycling UK and provide overall strategic direction to achieve its aims. The fundamental responsibility of Trustees is to look after the resources given to Cycling UK by individuals and organisations, and ensure these resources are used effectively to achieve the particular purpose for which they were given.

The Board meets four times a year and has an annual awayday in March. Meetings last approximately 4 hours and held on weekdays and occasional Saturdays usually in London or from our Guildford office. Trustees may also be asked to become a Director of one of Cycling UK's subsidiary companies.

There are also four sub-committees which typically meet up to 4 times a year and most Trustees will get involved in at least one of these. They are:

- Audit and Governance committee
- Finance and Performance committee
- Nominations committee
- People and Culture committee

Although Trustees are ultimately responsible for the management and administration of Cycling UK, operational management is delegated to the Chief Executive.

### Calendar

2021 meeting dates are still to be finalised but provisional dates are on or around:

- 28 January
- 29 April
- 24 July
- 14 October



## How Trustees are appointed

At least nine Trustees must be members of Cycling UK, elected by the membership.

- Members, **who have been a member for a year or more** and who wish to stand for election are invited to submit an application. The Board's Nominations Committee assesses their application and considers the degree to which they have the personal qualities, skills and experience required; and how well they would complement the existing skill mix on the Board.
- The shortlisting of candidates will include ensuring that candidates meet the criteria as detailed in the person specification in this pack. (page 10-11)
- The Nominations Committee will be setting a minimum score when shortlisting against the person specification and only those candidates who exceed this will then be assessed against the additional skills shown on page 2.
- After being assessed, the election statements of those candidates who have demonstrated that they meet the essential criteria and at least one or more of the additional skills, are sent to every full member of Cycling UK.
- Every member has a vote in the elections for any Trustee vacancy. There is one UK wide constituency. Voting is done by post or online.

The Board may also consider co-opting up to two people to address any identified skills gaps or fill casual vacancies.

The voting form will include a brief assessment by the Nominations Committee of the extent to which each candidate provides the specialist skills the Board is seeking.

## The timetable for filling current vacancies

Closing date for receipt of CV and covering letter                      9am Monday 24<sup>th</sup> August 2020

Nominations Committee Shortlisting    Tuesday 1<sup>st</sup> September 2020

Voting forms will be included in the Oct/Nov magazine, closing date for voting 30 October 2020.

The results including your name will be displayed on the Cycling UK website in full.

An induction day will be held on [26 November 2020](#), provisionally at our Guildford office.

# Job description for a Trustee

## Duties of a Trustee

All Trustees share the same core duties, irrespective of whether they are appointed or elected officers or not. Trustees must act as a group, not as individuals. Together their core duties are to:

1. **Ensure Cycling UK is carrying out its purposes for public benefit.** This means:
  - a. Understanding the charity's objects as set out in the memorandum and Articles of Association
  - b. Setting strategic direction, approving strategic plans and policies to fulfil the objects.
  - c. Approval of annual business plans, budgets and key performance indicators
  - d. Appointing, supporting and challenging the Chief Executive to ensure the operation of the charity is consistent with the strategy set by the Board, and Cycling UK's objects.
  - e. Ensuring the charity is not spending money on activities which are not included in the objects.
  
2. **Comply with Cycling UK's memorandum and articles and the law.** This means:
  - a. Reading the memorandum and articles; and the standing orders.
  - b. Taking reasonable steps to familiarize themselves with legal requirements – particularly charity and company law - reading relevant guidance or taking appropriate advice when needed.
  - c. Abiding by the scheme of delegation.
  - d. Ratifying the recommendations of Nominations Committee regarding appointments to the Board, its sub-committees and subsidiary entities.
  - e. Raising concerns if they feel the charity is not complying, or at risk of not complying, with its memorandum and articles or the law.
  
3. **Act in Cycling UK's best interests.** This means:
  - a. Making decisions which will best enable the charity to carry out its purposes.
  - b. To uphold all decisions made by the Board
  - c. Making balanced and adequately informed decisions, thinking about the long term as well as the short term.
  - d. Avoiding putting themselves in a position where their duty to Cycling UK conflicts with their personal interests or loyalty to any other person or body.
  - e. Not receiving any benefit from Cycling UK unless it is properly authorised and is clearly in Cycling UK's best interest. This applies also to anyone who is financially connected to them, such as a partner, immediate relative or business partner.
  - f. To maintain appropriate confidentiality
  - g. Abiding by Cycling UK's code of conduct and Nolan principles of public life
  
4. **Manage Cycling UK's resources responsibly.** This means:
  - a. Acting responsibly, reasonably and honestly.
  - b. Approving the financial strategy and annual budgets to ensure financial stability.
  - c. Ensuring proper investment of funds.
  - d. Setting and overseeing a risk management policy.



- e. Not over-committing Cycling UK.
  - f. Complying with any restrictions which donors place on spending their donations.
  - g. Ensuring appropriate procedures and safeguards are in place to manage resources responsibly.
  - h. Approving the Annual report and accounts and receive the Auditors' report
- 5. Act with reasonable care and skill.** This means:
- a. Using reasonable care and skill, making use of their skills and experience and taking appropriate advice when necessary.
  - b. Giving enough time, thought and energy to the role.
  - c. Preparing for, attending and actively participating in Board meetings and sub-committees.
  - d. Participating in Board development processes including governance reviews, appraisals, skills and diversity audits, induction and training.
  - e. Safeguard Cycling UK's reputation and promote its vision, mission and values
- 6. Ensure Cycling UK is accountable.** This means:
- a. Ensuring Cycling UK is complying with statutory accounting and reporting requirements to the Charity Commission, Companies House, HMRC and other relevant regulators.
  - b. Ensuring appropriate accountability to members and beneficiaries.
  - c. Approving the *strategic and* business plans, agreeing targets and evaluating performance against them.
  - d. To participate if requested by Board in the appointment process of CEO and support the annual CEO appraisal process
  - e. To actively participate in the Trustee appraisal process

In addition to the above collective duties, each Trustee should use any specific skills, knowledge or experience they have to help the Board reach sound decisions. This may involve leading discussions, identifying key issues, providing advice and guidance on new initiatives, and evaluating or offering advice on other areas in which they have particular expertise.

## Time commitment

Trustees are expected to:

- Prepare for and attend all Board meetings. These are held four times a year – some on Saturdays in London, and they generally last half a day. Papers are distributed electronically a week in advance. The Chair runs the meeting on the assumption that all Trustees have read the papers. Additional Board meetings and teleconferences may be called to address emergency issues.
- Attend an annual awayday usually in March which may include an overnight stay.
- Attend Cycling UK's annual general meeting of members which is held on a Saturday.
- Complete an induction programme when they are first appointed or elected – ideally before their first Board meeting; and participate in an annual appraisal process *and any annual training*.

- We do ask that Trustees give themselves enough time to read their Board papers in advance of any meeting. This could take up to 3 or 4 hours, for each meeting.

### Trustees may also be asked to:

- Join a Board sub-committee. These typically meet up to 4 times a year, for approximately four hours, during normal office hours in London.
- Use their specialist expertise to help address a specific issue or contribute to a 'task and finish' group.
- Trustees may also be asked to become a Director of one of Cycling UK's subsidiary companies.

### Appointment

Most of the 12 Trustees are elected by the membership, with Nominations Committee reviewing candidates' applications to consider and comment on their suitability. Subject to the limits given in the Articles of Association, the Board may also co-opt people to join the Board to fill gaps in skills knowledge and experience or fill casual vacancies. This job description applies equally to all Trustees, irrespective of how they were appointed.

### Term of office

Trustees serve for a term of up to three years. They may put themselves up for re-election or re-appointment, subject to a maximum of three consecutive terms of office. A Trustee retiring after serving three terms of office, is not eligible for re-election or re-appointment until they have been out of office for at least three years. Co-opted trustees are reappointed on an annual basis for a maximum of nine years

### Remuneration

The role is unpaid. Trustees may claim out-of-pocket expenses incurred travelling to meetings.

### Person specification

#### Personal qualities

- Strategic vision and ability to think creatively
- Commitment to Cycling UK's mission and values.
- Ability to work as part of a team and a willingness to offer constructive challenge and accept collective responsibility for the Board's decisions.
- Commitment to equal opportunities and the promotion of diversity.
- Independence of thought and judgement.
- Integrity.
- Willingness and ability to devote the appropriate time to Board duties.
- Openness to appraisal, learning and development.

### Aptitude and skills

- An understanding and acceptance of the legal duties, responsibilities and liabilities of being a Cycling UK Trustee.
- Ability to evaluate and interpret sometimes complex information.
- Ability to think strategically and differentiate between strategy and operations.
- Ability and willingness to challenge fellow Trustees and senior management constructively.
- An understanding of issues affecting cycling in the UK.
- Ability to listen, to read, and assimilate information quickly and effectively
- Ability to communicate with a wide variety of people and organizations' including the ability to speak at public engagements

### Specialist expertise

Trustees should also be able to offer expertise in at least one of the areas where the Board collectively needs expertise:

- Financial management.
- Income generation and enterprise.
- Operations management in organizations' comparable to Cycling UK.
- Contract management.
- Public policy and public affairs – particularly in relation to sustainable transport, health and wellbeing – at local, devolved nation or UK levels.
- The legal frameworks in the devolved nations which affect sustainable transport, health and wellbeing.
- Campaigning.
- Volunteer engagement or community development.
- Marketing communications.
- Digital strategy.
- Human resource management.
- Organisational development.
- Charity or company law.
- Governance.
- Risk management.
- Performance monitoring, evaluation and impact measurement.
- Behaviour change
- Inclusion, equality and diversity

### Essential legal requirements

All Trustees must comply with charity law regarding trusteeship. This means they must be at least 16 years old and they cannot be a Trustee if have an unspent conviction for an offence involving dishonesty or deception (such as fraud); are bankrupt or have entered into a formal arrangement (e.g. an individual voluntary arrangement) with a creditor; have been removed as a company director or charity trustee because of wrongdoing.

## How to apply

If you are interested in becoming a Trustee, please send us your current CV and complete the application form, answering the questions fully.

- You are required to sign, and return with your application, the Charity Commission Declaration form and the HMRC Fit and Proper Persons Declaration.
- You must also provide two referees we can approach to help us verify your CV.
- You are also required to supply a 250 word statement to be used on the voting form, along with a photo, with your application.
- We would request that you complete our Equal Opportunities survey at <https://surveymonkey.co.uk/r/cyclinguk-equal-ops>. Cycling UK is fully committed to the principles of equality of opportunity and is responsible for ensuring that no job applicant, trustee, employee, volunteer or member receives less favourable treatment on the grounds of age, gender, disability, race, ethnic origin, nationality, colour, parental or marital status, pregnancy, religious belief, class or social background, sexuality or political belief.

The Nominations Committee may contact you if they feel further information is required from you.

Please email your completed forms to [recruitment@cyclinguk.org](mailto:recruitment@cyclinguk.org) on or before 9am on Monday 24<sup>th</sup> August 2020.

- Application Form – which should include your election statement (question 14)
- Current CV
- Charity Commission Declaration Form
- HMRC Fit and Proper Persons Declaration
- Current Photo

## Further information

If you'd like to know more about Cycling UK and its Board or if you would like to have an informal discussion with a current Trustee before making your application speak to Dan Howard our Chair or Pete Fitzboydon our Interim CEO (contact details on page 1), or if you have any informal question on the application process please get in touch with Phil Hall at [Phil.Hall@cyclinguk.org](mailto:Phil.Hall@cyclinguk.org)