



# Trustee Application Pack

## 2026





## Happier, healthier and greener lives through cycling

Our mission at Cycling UK is to enable and inspire people from all backgrounds and abilities to experience cycling’s joys and benefits. To allow us to meet that challenge, we launched our new five-year strategy in 2024.

We have streamlined our work into five clear objectives, the building blocks to achieve our mission. These will guide all our plans until 2029.



Improve perceptions of cycling so that everyone sees the benefits



Make cycling an even more positive experience



Boost the number and diversity of people who cycle



Increase transport choice by enabling and encouraging more people to cycle local journeys



Achieve greater impact by becoming the best possible charity we can be

By joining Cycling UK as a trustee, you’ll be joining a passionate team that is determined that cycling should be a safe, convenient, and enjoyable option for everyone. Whether it’s doing the school run by bike, enjoying long road rides with friends or seeking off-road adventures in wild places, we want to make the UK an even better place for everyone to ride their bike.

We have more than 145 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.

## 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 more than 100,000 people to start or continue cycling. Thanks to our work, cycling in the UK is changing and by joining our board, you will get directly involved with what the organisation does to enable people from all walks of life to experience cycling's joys and benefits.

We launched a new strategy last year, and our purpose is to improve lives, places and the planet through cycling's remarkable benefits.

If you are interested in playing a wider role in supporting our aims, then we'd love to hear from you. We are seeking to fill up to three 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 extremely keen to recruit as diverse and inclusive a board as possible, with people coming from a wide range of backgrounds, locations, and perspectives. This will enable us to have a distinct and progressive outlook on societal issues, a deeper understanding around barriers to cycling and allow us to have a balanced approach to decision making. We welcome applications from the underrepresented groups in cycling with specific reference to younger people, underrepresented ethnic groups and people with disabilities.

We are specifically looking for candidates who can demonstrate strategic capability in one of the following areas:

1. Experience in an executive or non-executive role at a charity
2. Board-level or significant senior finance experience within a charitable organisation, with skills and knowledge around budgets, risk and financial governance
3. Significant senior fundraising and/or commercial experience
4. Significant senior brand, marketing and PR experience

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 our CEO Sarah Mitchell at [CEO@CyclingUK.org](mailto:CEO@CyclingUK.org). We'd be delighted to answer any further questions you have.



**Ashley Wheaton**  
Chair, Cycling UK

## About Cycling UK

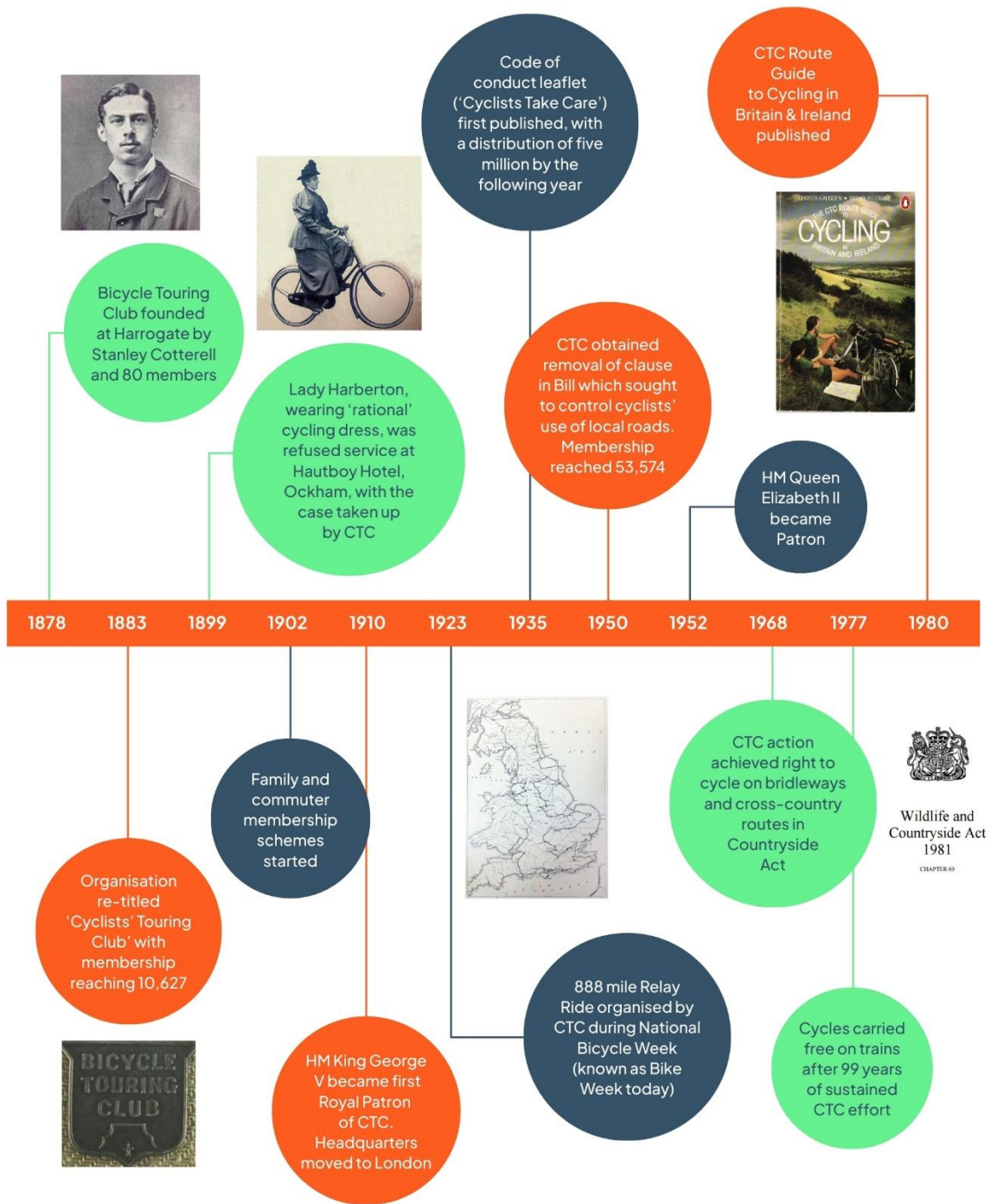
We are the UK's cycling charity. Our journey began in 1878 and we still ride towards the same goal. We are powered by our heritage and expertise, and the passion of our supporters, campaigners, partners and 70,000 members.

### Cycling UK's vision, mission and purpose

Vision	Mission	Purpose
Happier, healthier and greener lives through cycling	We enable and inspire people from all backgrounds and abilities to experience cycling's joys and benefits. We speak up for all who cycle to make sure it's a safe and easy choice for everyone to travel, explore and have fun. Our charity works with diverse partners to maximise our impact	We improve lives, places and the planet through cycling's remarkable benefits. We are powered by our heritage and expertise, and the passion of our staff, supporters and volunteers



# Our heritage







## 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 are held on weekdays, and we prioritise face-to-face meetings, which typically last a full day. Trustees may also be asked to become a director of one of Cycling UK's subsidiary companies. There are also five sub-committees which typically meet up to four times a year or as required in the case of the Remuneration Committee. Trustees will get involved in at least one of these.

- Audit and Governance Committee
- Finance and Performance Committee
- People and Culture Committee
- Nominations Committee
- Remuneration Committee

## Calendar

Appointed trustees may be asked to attend and observe the last meeting of the year on 9 December 2026, prior to their formal appointment on 1 January 2027 and the commencement of their term of office.

## How trustees are appointed

At least eight trustees must be members of Cycling UK, elected by the membership.

- Members who wish to stand for election are invited to submit an application. This includes all members who are full members of the charity and possess voting rights (for example, full, concessionary and household members). 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 (pages 16-17).
- The Nominations Committee will set a minimum score when longlisting against the person specification and only those candidates who exceed this will then be assessed against the additional areas of capability 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 one of the additional areas of capability, are sent to every full member of Cycling UK in the ballot paper.
- Every member with voting rights has a vote in the elections. There is one UK-wide constituency. Voting is completed 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

Date	Details
22 May 2026	Application process launches
9.00am on 2 July 2026	Closing date for applications
w/c 27 July 2026	Nominations Committee longlisting
w/c 3 August 2026	Shortlisting interviews
28 September 2026	Voting forms will be included in the Oct/Nov issue of <i>Cycle</i> magazine
9.00am on 23 October 2026	Closing date for voting

The voting 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 London office.



## Job description for 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 objectives as set out in the memorandum and Articles of Association
- b) Setting strategic direction, approving strategic plans and policies to fulfil the objectives
- 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 objectives
- d) Ensuring the charity is not spending money on activities which are not included in the objectives

### 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 familiarise 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) Approving the recommendations of the 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) Upholding 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) Maintaining 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 skill and care**

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) Safeguarding 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) Participating if requested by the board in the appointment process of the CEO and support the annual CEO appraisal process
- e) Actively participating in the trustee appraisal process.



In addition to the collective duties above, 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 expertise.

## Time commitment

Trustees are expected to:

- Commit an average of 12 days over the course of the year
- Prepare for and attend all board meetings. These are held up to four times a year, and they generally last a full 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 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 will also be asked to:

- Join one or more board sub-committees. These typically meet up to four times a year virtually, for two to three 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 the 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.

## Remuneration

The role is unpaid. Trustees may claim out-of-pocket expenses incurred by 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, 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 strategic capability and expertise in one of the areas where the board collectively needs experience:

1. Experience in an executive or non-executive role at a charity
2. Board-level or significant senior finance experience within a charitable organisation, with skills and knowledge around budgets, risk and financial governance
3. Significant senior fundraising and/or commercial experience
4. Significant senior brand, marketing and PR experience

## Essential legal requirements and eligibility

In order to apply, candidates must be a full member of Cycling UK at the date of application.

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 they have an unspent conviction for an offence involving dishonesty or deception (such as fraud); are bankrupt or have entered into a formal arrangement (for example, 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 complete the application 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 are required to supply a 250-word statement to be used on the voting form and set out any relevant experience and your passion for cycling
- You may also be required to provide two referees we can approach to help us verify your CV as you progress through the process
- We would encourage 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 complete the application on or before 9am on Thursday 2 July 2026 including:**

- Application form – which should include your election statement
- 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 Sarah Mitchell (contact details on page 5), or if you have any informal questions on the application process please get in touch with our governance team at [governance@CyclingUK.org](mailto:governance@CyclingUK.org).