

# Finance and Performance Committee

## Terms of reference

March 2026

### Purpose

To oversee Cycling UK's financial and organisational performance on behalf of the Board to ensure the charity's short and long term viability.

### Authority

The Finance and Performance committee is appointed by, and responsible to Cycling UK's Board. Its decisions are subject to the Board's approval, except where it is specifically given delegated authority. The committee will report its work and recommendations to every Board meeting and flag up urgent issues to trustees between meetings where appropriate.

### Responsibilities

1. Review the financial strategy and reserves policy to achieve Cycling UK's strategic objectives and business plan;
2. Advise on, scrutinise and evaluate the draft annual budget, ensuring it is compatible with the charity's objectives, strategic framework and business plan;
3. Review the charity's management accounts and cash flow and monitor performance against the approved budget. Making appropriate recommendations to the board;
4. Review membership pricing proposals, ensuring it is compatible with the charity's objectives;
5. Advise the Board on the financial implications and operational risks arising from the Board's decisions;
6. Work with the management team and other staff to ensure that management information is accurate and presented in a way which facilitates good governance and management. To advise the Board on the development and oversight of key performance indicators and review performance against agreed targets;
7. Approve, within delegated limits laid down by the Board, any emergency unbudgeted expenditure;
8. Formulate and review an appropriate ethical investment policy both for financial and strategic programme investments; ensure it is adhered to and monitor performance against implementation of the policy;

9. Manage the relationship with Cycling UK's investment advisors ensuring at least annual reviews of the portfolio with the advisors and setting objectives for the long-term reserves policy; and
10. Ensure the charity's financial obligations are met.

### **Membership of the Finance and Performance Committee**

1. **Composition:**
  - a. The committee will consist of four trustees appointed by the Board. The quorum is three;
  - b. All members of the Committee should be financially literate and have general management or performance management experience;
  - c. The Chair of the Finance and Performance Committee will be appointed by the Board from among the members of the Committee. The Chair of the Committee should ideally have a professional background in accountancy, financial management or general management at a senior level in a large organisation. In the absence of the Committee Chair, the remaining members present must elect one of themselves to chair the meeting;
  - d. The CEO and Director of Finance and Operations plus the Head of Strategic Projects, Governance and Planning should attend all meetings. Other SLT and staff may also be asked to attend;
  - e. The Committee may appoint professional advice when required.
2. **Tenure:**
  - a. The usual term of office for members of the committee is three years. This may be extended at the discretion of the Board, up to a maximum of six years.

### **Meeting Management**

1. The Finance and Performance Committee will meet up to four times a year. Meetings can be called at any time should the Chair of the Board, the Chair of the Finance and Performance Committee or the CEO consider this necessary.
2. The agenda and papers will be circulated at least five days before the meeting.