

we are  
**cycling**  
UK



# Trustee application pack 2021



## Let's make a better world by bike

At Cycling UK we dream of streets free of congestion, air that's clean to breathe and a country where everyone rides a bike.

By joining Cycling UK as a trustee, you'll be joining a passionate team who dare to imagine a country where parents happily encourage their children to cycle to school, where everyone has access to safe routes and has the skills to cycle with confidence.

We have more than 140 years' experience of supporting cyclists and campaigning for their rights.

We know you share our vision and your love and passion for cycling will lead the way for others to follow.

No doubt 2020 and early 2021 has been a tough time with some difficult challenges but cycling has not been so popular since the post-war years.

And as the world starts to rebuild after the devastation caused by the pandemic, we believe there has never been a better time to make a better world by bike or for a range of diverse and highly skilled trustees to join us and help shape our work.

We all know cycling is amazing – and together we will make a better world by bike.

## 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. As the largest cycling charity in the UK, with the largest membership base and a strong voice in Westminster and the devolved nations we are well placed to continue to champion the role of cycling, cyclists and active travel.



We have been working since 1878 to influence the world of cycling. Through our behaviour change and programme work during the past year we have helped over 150k 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 as we have seen during the last 12 months of the global pandemic. I'm proud of the progress we have made and it has never been a more exciting time to join our board.

We are part way through a five-year strategy and are planning in the summer of 2021 to launch refresh of this strategy to the end of 2023 recognising that much has changed in response to the coronavirus pandemic. Our goals and objectives very much remain the same, but it is important that we are clear on our strategic priorities and the support we aim to provide to continue to create a better world by bike.

If you are interested in playing a wider role in support of our aims, then we'd love to hear from you. We are seeking to fill a minimum of four trustee vacancies and 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 a 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 ethnic minority groups.

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

1. financial management and corporate finance;
2. charity management;
3. corporate and company law;
4. governance and compliance;
5. digital marketing, media and communications;
6. volunteer management.

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 into action.

If you'd like to know more or just have an informal chat, please contact myself [janet.atherton@cyclingsuk.org](mailto:janet.atherton@cyclingsuk.org) or Sarah Mitchell ceo [sarah.mitchell@cyclingsuk.org](mailto:sarah.mitchell@cyclingsuk.org) and we'd be delighted to answer any further questions you have.



**Dr Janet Atherton OBE**  
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, mission, proposition and values

Vision	Mission	Proposition
Cleaner, healthier and happier communities	To transform communities and enrich lives, by enabling a million more people to cycle	Let's make a better world by bike



## Our values

Values are important because they help everyone understand what we stand for – they help guide our work, help us make the right decisions and help ensure all our people work towards the same goals.

Cycling UK has five values:



### **Collaborating as one team**

**We are one team delivering lasting change**

We support each other, value the power in combining our personal qualities, expertise, and enthusiasm to drive innovation and get more people cycling.



### **Enabling the movement**

**Together we inspire, educate and equip more people to cycle more often**

We unite everyone in the cycling movement with a common goal of making it an activity accessible to millions more people. We partner with and learn from others. We equip, lead, educate and inspire others to find their voices.



### **Believing in better**

**Cycling can transform lives and communities**

Everyone should be able to share the joys of cycling and unlock that fun, freedom, and adventure. We believe cycling can be highly affordable, convenient and a healthy way to travel. We want to highlight the life-enhancing benefits that cycling can bring to individuals, communities and the environment.



### **Cycling for all**

**We enable those less likely to be able to cycle**

Equality, diversity, and inclusion are core and fundamental to our work. We push back on barriers, inspire, equip, educate and work with others to find solutions.



### **Being brilliant**

**We are the experts eager to learn more**

We are transparent and accountable and we strive to continually improve by being open and responsive. We provide a human touch to deliver the best services with simple, efficient processes.

## Our heritage

**1878**

• Bicycle Touring Club founded at Harrogate on Aug. 5th by Stanley Cotterell

**1880**

• First lady member (Mrs W. D. Welford) is admitted

**1885**

• Richmond Park and Regents Park are the first of several royal parks opened to cyclists as a result of Cyclists' Touring Club action

**1910**

• HM King George V became first Royal Patron of Cyclists' Touring Club

**1925**

• Free Third Party Insurance scheme inaugurated

**1935**

• Code of conduct ('Cyclists Take Care') published and reached 5 million in one year

**1968**

• Right to cycle on bridleways and long-distance cross-country routes incorporated in new Countryside Act, largely through Cyclists' Touring Club action

**1973**

• First lady Chairman of Cyclists' Touring Club Council elected (Mrs Ivy Thorp)

**1996**

• Cyclists' Touring Club plays an instrumental role in developing the National Cycling Strategy

**2001**

• The club sets up the Cyclists' Defence Fund to fight for cyclists' rights in the courts

**2003**

• National Standard Cycle Training developed

**2007**

• Fill That Hole is launched

**2012**

• Cyclists' Touring Club becomes a charity in England and Wales (2011 in Scotland)

**2015**

• Cycling & walking investment strategy included in the Infrastructure Act

**2016**

• Cyclists' Touring Club is rebranded to Cycling UK

## 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 approximately four times a year with an annual awayday. Meetings last approximately 4 hours and are held on weekdays and in the last 12 months have been held virtually due to the pandemic. We hope to get together for face-to-face meetings again in due course but will continue to embrace virtual ways of working. 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 four 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
- People and Culture Committee
- Nominations Committee







## Calendar

2022 meeting dates are still to be finalised but provisional dates are on or around:

- w/c 14 March
- w/c 4 July
- w/c 19 September
- w/c 19 December

## 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 these applications and considers the degree to which they have the personal qualities, skills and experience required; and how well they would complement the existing skills mix on the board.
- The longlisting of candidates will include ensuring that candidates meet the criteria as detailed in the person specification in this pack. (page 17-18)
- The Nominations Committee will be setting a minimum score when longlisting against the person specification and only those candidates who exceed this will then be assessed against the additional skills shown on page 4. Longlisted candidates may be invited for interview.
- After being assessed, the election statements of those shortlisted 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 in the ballot paper.
- Every full member has a vote in the elections for each trustee vacancy. There is one UK wide constituency. Voting is done by post or online.

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.

## Timetable for filling current vacancies

- 28 May 2021 Application process launch
- 9am, 5 July 2021 Closing date for receipt of CV and covering letter
- w/c 26 July 2021 Nominations Committee longlisting
- w/c 9 August 2021 Shortlisting interviews
- September 2021 Voting forms will be included in the Oct/Nov magazine
- 9am, 1 November 2021 Closing date for voting

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

An induction process will follow for successful candidates during November and December, either virtually or face to face in 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. 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.
- d. 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 and its sub-committees.
- 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 up to four times a year – 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 may be called to address specific issues.
- Attend an annual awayday usually in March which may include an overnight stay.
- Attend Cycling UK's annual general meeting of members.
- Complete an induction programme when first appointed or elected – ideally before their first board meeting; and participate in an annual trustee effectiveness and skills audit 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.
- Use their specialist expertise to help address a specific issue or contribute to a 'task and finish' group.



## 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 forward 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 or other reasonable expenses.

## 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 and inclusivity.
- 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 organisations 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 and corporate finance;
- Charity management;
- Corporate and company law;
- Governance and compliance;
- Digital marketing, media and communications;
- Volunteer management.

## 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 available on the Cycling UK website, 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.
- We would request that you complete our [equal opportunities survey](#). 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@cyclingsuk.org](mailto:recruitment@cyclingsuk.org) on or before 9am on Monday 5 July 2021 including:

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

## 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 Janet Atherton or Sarah Mitchell (contact details on page 4), or if you have any informal questions on the application process please get in touch with Phil Hall at [phil.hall@cyclingsuk.org](mailto:phil.hall@cyclingsuk.org).

We are also offering an opportunity for prospective applicants to join existing trustees at a virtual 'drop in' session on **Thursday 17 June 2021, 6pm–7:30pm**. This will be an opportunity to meet some of the existing board and find out more about the role on an informal basis. If you would like to join this session, please contact Katherine Fairfax at [katherine.fairfax@cyclingsuk.org](mailto:katherine.fairfax@cyclingsuk.org) for joining instructions.

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**Email completed forms  
to [recruitment@cyclinguk.org](mailto:recruitment@cyclinguk.org)  
before 9am on Monday 5 July 2021**