

Foreword

"The Regional Board is a great place to influence the direction of British Cycling initiatives in your area, build new relationships with members and clubs, and foster the grassroots side of the sport from a position of wider knowledge. It has been very rewarding being part of this process, feeling like I'm helping steer cycling to a positive future."

Chris Lawrence, Secretary, British Cycling East Midlands

Welcome to **'Being a Regional Board Member'**.

Thank you for your interest in joining one of British Cycling's Regional Boards. We have over 144,300 members across England and we work with Scottish Cycling and Welsh Cycling to support all of our members to ride in their communities and to compete in diverse cycling disciplines. Because we are a membership organisation, we need members from across our wide cycling community to support and guide our work across our diverse communities. You do not need to have prior experience on a board to be a successful Regional Board member.

This Guide is designed to provide high level information for members interested in joining their local board and becoming more involved with British Cycling. We hope you will apply and we know we will value your time and your knowledge – and we will support you to be an effective Regional Board member.

Our Regions have a pivotal role in delivering our strategy locally, and that success depends on the individual structures and strength of each of the Regions. British Cycling recognises and embraces that each of our Regions has a role and responsibility in leading the development, administration and governance of key areas of cycling activity at a regional level. Regions working effectively, both individually and together with other Regions, contribute hugely to the organisation's mission to lead our sport and inspire our communities.

British Cycling – Strategy

Below is an overview of British Cycling's principles, purpose and strategic priorities which were agreed in the Summer of 2021. The organisation publishes an Annual Report which highlights the progress which the organisation has made in working towards its long term strategic aims. To read the British Cycling Annual Report, click [here](#).

A full summary of the British Cycling Strategy can be found [here](#).

British Cycling Strategy Overview

- **Our principles**

Our strategy and all of the work which follows it will be underpinned by five guiding principles:

Communities *first*

Governing with *integrity*

Building for the *future*

Always *inclusive*

Lead champion *cheer*

- **Our purpose is:**

Lead our sport and Inspire our communities

Through leading our sport, we will be able to reach and inspire all of our cycling communities; riders, families, volunteers, fans, officials, as well as *grow* our communities, thus bringing the benefits of cycling to more in society.

- **Our strategy**

To fulfil our purpose, we have identified seven ‘priorities to Paris’.

The seven priorities are not everything that British Cycling will do but show where we believe we can have the greatest impact over the next few years. Our priorities are interconnected, and indeed in many cases there are cross interdependencies - we won’t be able to achieve one strategic priority without achieving the other:

Inspiring Performances, Cycling for Everyone, Grow Communities, Equipped for Success, Work Together, Engage the Next Generation and Flagship Events.

- **Our values**

Underpinning our strategy are our organisation-wide values that establish our beliefs around how strategy should be delivered: Unity, Integrity, Innovation and Passion.

- **Diversity and Inclusion**

Integral to our strategy is our ED&I long-term plan #OurRide strategy.

Its primary aim is to ensure riders of all backgrounds and abilities have the opportunity to fulfil their cycling ambitions, to embed equality, diversity and inclusion at all levels of the sport and the activity of cycling. The strategy covers several key areas including culture; decision-making structures; the organisation’s workforce; marketing and communications; membership, clubs and services; the talent pathway; and partnerships.

The strategy has been developed in collaboration with the organisation’s Diversity and Inclusion Advisory Group of independent experts, which was appointed in February 2021, and through extensive consultation with external stakeholders.

How is British Cycling organised?

An Explanation of our National Structure

British Cycling’s headquarters are in Manchester at the National Cycling Centre. The organisation has staff based at its headquarters and other regionally or nationally-based roles.

As the internationally recognised governing body for the sport in Great Britain, British Cycling is committed to promoting and protecting the sport of cycling through high standards of governance and professional administration.

- **Main Board of Directors**

The main Board, led by the Chair, is responsible for the overall leadership, strategic direction and governance of the organisation. It meets at least four times a year. The Board strategy is delegated to the

CEO, who along with the Executive Leadership Team has the responsibility for delivering the strategy. Details of our main Board can be found here.

<https://www.britishcycling.org.uk/about/article/bcst-contact-Board-of-Directors-Board-of-Directors-0>

- **Executive Leadership Team**

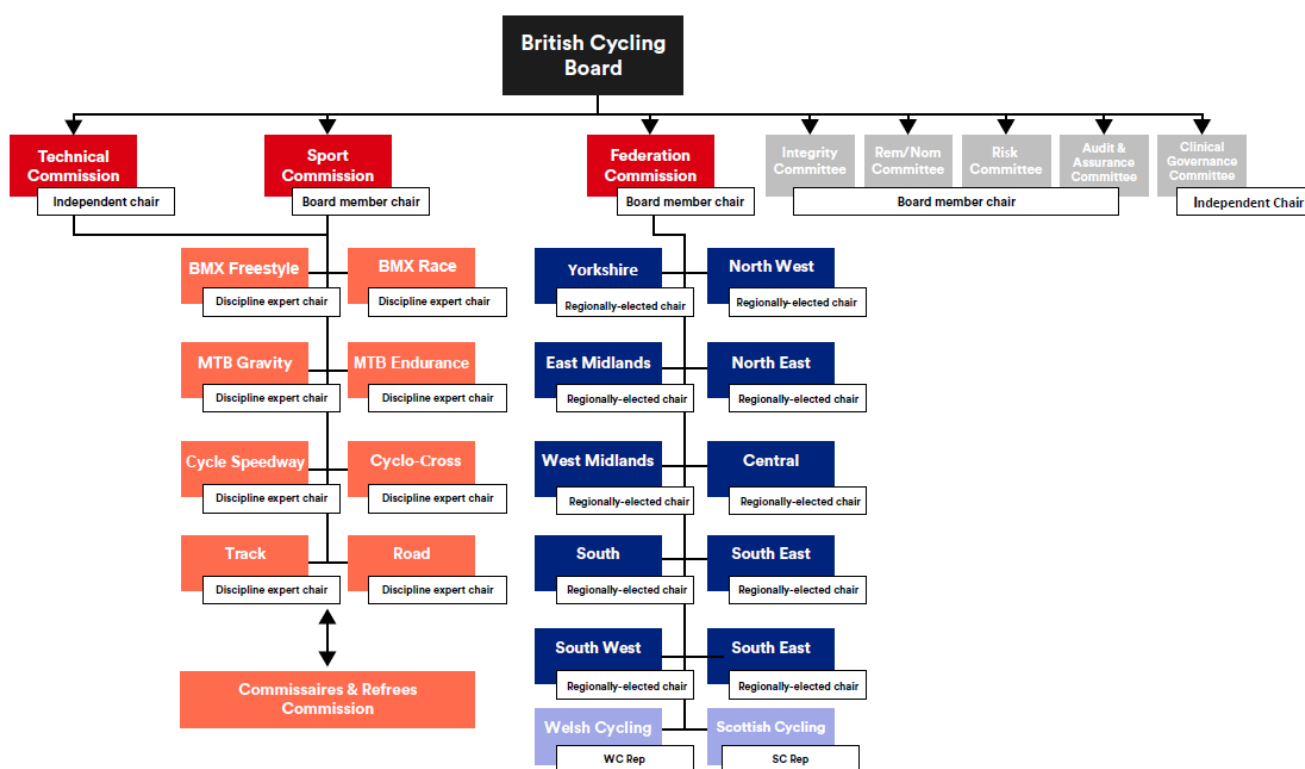
The Executive Leadership Team is the management group of our staff directors who each lead a directorate within the organisation. The team leads and oversees the day-to-day business operations of the organisation, implementing actions to achieve the key objectives set by the main Board.

Details of our Executive Leadership Team can be found [here](#).

- **Committees and Commissions**

The Board has set up Committees to take detailed responsibility for certain aspects of Board business. They are not decision-making bodies and they report to the main Board. In some cases, the members are independent members who bring specialist experience and skills.

A diagram of the governance structure can be found below:



Regional Structure

Regional Structure

British Cycling’s work is delivered in England via 6 geographical areas covering the 10 English Regions. There are employed staff in each region, reporting on an employer/employee basis via the Manchester HQ. The regional teams work locally with members, clubs, event organisers, partners and a Regional Board of experienced and knowledgeable volunteers – potentially including yourself.

In Scotland and Wales, we work with the respective governing bodies, Scottish Cycling and Welsh Cycling.

Our regional structure has the potential to be a strong mechanism for delivering our national and regional strategies, and by working effectively together, the Regions will have a pivotal role in transforming Britain into a great cycling nation.

Regional Board: Organisation and Main Activities

Regional Boards

Regional Boards are elected to office by the membership in that Region.

Annually, usually in September, there is a full meeting of all regional club and non-club delegates in the form of a Regional AGM. This meeting of all club and non-club delegates is called a Regional Council meeting. It is at this meeting that the Region chooses who will represent the local membership in key roles, through the defined election, nomination, or proposal processes:

Listed below are the mandated formal roles required within a Regional Board:

- Regional Chair - Clive Gill
- Regional Vice-Chair - Denis Owen
- Regional Secretary - Chris Lawrence
- Regional Treasurer - Simon Cocker

Up to 8 other Regional Board members are elected or appointed. The East Midlands Region also has the following specific roles:

- Workgroup Leads
 - Road & Circuit
 - Cyclo Cross
 - BMX
 - Mountain Biking
 - Track
 - Recreation
 - Diversity and Inclusion
 - Youth and Junior Team

It is recognised that in planning to achieve success in many initiatives across a Region that a Regional Board might need to call upon the experience and knowledge of more than 12 Regional Board members. In such a case, there is also scope for additional co-opted non-voting members to work with the Regional Board. It is recommended that there should be no more than 3 such additional non-voting members of the Regional Board, thus making a total full meeting size of 15 Regional Board members.

Regional Board members will be eligible to serve three terms of 3 years (i.e. 9 years in total) after which there must then be a 3 year gap before being able to seek election again.

With Regions being part of one corporate legal structure, all Regional Board and Workgroup members should be aware that compliance with appropriate policy is mandated in many areas. Good governance balances Regions having responsibility for certain matters with their being accountable for the decisions they make.

Best practice shows that a diverse Board that draws upon a range of experience and skills, while maintaining focus on the key strategic decisions facing the organisation, has the most impact.

With a clear set of roles, responsibilities and authorisations, Regional Boards are empowered to operate with effectiveness and authority as part of the wider British Cycling governance structure. The Terms of Reference for the Regional Boards can be found [here](#).

• **National Bye Laws**

In addition to the Terms of Reference, British Cycling and the Regions operate to the Memorandum and Articles of Association, various policies, Technical Regulations, other regulations and a set of national Bye Laws.

While the Terms of Reference outline the roles and responsibilities for Regions, the Bye Laws establish the formal structure within which Regional Boards operate.

- **Workgroups**

Given the range of activities within a Region, and the naturally limited time of volunteer members to cover the detail of so much activity, Regional Boards often create workgroups to assist the Region in carrying out its duties and to provide operational coordination and support to the Regional Board.

The East Midlands Region currently have the following Workgroups:

- Road & Circuit
- Cyclo Cross
- BMX
- Mountain Biking
- Track
- Recreation
- Diversity and Inclusion
- Youth and Junior Team

The main activities of the board are to:

- **Devise and Implement the Regional Delivery Plan (RDP)**

The RDP is the name given to the overall strategic plan for each Region. In recent years, through the work of the regional staff and the Regional Boards, the ten English Regions have each created their own RDPs that aims to capture the regional priorities across all British Cycling programmes, activities, events and partnerships, whilst clearly aligning these to the national strategy. The RDP can be used as an important point of reference for a range of regional and national stakeholders.

Each of the ten RDPs across the English Regions adopt and use a consistent template. Whilst all plans align to the British Cycling national strategy and aims, each governed region will have bespoke plans tailored to regional needs and aims.

The East Midlands Region's Delivery Plan can be found here <https://www.bceastmidlands.com/about> .

For ease of reference, it is useful to highlight that each RDP is aligned to the seven strategic priorities, and to the Equality, Diversity and Inclusion Strategy, Our Ride, which can be found [here](#).

Devise and Implement Other Key Plans

In addition to the overarching British Cycling Strategy and the RDPs there are also a number of other plans that may be relevant to a Region when developing its plans.

For example, through the work of HQ staff in conjunction with expert advice provided via the Discipline Commissions there are a number of discipline-specific plans which provide a strategy for the development and growth for each cycle-sport discipline. The discipline plans can be found [here](#).

- **Financial Management**

The Regional Board will support the Region to make informed decisions to ensure the Region is not only financially sustainable but also to make sure that any monies are invested appropriately. Regions must operate with solid financial understanding and management. An annual financial plan helps guide the Regional Board on the scope for actions set out in its Regional Delivery Plan (RDP).

In making decisions to take certain actions, set up Workgroups, or organise events, Regional Boards should ensure that full consideration is given to the value of expenditure that is thereby being committed. More information regarding the Region's finances is provided at the Regional Annual General Meeting.

What does a Board member do?

There are four mandated roles for all Regions:

- **Regional Chair**

The Chair of the Region is a pivotal role in delivering successful and productive meetings. Whether this is Regional Board meetings, informal discussions, or annual general meetings, it is important the Chair is a focussed and capable leader.

- **Regional Vice-Chair**

The Vice-Chair brings added skills, experience and perspective as well as helping to share the leadership role. If the Chair is indisposed, it is appropriate to have a clearly designated person the Regional Board can turn to first to chair meetings, and to keep the momentum on action points between meetings.

- **Regional Secretary**

The Regional Secretary is the key organiser and record keeper for Regional Board's administration and meetings.

Accordingly, the Regional Secretary should be able to demonstrate exceptional organisational skills as well as an understanding of the timescales and documentation requirements for the Region's annual cycle of AGM and Board meetings and activity.

- **Regional Treasurer**

The Regional Treasurer fulfils an essential role in managing the Region's financial resources.

A solid understanding in finance and accounting is essential, as is the ability to communicate financial concepts and explain the rationale for future budgets to Regional Board members.

- **Other Roles**

Other Regional Board members are elected or appointed, up to a total number of 12. Where more than 12 members of a Regional Board are considered necessary or advantageous, there is scope to appoint up to recommended 3 co-opted non-voting Regional Board members on an annual basis.

The complete role descriptions can be found in the Regional Governance Guide.

Other examples of Board roles within a strong Regional Board might be:

Regional Competition Administrator, Digital and Communications Officer, Youth Development, Women and Girls Development, Disability Development, Diversity and Inclusion Development, Volunteer Development and/or Facility Development

Representatives for Road, Track, Cyclo-Cross, Mountain Bike Gravity (and/or XC), BMX, BMX Freestyle, Cycle Speedway and/or Community Programmes.

- **Attendance and Time Commitment**

Members are expected to fully contribute to the work of the board by attending at least 75% of relevant meetings (board, workgroups etc) in any calendar year, alongside a time commitment of approximately 2-6 hours per month.

- **Expenses**

British Cycling's Expenses Policy allows for out of pocket expenses to be reimbursed.

There are a number of other key policies that board members are expected to follow in order to protect both themselves and the interests of British Cycling e.g. Code of Conduct, Conflicts of Interest, Data Protection and GDPR, Equality Policy, Whistleblowing, Disciplinary, Safeguarding etc.

Being a Successful Regional Board Member

Every board member is encouraged to bring a fresh perspective to the work of their board, and you do not need to have past experience to be a successful Regional Board Member. There are some common and desirable attributes that apply to all our board members:

- **Contribution**

We are looking for people willing to contribute and provide a positive difference to their Regions. Board members should be comfortable challenging others, seeking alternative proposals and providing new ideas. They should be able to work effectively as part of a team and be able, and prepared, to take on new tasks and responsibilities as they arise.

- **Leading with Integrity**

The leadership and management of the Region must act in the Region's best interests.

Integrity relates to the actions of the Regional Board as a whole and also that of the individual Regional Board members' actions and behaviours.

- **Recognising and Declaring Conflicts of Interest**

A Conflict of Interest occurs in situations which may undermine a person's impartiality. The possibility of a clash between the person's self-interest, professional interest or public interest.

A conflict is not necessarily a negative situation, but it can be a problem if a lack of recognition, transparency and objective decision-making creates a loss of individual or organisational integrity.

- **Adhering to British Cycling' Code of Conduct**

A Regional Board's effectiveness is determined by who sits on it, what it does and also by how it acts. British Cycling has a Code of Conduct for all members, to help regulate and manage their behaviour, and this code is linked to British Cycling's Values.

Further Information

If you would like more information about joining your local board, please speak with your local Chair/Vice Chair as to current/imminent vacancies and the required process.

In addition, Regional Board members will also receive an induction to the Board led by British Cycling staff, as well as invitations to attend relevant training or networking events provided by British Cycling.

"..Being a part of the Regional Board allows you to have your say in how the sport & recreation policies progress over the coming years, there's plenty to get involved in, so come play your part and be part of the "Team".."

Regional Board Member.

MIKE BALL

Company Secretary
