

The Governance Guide for British Cycling Regions

February 2021

THE GOVERNANCE GUIDE FOR BRITISH CYCLING REGIONS - FEBRUARY 2021



Contents

Foreword

Summary of the Key Components of Regional Board Governance

Key Components of Good Governance in the Regions

1. [British Cycling Strategy and Values](#)
 2. [The National Structure and Ways of Working](#)
 3. [Overview of the Regional Structure and Ways of Working](#)
 4. [People](#)
 5. [Integrity Standards](#)
 6. [Inclusivity and Diversity](#)
 7. [Strategic Planning](#)
 8. [Finance](#)
 9. [Policies and Procedures](#)
 10. [Effective Communication](#)
 11. [Stakeholder Engagement](#)
 12. [Risk Management](#)
-

Appendices

1. The Code for Sports Governance Overview
 2. Graphical Representation: Connecting the National and Regional Structures
 3. Regional Board Terms of Reference – to be drafted in consultation through 2021
 4. Timeline of Key Regional Dates
 5. Regional Role Descriptors:
 - 5A Regional Chair
 - 5B Regional Vice Chair – to be drafted
 - 5C Regional Secretary – to be drafted
 - 5D Regional Treasurer – to be drafted
 - 5E General Regional Board role – to be drafted
 - 5F Workgroup Chair/Regional Lead roles – to be drafted
 - 5G National Councillor – to be drafted
 6. Effective Meetings: Tips for Chairs
 7. Regional Board Meeting Agenda Template
 8. Regional Board Meeting Minutes Template
 9. Regional Board Meeting Action Log Template
 10. Regional Board Workgroup Terms of Reference - to be drafted in consultation through 2021
 11. Regional Board Register of Interests with Potential to cause Conflict
 12. Regional Asset Register Template
 13. Regional Risk Register Template & Completion Guide – awaiting draft version
 14. Frequently Asked Questions – to expand in consultation
 15. Glossary of Key Information – to expand in consultation
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Foreword

Welcome to this Governance Guide for British Cycling Regions.

Our Regional boards, volunteers, members, staff and stakeholders are a critical part of this organisation. In particular, our volunteers help grow and sustain participation across many activities and this includes the delivery of cycle sport events, leading coaching sessions and delivering led rides as well as running and developing clubs across many cycling disciplines. The organisation and the sport **would not be the same** without the commitment, energy, drive and enthusiasm of all our volunteers.

Our Regions have a pivotal role in delivering our strategy locally, and that success depends on the individual strength of each of the Regions. British Cycling recognises and embraces that each cycling Region has a Role and Responsibility in leading the development, administration and governance of key areas of cycling activity at a regional level. Regions working more effectively both individually and in unison with other Regions, will truly help the organisation achieve its mission of Transforming Britain into a great cycling nation.

In seeking to become more effective, Regional Boards have invited greater clarity and consistency to help govern. This guide is designed to provide a transparent and informative resource for Regions to make it **easier to strengthen** their consistent administrative performance as leaders and representatives of cycling and cycle sport in each Region.

By signposting best practice and highlighting key Action Points and Discussion Points, this guide aims to **be as helpful as possible** in supporting all Regions to adopt modern effective Board operations. This will **remove uncertainty** where possible and enable Regional Boards to **focus upon their long-term Regional priorities**; and to **attract, recruit and retain enthusiasts** with the right skills, knowledge and experience to support the Region to achieve its objectives.

This Guide will be an **essential reference point** for all existing and future members of Regional Boards.

Readers Note – Future Updates

As with any guidance, there will be future changes to the rules, policies, procedures, and strategies, which are all likely to adapt and develop over time. Regular updates and amendments will be made to this Guide, whether prompted by Regions collectively asking for further governance guidance, or by changes to the organisational operation and structure of British Cycling.

What is sports governance?

Sport plays an important role in society; it educates and unites people by fostering shared values and creating a social environment where people can meet new people and build their life experiences and confidence.

A high standard of sports governance is one of the most important factors in preparing an organisation to be fit for the future and on the path to sustainable success. More and more sports organisations have recently undertaken initiatives to enhance the governance of their sport and to reinforce the trust of its members, participants and stakeholders.

Put at its simplest, governance is about defining how responsibility for decision-making is delegated and what accountabilities are built into the system. Additionally, through good governance we can maximise the effectiveness of our decision-making processes.

However, the business of sport has changed rapidly in recent years and threats such as the possibility of corruption, fraud, scandal and other integrity-related issues continue to present themselves. The challenge is to make sure that procedures are in place to enhance our sports governance, while also both mitigating the risk of inappropriate actions and ensuring there are procedures in place to deal with negative outcomes if and when they arise.

What is good governance for British Cycling Regions?

Good Governance can be defined as:

1. Each Region taking responsibility for ensuring their local decision-making meets the British Cycling values of Integrity, Unity, Innovation and Passion, with Regions and British Cycling acting as one connected organisation.
2. Each Region actively following the policies, procedures and processes in place to meet both British Cycling's legal requirements and the Articles, Bye Laws and Regulations under which we all operate as part of the organisation.
3. Each Region setting out clearly what decision-making powers are allocated to each individual role and groups and how they are held to account.

What are the benefits of good governance?

- Clarity of purpose for Regions, which significantly helps drive decision-making.
- Well governed and efficient Regions that are effective in their role in developing the sport, and ensuring it is financially sustainable for the future.
- Consistent and structured approach to decision-making and the delivery of Regional aims.
- Accountability for decisions made on behalf of members and protection of members funds.
- Support for succession planning and not being reliant on one person without whom the organisation cannot function.
- Greater ability to attract future Regional Board members that are suitably skilled and motivated to support the Region and drive it forward.

What challenges might a Region encounter in achieving good governance?

- Regional Board members may have differing levels of awareness of governance, therefore each Regional Board should have a focus on inducting new members to ensure succession planning, and ensuring existing members are supported to build their knowledge and experience.
 - Some Regional Board members may have less appetite for change where there is a belief that what has worked previously should still work today. Therefore, some changes that a Regional Board decide upon might cause uncertainty and unfavourable comments from members and other interested parties. Clear and transparent communication will help to facilitate understanding of decisions and overcome any confusion.
 - It might take time to achieve good governance in all areas, and a Regional Board should address priority areas in sequence. Therefore, this Guide is designed to help Regional Boards to prioritise the best practice measures which they can adopt.
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What does Good Governance look like in Regions?

These statements are identified as key features from achieving good governance within a British Cycling Region:

1. Every member of your Regional Board can easily and consistently define why your Regional Board exists, and its role.
2. The Regional Board engages widely with all its key stakeholders, members, affiliated groups, and key external partners.
3. The Region has a long-term strategic plan showing where it wants to be, with realistic and measurable goals that will focus the Regional Board on achieving progress each year towards the long-term strategic plan.
4. Regional Board membership is aligned to the priorities of the strategic plan and has current and relevant Regional Board role descriptions.
5. Every member of the Regional Board can easily and consistently describe where decisions are made and any limits on authority.
6. Agendas, minutes, and supporting paperwork are always well prepared and circulated to best-practice timescales, making for effective and engaging meetings.
7. Regional Board vacancies and skills required are widely advertised to highlight the opportunities for volunteers to get more involved, and the Board pro-actively seek suitable candidates.
8. Regional Board members adhere to British Cycling's Values and Code of Conduct to evidence their commitment to effective practices.
9. Board strategies are based on satisfaction for clubs, members and all interested parties, and this is tested periodically, with the findings integrated into the Regional Delivery Plan.

In order to perform more effectively in each of those areas and achieve your strategic aims, we have created this Governance Guide for Regions, and would encourage you to use this Guide in the following way.

- Take some time to digest the principles outlined in each of the sections.
- Continue to have effective and collaborative governance within your Region by exploring the highlighted “Board Action Points” and “Board Discussion Points” referenced throughout this Guide.
- Involve the relevant British Cycling staff members in your discussions where required.

Board Discussion Point : Getting Started on Governance

Exploring the subject of governance can be difficult. Some may be disengaged by the subject or even feel negative towards the concept. To overcome this, Regional Board Members should work together.

Start by inviting Board members to reflect on these two simple questions –

- ‘What would you like to see more of in our Board meetings and interactions?’
- ‘What would you like to see less of in our Board meetings and interactions?’

You will find that many of the responses can be linked to the subjects in this guide. This will help each Board focus on its priorities.

Please remember

- This Guide is seeking to make it as easy as possible for Regional Boards to adopt consistent and best practices, ultimately making Regional meetings and interactions as interesting and relevant as possible.
- This Guide is just part of the support provided by British Cycling. Other support can include induction sessions for new Regional Board members, peer group discussions with other Regions, webinar events to expand on certain topics and direct one-to-one support from the British Cycling Regional Manager (BCRM).
- You will see many references to additional policies, templates, tools and documentation which are available to help you achieve good governance. Additional references or support can be developed upon request.
- British Cycling’s approach in this area is driven by the organisation’s Board of Directors and senior leadership teams, with principles aligned to the Code for Sports Governance. More on the Code for Sports Governance can be found in Appendix 1.

The Key Components of Good Governance for British Cycling Regions

This Governance Guide is presented through **12 Key Components**.

1. British Cycling Strategy and Values

The strategy provides the overarching vision, three pillars and foundations that provide direction and focus, as well as organisation-wide values that establish our beliefs around how our strategy should be delivered.

2. Overview of the National Structure and Ways of Working of British Cycling

The Regional Board and Workgroup members understand the national structure of British Cycling and the requirements and relationships which exist.

3. Overview of the Regional Structure and Ways of Working of British Cycling

The Regional Board and Workgroup members understand the local structure and have properly constituted Board and Workgroup structures responsible for establishing and driving long-term success.

4. People

The Regional Board and Workgroups attract people with an appropriate mix of diversity, independence, skills, experience and knowledge. All individuals should have clear roles and responsibilities and work together to lead the Region's work going forward.

5. Integrity Standards

The Regional Board and Workgroup members involved in the local leadership are the guardians of the sport in the Region. They understand and uphold the highest standards of integrity and will act in the interests of the Region.

6. Inclusivity and Diversity

The Regional Board and Workgroups are committed to inclusivity and recognise the benefits to the sport of including, at all levels, a diverse group of individuals from different backgrounds, who each bring a variety of personal experiences, values, skills, and views.

7. Strategic Planning

The Regional Board has established clear objectives and a strategic approach, with a Regional Delivery Plan to put these into effect.

8. Finance

The Regional Board and Workgroups operate with robust financial management to ensure longer term sustainability.

9. Policies and Processes

The Regional Board and Workgroups have a good understanding of the environment in which they operate and the policies and procedures in place to support the administration and governance of the sport, which meet legal requirements and demonstrate best practice.

10. Effective Communication

The Regional Board and Workgroups have clear lines of communication with regional members and other interested parties.

11. Stakeholder Engagement

The Regional Board has a clear understanding of and links with those stakeholders who can best help the Region to achieve its goals.

12. Risk Management

The Regional Board identifies, assesses and manages the local operational risks to ensure its strategic objectives have the best opportunity of being achieved.

Key Component 1

British Cycling Strategy and Values



Below is an overview of the pillars, foundations and values that can be found in the strategy. Readers should be aware that the British Cycling ELT is currently developing the organisation's new corporate strategy, which will be published later this year. This document will be updated to reflect the new strategy once it has been published. To read the British Cycling Annual Report, click [here](#).

Overview of the British Cycling purpose and strategic priorities

	TOGETHER WE ARE TRANSFORMING BRITAIN INTO A GREAT CYCLING NATION			
Purpose of the organisation	As the national governing body for cycling, we are committed to working collaboratively with stakeholders across the industry, to support a complex and productive cycling eco-system			
Values that drive everything we do	Unity	Integrity	Innovation	Passion
Priority pillars of the strategy	<div> <div> Grow Participation Improve access, and provide programmes and tools to support more people to cycle more often </div> <div> Support a Healthy Domestic Sport Provide trusted and efficient support and regulation to members, events, our workforce and cyclists </div> <div> Maximise Elite Success Ensure a strong GBCT that enables podium results, and maximise success from major events </div> </div>			
Foundation for sustained success	High-performing organisation	Become a world-leading national governing body, recognised for effective governance across the sport and a great place to work and develop.		
	Knowledge Leader	Improved public affairs engagement to enhance our reputation and strengthen relationships with key stakeholders. Support decision-making and relationships across cycling through industry-leading analytics and insights.		
	Financial Sustainability	Increase and diversify revenue streams to achieve a sustainable income and investment balance.		
	Customer Excellence	Ensure our members and potential members, volunteers, and stakeholders are the focus of our drive to deliver exceptional customer service		

British Cycling Strategy Overview

Our Purpose

Together we will transform Britain into a **Great Cycling Nation**

Our Values

Unity

We pride ourselves on inclusivity and diversity, and are committed to working in partnership within our organisation and with others

Integrity

We accept personal responsibility for all of our actions and always act with transparency and honesty to build trust

Innovation

We pursue innovation and continuously search for new ideas and improvements

Passion

We are passionate about winning in the right way.

Our Strategy Pillars

Grow participation

Improve access, and provide programmes and tools to support more people to cycle more often

Healthy domestic sport

Provide trusted and efficient support and regulation to members, volunteers, our workforce and cyclists

Maximise elite success

Ensure a strong GBCT that enables podium results, and maximise success from major events

Our Foundations for Sustained Success, that underpin the Pillars

Knowledge leader

Support decision-making and relationships across cycling through industry-leading analytics and insights

High-performing organisation

Transform British Cycling into an effective and efficient organisation and a great place to work and develop

Financial sustainability


Increase and diversify revenue streams to achieve a sustainable income and investment balance

Customer excellence

Ensure our members and potential members, volunteers, and stakeholders are the focus of our drive to deliver exceptional customer service

The organisation publishes an Annual Report which highlights the progress which the organisation has made in working towards its long term strategic aims.

Our most recent Annual Reports can be found [here](#).

A close-up of a woman wearing a yellow and red cycling jersey and a white helmet with yellow accents. She is smiling and looking towards the camera.

Key Component 2

The National Structure and Ways of Working



An Explanation of our National Structure

British Cycling's headquarters are in Manchester at the HSBC UK 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. The Board 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>

A summary of the main Boards strategy is further explained in *Key Component 1 – British Cycling Strategy and Values*.

Executive Leadership Team

The Executive Leadership Team is the management group of our staff Directors who each lead a Directorate within the organisation. The ELT lead and oversee the day-to-day business operations of the organisation, implementing actions to achieve the key objectives set by the Board.

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

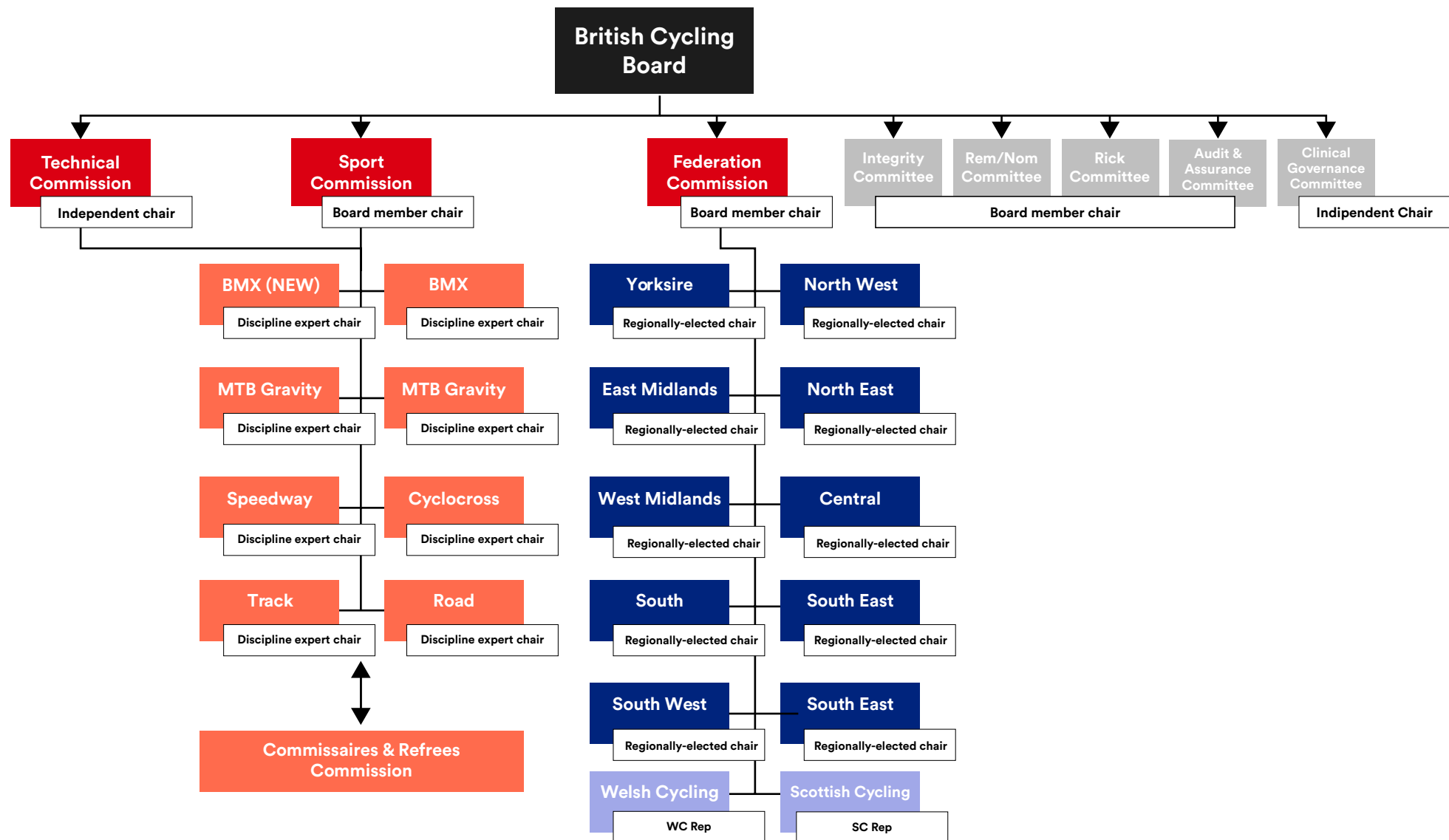
Operationally, the organisation's primary focus is to govern, administer and develop cycling in all its forms in the UK, and to lead the Great Britain Cycling Team towards achieving success on the world stage. To achieve this, the organisation works closely with the British Cycling Regions, with the respective governing bodies of Scottish Cycling and Welsh Cycling, and with a range of other partners and stakeholders.

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.

The Board has set up a structure of Commissions to support the ongoing development and growth of the sport. These enable the Board to consult and engage fully with staff, members, regions and other interested parties, in overseeing and embedding high standards of governance and administration practices.

A diagram of the Commission and Committee Governance Structure follows:



Discipline Commissions, Sport Commission, and Technical Commission

The Discipline, Sport, and Technical Commissions provide expert advice, support and guidance to the Board and senior management team.

Discipline Commissions

The Discipline Commissions relate to eight cycle sport disciplines: BMX Park, BMX Racing, Cycle Speedway, Cyclo-cross, MTB Endurance, MTB Gravity, Road and Track. There is also a Commissaire and Referees Commission to oversee and support the training and development of key cycle sport officials. Commission members are appointed by the Board for a term of three years. They may serve for a maximum of three consecutive terms before stepping down.

The Board appoints members to act as Chair of each Discipline Commission, and the Chairs help appoint up to 11 other Commission members from annual applicants.

Commissions tend to meet three times per year and those meetings tend to take place during the working week. Members may be asked to contribute to debates and issues via email from time to time outside of the face-to-face meetings.

Details of our Cycle Sport Commissions can be found here.

<https://www.britishcycling.org.uk/about/article/20190318-about-bc-static-British-Cycling-commissions-application-information-0>

Terms of Reference for each Discipline Commission can be found here.

<https://www.britishcycling.org.uk/about/article/20190318-about-bc-static-British-Cycling-commissions-application-information-0>

Board Discussion Point : Discipline Commission membership

Regional Boards can help with the continuing need to check that the best use is made of all volunteer's knowledge and experience.

Annually there is a refresh and recruitment process for the 8 Discipline Commissions and Commissaire/Referee and Technical Commission. Maybe there is a member of the Regional Board or a Workgroup who would also be interested and able to apply for such a Commission role.

Sport Commission

One of the responsibilities of each Discipline Commission Chair is to sit on the Sport Commission, which considers cross-discipline matters. It provides an important point of connection and engagement between all represented parties. It is a forum for discussion on a wide range of topics, both those that are happening directly in disciplines, but also on matters of British Cycling policy and procedure. This Commission is a valuable source of counsel and experience for British Cycling staff who regularly seek its advice on key matters. This Commission is chaired by a member of the Board and reports directly to the Board.

Technical Commission

The Technical Commission is responsible for overseeing the consistency, appropriateness and development of the Technical Regulations across the disciplines. The Commission will consider feedback and recommendations from Discipline Commissions and consider the impact of regulation changes on specific disciplines as well as the wider impact across other disciplines. The Commission reports directly to the Board.

Federation Commission

The Federation Commission is a key peer group forum, made up of representatives (usually the Regional Chair) from each of the 10 English Regions, from Wales and Scotland, and from the Board.

This Commission meets at least four times a year and, as with the Sport Commission, it provides an important point of connection and engagement between all represented parties. It is a forum for discussion on a wide range of topics, both those that are happening directly in Regions, but also on matters of British Cycling policy and procedure. This Commission is a valuable source of counsel and experience for the executive staff who regularly seek its advice on key relevant matters. This Commission is chaired by a member of the Board and reports directly to the Board.

Board Discussion Point : Discipline Commission membership

As the Regional Board decides on its strategy and objectives, it may wish to identify any similar initiatives that other Regions have already actioned. Asking about peer group successes (or difficulties) is a great co-operative way of using the experiences from across the UK to inform your own work.

Each Regional Board should consider any questions about its strategy that might usefully be raised at a Federation Commission meeting.

Each Regional Board member should also refer to the minutes from these meetings to ensure they are aware of relevant updates.

The Terms of Reference for the Federation Commission can be found here
[Insert Web link – when available]

Committees

In addition to Commissions, the Board also oversees the work of a number of Committees. The Board appoints members to each of the Committees and the oversight also extends to a Board member being appointed to Chair each of the Committees, except for the Clinical Governance Committee which has an Independent Chair.

National Council

National Council is the formal annual meeting of all regional representatives and delegates to make certain key corporate decisions.

National Council is where:

- Four elected board directors are elected by votes, in staggered three year terms.
- The President is elected by votes every three years.
- The Annual Report of the Chief Executive is reviewed and accepted.
- The annual accounts of the organisation are received.
- The appointment of the auditor is confirmed.
- Any propositions from the Board, Home Countries or Regions regarding amendments to the Articles and other such current matters are discussed and voted upon.
- The Board is held to account by the membership, generally by a series of written questions and responses.

Regional representatives from the 10 English Regions are elected to that representative role by each Regional Council. See Key Component 3 - Regional Structure for more details of the Regional Council election meetings to appoint these representative roles.

See Appendix 2 for a graphical representation of how Regional Councils link into the national structure via Regional Boards and the Federation Commission.



Key Component 3

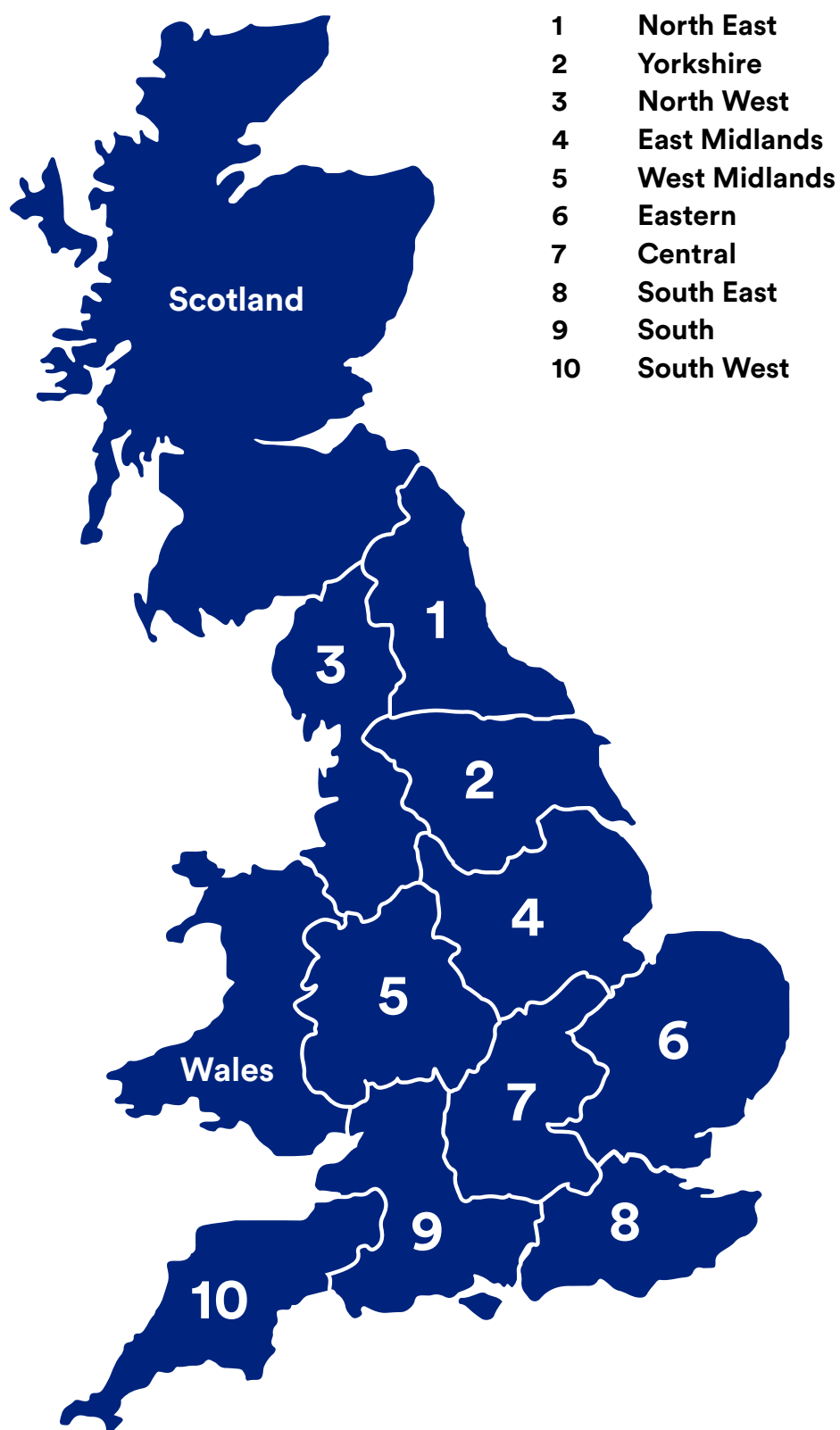
Overview of the Regional Structure and Ways of Working

An Explanation of our National Structure

British Cycling's work is delivered in England across 10 Regions. There are a range of employed staff in each Region, reporting on an employer/employee basis via the Manchester HQ. The regional teams work closely on a local level with members, clubs, event organisers, partners and a Regional Board of experienced and knowledgeable volunteers.

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

The map following shows the geographical make-up of the 10 English Regions:



Why is the Regional Board structure important?

Our regional structure is critical to the administration, governance and development of cycling.

It 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.

A strong regional structure depends on the individual strength of each of the Regions.

What do Regions do?

At the Regional Council AGM meeting:

- Regions elect a Board of officers to help decide and deliver volunteered cycling activity in accordance with British Cycling rules, regulations and policies.
- Regions elect delegates (called National Councillors) to attend the British Cycling AGM (which is called National Council).

At Regional Board and other Workgroup meetings:

- Contribute to, support and help implement Regional Delivery Plans.
- Discuss, agree and schedule related Board Action Plans.
- Regions, attend Federation Commission meetings to share best practice and topical action points, usually through the elected Regional Chair.

In this Section we focus on the following areas of a Regional Board:

- Organisational structure
 - Composition
 - Terms of Reference
 - National and Regional Bye Laws
 - Workgroups
-

Regional Board – Organisational structure

It is essential that the Region has a clear and appropriate structure with a properly constituted Board responsible for its long-term success.

It is important to think about structure in two different ways when considering the English Regions:

1. Legal structure
2. Organisational structure

Legal Structure

Legal structure is how your organisation is constituted in the eyes of the law.

The Articles and Bye Laws of British Cycling outline the creation, definition, and running of English Regions. Accordingly, all 10 English Regions are within the British Cycling company incorporation.

While Regions have previously considered an option to pursue separate incorporation, subject to an agreement on roles and responsibilities with British Cycling, feedback from Regional Boards was that all 10 Regions wished to remain within the British Cycling corporate umbrella.

Throughout this Guide there will be many references to the British Cycling policy or procedure in a given area of operation. 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. Equally, in legal and financial terms, Regions, as part of British Cycling, have the potential to bind British Cycling and it is therefore appropriate that there are limits on that ability and that decisions takes place within an appropriate framework. There is an overview of the most relevant policy implications in Key Component 8 – Policy and Procedures.

Legal Structure

Regions have also requested support for a strong organisational structure, including:

- Standard and consistent approach to Regional Board composition and membership across all 10 Regions.
 - Clear authority and responsibility requirements.
 - Role descriptions for key roles undertaken within the regional structure.
 - Standard Terms of Reference for the 10 Regional Boards set by, and agreed with, British Cycling.
 - Clear accountability for Regional Workgroups (through example Terms of Reference) and separation of roles – specifically strategic and operational roles.
-

Regional Board - Composition

British Cycling complies with the Code for Sports Governance in its own corporate structure, in that its Board has no more than 12 members. For British Cycling, there are 12 members who are a mix of elected, appointed and independent directors, as well as the CEO.

British Cycling has adopted a similar approach to its Committees and Commissions with a recommendation that each has no more than 12 members. Best practice demonstrates that this makes for a sufficiently scaled Board that can draw upon a range of experience and skills, while maintaining focus on the key strategic decisions facing the organisation.

Regional Council - Appointing Regional Board members

As highlighted above, 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 determines who will represent the local membership in key roles, through the defined election, nomination, or proposal processes:

- Electing formal roles and members of the Regional Board (see later in this Section for more on the formal roles)

In addition, at this Regional Council meeting, the club and non-club delegates decide upon:

- Electing delegates (National Councillors) to attend National Council.
- Making nominations for the election of main Board Directors at National Council.
- Making nominations for the election of President at National Council.
- Making proposals to amend British Cycling Articles and/or Bye Laws, to go forward to National Council.

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

- Regional Chair
- Regional Vice-Chair
- Regional Secretary
- Regional Treasurer

Up to [XX – subject to current review] other Regional Board members are elected or appointed. See Key Component 4 – People for more details about election choices and composition within a Regional Board.

(Note: To avoid any actual or perceived Conflicts of Interest in decision-making, British Cycling-employed staff or Regional Competition Administrators (RCA) in a Region are not to be an elected voting member of a Regional Board, and therefore sit outside of the formal structure of a Regional Board.)

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 [XX -subject to current review] 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 [XX] such additional non-voting members of the Regional Board, thus making a total full meeting size of [XX] Regional Board members.

Regional Council – Appointing National Council delegates

The AGM of British Cycling takes place usually in November each year at a National Council meeting. Each Regional Council appoints a number of delegates (based upon the membership size of the Region) called National Councillors, to attend this meeting in a voting capacity on behalf of the Region. It is at National Council that a number of formal corporate actions take place:

- Four elected main Board Directors are elected by votes, staggered over a three year period.
- The President of British Cycling is elected by votes for a three year period.
- The annual report of the Chief Executive is reviewed and accepted.
- The annual accounts of the organisation are accepted.
- Any propositions from the Board, Home Countries or Regions regarding amendments to the Articles and other such current matters are discussed and voted upon.
- The appointment of the auditor is confirmed.

At National Council there are also a number of presentations and workshops in key areas for British Cycling, where the views and experience of the National Councillor delegates from each Region are welcomed. Accordingly, those National Councillor delegates that each Regional Council appoints should be from a broad representation of the disciplines and activities within a Region and should have a good level of understanding of the current Regional and/or sport discipline structure and practices in order to fully take part in any discussion. Usually it is a Regional Board member who is regularly involved in the development of the regional and strategic plans that is best placed to represent the Region, but this might not always be the case.

A template role description for a National Councillor is included in Appendix 5G – [to be drafted]

Board Discussion Point:**Appointment of National Councillor delegates to attend AGM**

While the Regional Board does not decide who is appointed as a National Councillor delegate (this is done at a Regional Council meeting of all club and non-club delegates) the Regional Board is none the less able to make strong recommendations on candidates.

Each Regional Chair is encouraged to ensure the appointment of its National Councillor delegates is openly introduced and explained fully prior to any voting process.

Prior to National Council, there is a requirement for Regions to hold a further open Regional Council meeting, to discuss the National Council agenda. This local discussion at a further Regional Council meeting provides an opportunity for the elected National Councillor delegates to best understand the wider views of the Region's membership (views from both Regional Board and non-Board members) on voting matters for the National Council meeting.

Such pre-National Council meetings are not therefore a mandate meeting, and do not bind the National Councillor delegates to the view expressed at that local meeting. In the same way that Regional Board members are elected to make decisions for the best interests of the Region, so National Councillor delegates are elected to make good decisions for British Cycling, being mindful of the impact for Regions. National Councillor delegates are empowered to take into account all debate, amendments and discussions at the National Council meeting in determining their voting options.

Regional Board - Terms of Reference

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.

Accordingly, as noted earlier there are standard Terms of Reference for all 10 Regions in England. The Terms of Reference are attached in Appendix 3 – Regional Board - Terms of Reference. [To be drafted through 2021 - for adoption at Regional AGMs in September 2021]

From time-to-time, it is useful for all Regional Boards to revisit the Terms of Reference and ensure they are understood and followed:

- Re-clarifying the Regional Board's purpose and activities within the Terms of Reference.
- In setting out the Regional Board structure, including titles and how members are elected or appointed.
- In defining the limits of authority, including spending.
- In outlining the roles and responsibilities within the Regional Board.
- In highlighting the accountabilities of the paid and unpaid workforce (in its widest meaning) with regard to each core area of the Region's operation.
- In defining the local reporting frameworks, so that there is sound oversight by the Regional Board and transparent communication between each Workgroup.

Regional Boards should identify if the Terms of Reference remain fit for its current purpose. Where there are areas of uncertainty, ambiguity or new developments not within the current Terms of Reference, the Regional Board should raise a query via the Federation Commission with the Main Board.

Regional Board - National and Regional Bye Laws

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.

Regional Councils have also previously established Bye Laws which are a further set of rules regulating how Regions will operate on matters of detail not covered by National Bye Laws, for example, specific Regional roles within the Regional Board.

While the Terms of Reference outline the roles and responsibilities for Regions, the National and Regional Bye Laws together establish the formal structure within which Regional Boards operate. [NB National and Regional Bye Laws are being reviewed and redrafted in 2021 alongside new Terms of Reference for Regions. These changes will be reflected in an updated Governance Guide later in 2021.]

Board Discussion Point: Regional Bye Laws

Regional Board members, both individually and collectively, should be checking and challenging its procedures to ensure that the Regional Board works within the authority of the National and Regional Bye Laws.

If there is a matter that is not sufficiently covered by either National or Regional Bye Laws, upon which further guidance is required, this can be raised directly via the Company Secretary or via the Regional Chair at peer group Federation Commission meetings.

The National Bye Laws also set the key programme of annual meeting requirements. Appendix 4 – Timeline of Key Regional Dates sets out the timeline of key regional dates, the purpose and reason for certain meeting dates, and also the notice period that is required to be followed to ensure meetings have validity. Where certain notice period dates are not followed, meetings and decisions might subsequently be ruled invalid and a re-run of the timely process will be required in order to enact the correct process.

Regional Board - 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 primary reason for a Regional Board's decision to establish a particular Workgroup is to focus on a specific area of the sport or activity. In some Regions, a form of Workgroup might already exist, with whom the Regional Board already works on a collaborative basis.

Whether establishing a new Workgroup or collaborating with an existing group, it is essential for good governance that Regional Boards and Workgroups are clear on their areas of responsibility. This can be defined in a Terms of Reference for the group (refer to Appendix 10 – Regional Workgroup Template TOR, [to be drafted through 2021] for details).

A sufficiently clear Terms of Reference will ensure that the Workgroup understands its role, and the importance of working to an established strategy to deliver against clear objectives. For new developments outside of the Terms of Reference, it will be the responsibility of Workgroups to make written recommendations to the Regional Board, who will then make a decision on implementing those recommendations. Regional Boards will know that the recommendations being made to it will be by those people best placed to make them. Whilst Workgroups might have some clearly defined and delegated authority, they should be accountable to the Regional Board which has oversight of all Workgroups and how consistent development is working to achieve the regional strategic plan.

The size and scope of a Regional Board and its Workgroups will be influenced by the range of needs, objectives and interests of a particular Region.

Workgroups would ordinarily benefit from retaining a direct link to the Board through the Chair of that workgroup also being an elected Regional Board member.

Board Discussion Point: Strategic vs operational discussions

The role of a Regional Board is to make local strategic and policy decisions to ensure the Region can be run effectively and sustainably in the longer-term, and to then monitor and review the action points it has agreed, to ensure focus remains on those strategic and policy decisions

Sometimes the enthusiasm for a topic might result in detailed operational discussions that should be dealt with at a Workgroup level.

Board members, both individually and collectively, should be checking and challenging the Chair where necessary, to ensure that the Regional Board works at a strategic level, avoiding operational distractions.

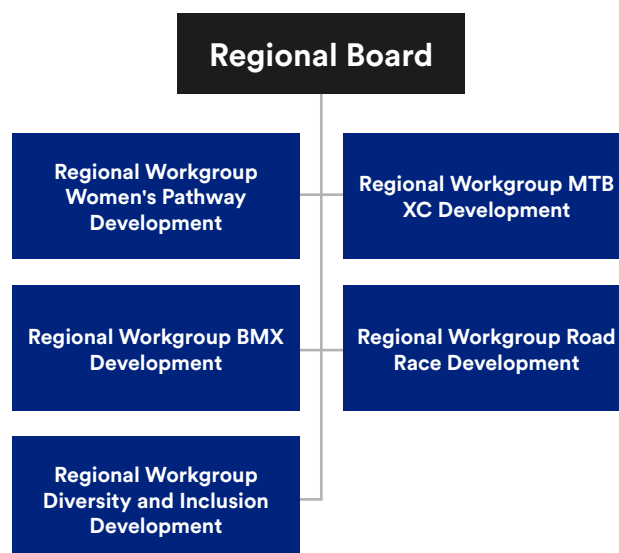
Not all Workgroups will be permanent. Some may be established for short-term projects by the Regional Board, perhaps in relation to a specific event or to mark a celebration. Such Workgroups would have Terms of Reference for a specified period of time, and on completion of the project the Workgroup would cease to meet or exist. Workgroups can be helpful because they enable Regions to engage people with relevant skills for specific projects, providing much-needed support and agility when responding to a specific need.

In some sport or geographic circumstances, it might be appropriate to work with another Region to establish a joint Workgroup to develop a specific strategic objective. One region might take the lead in overseeing that particular initiative, for example, with each Region retaining responsibility for the overall development within its own Region.

Board Action Point: Workgroup Terms of Reference

Whilst a Workgroup will have an oversight function for a specific area of regional operations, it may or may not have responsibility for delivering the work. Make sure that the Regional Board and Regional Workgroup are clear in defining the Terms of Reference for each Workgroup so that all members know what is required, and how they are accountable to the Regional Board.

The following shows a possible Regional Board structure that includes Workgroups:



Board Action Point: Regional organisational structure

Whilst most Regions have a broadly similar structure, there may be unique aspects for each. The organisational structure for each Region should be reviewed by its Regional Board periodically to ensure it remains relevant. As a group, dedicate some time to ensuring that the range of Workgroups in the Region are still relevant to achieving the strategy and objectives of the Region.

Changes in the strategy might warrant a revised structure, perhaps with some new Workgroups covering emerging development needs.

Such a diagram (see above) is also a useful tool in communicating and understanding a Regional Board's governance structure, that can sometimes be confusing for new volunteers unfamiliar to the sport.

In the course of the Regional Board seeking to establish the optimum structure for the Region, make sure that the structure is compliant with National and Regional Bye Laws and is reflected in the various Terms of Reference.

Board Discussion Point: British Cycling staff on committees

Each Region has access to the insight and support of a British Cycling Regional Manager (BCRM).

It is important that you work with them to establish how you think they can support the Region and vice versa, and what you believe their role is within the decision-making structure and process.

Key regional staff should be encouraged to attend the regular Board meetings to enable collaborative working and assist the Regional Board with decisions based on data and insight. This is covered in more detail in Key Component 4 – People.

Key Component 4

People



In Key Components 2 and 3, we highlighted the structure of British Cycling and that of its Regions.

Within each Region, the effectiveness of the structure and the ability of the Region to achieve its aims and objectives will be highly dependent on the working relationships and the level of engagement amongst the Board.

The Regional Board has the lead role in making key strategic and policy decisions that are supported by clearly defined requirements to ensure the organisation can be run effectively and sustainably.

To be effective in developing the Region, all individual members of the Regional Board should ensure that they are aware of and recognise the following:

Role descriptions

Ensure that the Regional Board and key individuals understand their role within the Region, and the relevant skillsets and expertise which are required in key areas of the Region's activities.

Terms of Reference

Ensure that all Regional Board members are aware and have clear understanding of the British Cycling Terms of Reference for the Regional Board, to define the purpose or reason for being involved.

Ways of working

Ensure that all Regional Board members are committed to the ways of working within the Region and in doing so follow the British Cycling values, integrity standards and the policies and procedures.

The following pages look at each in more detail.

People - Role descriptions

Role descriptions for both Regional Board and Regional Workgroup members are very useful in outlining the expectations of the roles. Much like a job description for any employee, the role description should detail the widest possible range of duties required by the role, the key relationships and communication points, to whom the role is accountable, as well as the skills, experience, and knowledge beneficial to that role. Role descriptions should also include the length of term of office.

Good communication of role descriptions will help each Region recruit, appoint, guide and develop its future volunteers.

Key Roles

What are the key roles within a Region? As identified in the Key Component 3 – Regional Structure, there are four mandated roles for all Regions:

- Regional Chair
 - Regional Vice-Chair
 - Regional Secretary
 - Regional Treasurer
-

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.

Appendix 5A is a role description for a Regional Chair.

Appendix 6 – Tips for Chairing a Meeting contains some best practice examples and guidance on how an effective Chair operates.

Other support for all Regional Chairs is also available through several channels : through the BCRM, the induction process for new Chairs, the staff at HQ, and the Federation Commission network of other Regional Chairs.

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 away, indisposed or ill, 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.

A good Vice-Chair is someone a Chair can trust as a sounding board to give them support, giving informal feedback, honest advice and a fresh perspective. Also, if there are tensions among the board, a Vice-Chair potentially has the informal authority to mediate, perhaps to see the issues more independently and help bridge the gaps.

Succession planning is an important task for Regional Boards to undertake, and many elected Vice-Chairs go on to be elected as Regional Chairs which serves well in retaining that experience. However, not all Vice Chairs want to be (or are suited to being) Regional Chair so it is important to have an understanding openly when taking office as a Vice-Chair, that there is no automatic expectation to go on to be Regional Chair.

Appendix 5B is a role description for a Regional Vice-Chair

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. To help ensure the Regional Board works efficiently, Regional Secretaries should demonstrate the importance of meeting preparation, timely circulation of agendas, accurate preparation of minutes, and recording of agreed action points.

Appendix 5C is a role description for a Regional Secretary.

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. To ensure the Regional Board has up-to-date information on finance, the Regional Treasurer should demonstrate effective meeting preparation, timely circulation of budget and financial statements, future financial planning and of following the key processes for handling monies and finances.

Appendix 5D is a role description for a Regional Treasurer.

Other roles

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

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

- Digital and Communications Officer
- Youth Development
- Women and Girls Development
- Disability Development
- Diversity and Inclusion Development
- Volunteer Development
- Facility Development
- Representative for Road
- Representative for Track
- Representative for Cyclo-Cross
- Representative for Mountain Bike Gravity and/or XC
- Representative for BMX
- Representative for Cycle Speedway
- Representative for Recreational Cycling

As part of its ongoing Regional Board review process in line with its annual review of strategy for the Region, the Regional Board should consider what roles are essential for achieving key strategic aims, and should then consider that it has a Board role, and possibly a Workgroup, both with relevant role description/Terms of Reference, to focus upon delivering that key strategic impact.

An example template role description for various other of these positions are in Appendix 5E.

Not all Regional Board members need to have a specific role, but without a specific role all other Regional Board members should none-the-less be aware of their requirements as a board member.

An example template role description for a general Regional Board member is in Appendix 5F.

Board Action Point: Creating additional role descriptions

While standard template role descriptions are available within this Guide, sometimes it might be necessary to tailor a particular role description so that it is specific to a Region's needs. This will help the description to be relevant and engaging for prospective candidates to the Regional Board or Workgroup vacancies.

Such a role description should be the subject of a formal approval process by the Regional Board.

Other people operating within a regional structure

Workgroup Chairs

In Key Component 3- Regional Structure, reference is made to the creation of Workgroups to focus on the development of a specific area of the sport or activity. Applications should be sought from suitable candidates to be the Chair of each workgroup, and the process may include the submission of relevant CVs for the role or even a brief presentation by each prospective Workgroup Chair to the Regional Board. Where there is an existing form of Workgroup, the views of existing group members can also be considered in consultation. After such consultation process, Regional Boards should have the decision-making authority on who is appointed.

Where possible and relevant with suitable knowledge, skills and experience, Regional Board members should be appointed as chairs of Workgroups. This enables the Board to have specific oversight of the activities of that Workgroup.

However, given the number and remit of certain Workgroups it might be relevant for a Regional Board to appoint a non-Board volunteer as Chair of a Workgroup. In such circumstances, the Workgroup Chair should ensure there is good communication between the workgroup and the Board but understanding that this does not automatically make them a Regional Board member, nor give them any authority outside of the Terms of Reference for that Workgroup.

Many of the skills as identified in the Regional Chair Role Descriptor will be equally applicable to Workgroup Chairs.

Regional Competition Administrator (RCA)

Each Region has authority from British Cycling to contract with an RCA. This is a contractor role and does not provide the RCA with any authority outside of the contract terms, nor is the role a voting member of the Regional Board. To avoid any conflict of interest in determining the events calendar within that Region, the RCA should not also be an elected Regional Board member.

British Cycling – Regional Manager (BCRM)

There are a number of British Cycling employed permanent staff and a Regional Manager in each British Cycling Region. The current BCRM role title is Cycling Delivery Manager (CDM). While not being a voting member of a Regional Board, the BCRM will have a vital and beneficial role from being involved in the Regional Board's meetings.

The BCRM will be able to assist decision-making by providing high-quality status reports relating to a range of programmes, events, activities, and partnerships, and will support the Region to share best practice both within the Region and from other Regions, including any necessary recommendations based on relevant insight and data. The BCRM can also support the flow of information between the Region and British Cycling HQ, while having input into key decisions. This co-operation between staff and volunteers generates a much greater sense of togetherness and also helps attract additional volunteers through clarity of purpose.

Keys to establishing a good working relationship with the regional British Cycling staff team

Clarity of accountability

being clear within your regional documentation who is accountable between staff and Regional Board for certain decisions and activities. By making the decision-making process very clear, each Region will have a more effective team approach to progressing its challenges.

Decision-making

An organisational hierarchy of the local employee team will provide a clear understanding of the chain of decision-making for the Regional Board.

Ways of working

Establish and agree ways of working with the Region's BCRM to ensure updates, reports and information are shared at the right times with the right people.

Good communication

formal and informal communication with relevant Regional Board members.

Board Action Point: Who's accountable – Regional Board, Workgroup, or staff?

Each Region should have a clear schedule of the key operations in its Region together with a name accountable for that area. The regional staff are led by the BCRM and are line managed by BCHQ but work closely and collaboratively with the Regional Board to develop cycling in the Region.

From time-to-time, it is beneficial to walk through that schedule and check that the recorded responsibility remains valid. Undertaking this exercise will help re-establish a Region's approach to key areas of operations and help identify where the Regional Board has a responsibility to encourage volunteers to take a more active role.

At any time, it is entirely appropriate for a Regional Board member to seek to clarify this responsibility.

Regional Board resignations

It should also be recognised that during a Regional Board member's three-year appointment period, there might be changes in their circumstances that make remaining a member difficult or impossible. For example, moving away from the Region through work or family commitments, or no longer having the volunteer time to commit to being a Regional Board member. It might also be the case that a Regional Board member wishes to apply for another role on the Regional Board (such as Vice-Chair or Chair) before completion of their current three-year role.

In such circumstances a Regional Board member might choose to resign their appointment and that vacated Board position will then become available.

Where there are Regional Board vacancies in between annual Regional Council election meetings, these can be dealt with on a temporary basis by the Regional Board in accordance with the Regional Bye Laws. A formal election process would then take place at the next Regional Council meeting.

Does a Region need to appoint a President as well as a Chair?

Some Regions have an elected President role. It is possible that your Regional Chair has many unseen duties to attend to, including those occasions when the Region simply has to be represented at an official function or prizegiving. A President's role is often acting as the figurehead or ambassador for the Region, whilst chairing a Board is very different and requires experience of managing agendas effectively.

Whether a Region chooses a President or not, the role should have a clear role description to ensure its remit and authority is understood by all.

Support for Regional Board members

It is inconceivable that a member of staff would be employed in any organisation without a suitable induction upon their arrival, or that they would not have an appraisal of their performance on an ongoing basis. Good governance requires this same principle to be applied to Regional Board volunteers.

Board Member induction

Since all Regions are likely to have an annual turnover of Regional Board members this makes it important to have support in place to help them have a productive and enjoyable start to their term in office.

An induction to Regional Board membership should ensure that the volunteer is comfortable with their remit and ready to hit the ground running at their earliest opportunity.

In each Region, a suitable local induction for a new Regional Board member may include:

- A handover opportunity with the previous incumbent of the role.
- Scheduled meetings with key people in their area of involvement.
- A new Regional Board member pack containing access to resources such as:
 - The Governance Guide.
 - Regional Board Terms of Reference.
 - Regional Delivery Plan.
 - Meeting notes and Regional Board reports from the past 12 months.
 - Details of fellow Regional Board members and British Cycling staff.

At the first meeting after a new member joins the Regional Board, a dedicated 'getting to know you' agenda item, will be a friendly and useful way for all other Regional Board members and relevant British Cycling staff to further develop a relationship.

Nationally, British Cycling runs a series of volunteer induction meetings for new joiners to its Discipline Commissions and Regional Boards. These help to outline British Cycling's Values and strategic aims, as well as covering the key policies and procedures that new joiners might need to be aware of.

All Regional Board members will also receive invitations to attend relevant training or networking events provided by British Cycling.

Reviewing Regional Board performance

It is important that Regional Board members review their own performance, both as individuals and collectively. A periodic review process allows the Regional Board to identify where its activities and behaviours have both enabled or hindered achieving effective development. Changes to activities and/or behaviours that could help to achieve better results can then be implemented.

Regional Board reviews are most effective where individual and collective strengths are recognised and can be built upon, but also where weaknesses are identified and addressed. There are no hard and fast rules about how reviews should be carried out. However, before conducting such a review there are several factors worth considering:

- Reviews of Regional Board performance need to be a genuine exercise of exploring areas for improvement.
- Reviews require a positive attitude to change and improvement from individuals and the Regional Board collective. It has no value if it is viewed as a 'tick-box' exercise where everyone ticks the 'we are doing well' box without exploring potential areas for improvement.
- Reviews need to be specific for the Region and should involve a focus and process that is relevant to its circumstances.
- Reviews should reflect the Region's current stage of development, future plans, and its complexity.
- Reviews might also need to allow for feedback from the membership, clubs, and staff.

Board Discussion Point: Is everyone best suited in their current Regional role?

As Regional Boards develop their strategy and objectives there is a continuing need to check that the best use is made of all volunteers.

Regional Boards should be willing to review the current and future volunteer membership of both the Regional Board and any Workgroups respectively. Although perhaps a challenge to the status quo, Regional Boards should be willing to have difficult conversations about recommending moving a Regional Board member's place in the organisational structure. Such a move would allow volunteers to better serve the sport and support the Region to continue its development. For example, a Regional Board member might repeatedly be absent from Regional Board meetings due to other commitments, perhaps as a coach or volunteer within a discipline.

Board Action Point: Volunteer workload and priority areas

Community sports of all types are finding it increasingly difficult to find volunteers to undertake roles – particularly where there is a significant amount of accountability and workload. Consider the following questions to sense check if your approach is going to attract and enable the right people to get involved.

- Have you considered what the priority areas are for the Region?
- What would happen if no volunteers could be found?
- Have you thought about how you might attract people with the right skills to get involved?
- Have you made it clear what skills you need, and have you made the role sound attractive and interesting? For example, is there a role description or project scope?
- Have you thought about using different communication channels to get the message out?
- Would the Region consider paying someone (a staff member, a consultant or a contractor) who can then be held accountable for this area of operations?
- Would the Region simply stop doing that activity and lower its sights on what it is capable of delivering?

Board Discussion Point : Support and performance

It is important to consider supporting and developing all members of the Regional Board to be the best they can be. This can be achieved by:

- Induction and support.
- Mentoring and guidance for new Board members.
- Providing opportunities to build a range of relevant experience and knowledge.
- Sharing knowledge and highlighting best practice.
- Reviewing individual and collective Regional Board performance.

Regional Board members should be open to discussing development or knowledge requirements and the Chair of each Regional Board should ensure that a suitable agenda item is included on a periodic basis.

Succession planning

There are many reasons why it is becoming more difficult to attract the right volunteers to serve on volunteer boards and workgroups across many sports. These include perception of:

- An increasing workload for a diminishing number of people.
- Fear that the role is swamped by too much responsibility.
- Concern that some volunteers have served the organisation so long that it appears to be a private empire and therefore not welcoming to new members or ideas.

What we know to be true is that when a Region operates with effective governance practices, and openness and transparency, continuing to recruit high-quality volunteers with relevant experience and skills is considerably easier in the future.

Succession planning is the active process of looking beyond the current incumbent and preparing for a time when they will no longer fulfil that role.

Reasons to undertake succession planning:

- Having a succession plan allows the current incumbent to work knowing that they can, at the end of their term, step back and enjoy their sport purely as a participant again.
- Having a successor who is prepared allows for an appropriate handover, making the change less stressful for all involved.
- A new person coming in may bring new ideas, ways of working or outside experience which would be hugely beneficial to the Region and the sport.
- Having a successor stops other Regional Board members from having to 'pick up the slack' should a role be unfilled.
- Having a successor saves the Region from possibly having to change or even stop activities when there is not a person to carry out that function.
- Having a successor can save the potential embarrassment of there being unfilled roles when the AGM comes around.

Board Action Point: Board succession plan

For each of the full range of Regional Board and Workgroup Chair roles in the Region, should be recognition that good governance requires there to be an official term length for that role.

Identify the current incumbents, the current tenure lengths and the remaining terms that are possible. Explore whether there is a likely successor in place for those roles when the current term concludes. If not, the Regional Board should take action or delegation to detail the steps required to find one.

To effectively fulfil the duties and responsibilities of the Regional Board and its Workgroup Chairs, representatives should be sought out and invited both to be nominated for Regional Board elections, and to apply for key roles. By using sufficiently detailed role descriptions and a Nominations Workgroup, Regional Boards are able to draw talent from all sections of the Region.

Nominations Workgroup

Rather than relying upon volunteers to emerge, some organisations identify their Board members based on a set of criteria that they are looking for, and a Nominations Workgroup can be useful to help identify potential candidates. It need not be a permanent Workgroup but can be established for a short period, when the risk of a role being unfilled is identified.

A Nominations Workgroup is generally made up of existing volunteers who understand the commitments required for the role(s) they are seeking to fill. Having a Nominations Workgroup does not exclude other candidates from applying but should ensure that each vacancy has at least one candidate who has been identified for their ability to contribute to the Region in that specific role.

One key benefit of using a Nominations Workgroup is that the representatives on that group can be focussed on the role needing attention, and can ensure that all relevant local members are made aware of the volunteering opportunities that exist to serve the Region's interests. It is therefore helpful if the Nominations Workgroup is made up of an appropriate cross section of the Region's membership. Once those opportunities have been promoted widely, it is then best to select based on skills.

Board/Nominations Workgroup Discussion Point:

Readiness for the Regional Board

Many people fulfil other roles before they are nominated for membership of the Regional Board. This progression helps those volunteers to fully understand the ways of working in the Region and should be encouraged.

Checklist:

Recruitment

To help you in your efforts to get the right people on your Regional Board you should consider the following as priorities:

- Undertake skills-based recruitment.
- Review or establish role descriptions for Regional Board/Regional Workgroup positions.
- Ensure Regional Board/Regional Workgroup member actions are aligned to British Cycling standards and Code of Conduct
- Establish a Nominations Workgroup where required
- Create a succession plan

People

Terms of Reference (ToR)

Regional Board membership

Terms of Reference was covered in detail in Key Component 3 – Regional Structure. British Cycling has a ToR for each of its formal 10 Regional Boards so that there is an element of uniformity and standard in how the Regional Boards operate and perform their duties.

They are used to provide a framework for a group to work within by defining the purpose and structure so that all those involved are clear about the parameters of the group.

The ToR for a Regional Board is attached in Appendix 3 [to be drafted in consultation through 2021, for adoption at Regional AGMs in September 2021].

Regional Workgroup membership

Similarly, there is an outline ToR for Regional Workgroups, (see Appendix 9) but with scope for a Regional Board to adapt a ToR to meet the needs of the Workgroup when it is formed.

All Workgroups should have a ToR from its Regional Board so that there is a clear and agreed understanding of its remit.

For people interested in more detail about Terms of Reference for Regions and/or Workgroups, please refer to Key Component 3 – Regional Structure, for more information and clarification.

Terms of Reference are not intended to be confidential documents. Therefore, if anyone in a Region wishes to have sight of ToR for the Board and/or its Workgroups, these will be available.

People

Ways of working

A Regional Board's effectiveness is determined not just by who sits on it, but also by what it does and how it acts.

As noted in the introduction to this Key Component section, this Guide seeks to outline sufficient details to ensure that all people who are Regional Board members are aware of and committed to following the British Cycling Values, integrity standards and the policies and procedures that bring these to life as part of their membership of Regional Boards and Workgroups.

Running effective meetings - Tips and advice for the Chair roles

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

All Board members should be familiar with the importance of meeting preparation, timely circulation of agenda items, of providing support yet challenging in a constructive manner and being an essential elected member of the Board with relevant authority to act in the best interests of the Region.

Appendix 6 provides some best practice tips and guidance on how an effective Chair operates.

Effective meetings are also best supported by clear and consistent documentation, that readily links from previous Regional Board decisions to current agenda items and to addressing agreed action log points.

To support each Region to work in this clear and consistent manner, templates for agendas, minutes and action logs are attached as appendices:

Appendix 7 Regional Board Meeting Agenda Template

Appendix 8 Regional Board Meeting Minutes Template

Appendix 9 Regional Board Meeting Action Log Template

It is also important that a Regional Board is aware of the key deadlines and timescales that it should be following for its meetings, both to ensure compliance with National and Regional Bye Laws, but also to follow best practice. A summary of key dates is set out in Appendix 4 -Timeline of Key Dates for Regional Boards

Board Discussion Point: Readiness of agenda items

One of the most common points of friction or timewasting within bodies that rely upon collaborative governance is where a Board agenda item or Board member becomes too involved in the detail of operational management that should be referred directly to staff and/or a Workgroup, or where there is simply not enough information being provided currently to enable a high-quality decision to be made.

Maybe you can think of a recent example where the Regional Board allowed an agenda item to stray into detailed matters for which it was ill-equipped or uninformed to make a recommendation.

It is the Chair's responsibility to take steps to ensure that the Regional Board retains its strategic role, and that Agenda items are ready for discussion, with support from all Regional Board members where appropriate.

Other aspects of an effective meeting are:

- Managing Conflicts of Interest.
- Upholding the Values of British Cycling.
- Ensuring adherence with the Code of Conduct.

These all relate to matters of integrity and are covered in Key Component 5 – Integrity.

Summary of Key Component

People considerations for a Regional Board

Checklist for a Regional Board	
Schedules a minimum of four Regional Board meetings a year, including one dedicated to the review of the strategic plan and goals of the organisation.	
Empowers the Chair to enforce effective meeting rules to increase effectiveness.	
Embraces and reviews its Terms of Reference and role descriptions to ensure that it operates with clearly established accountability and authority.	
Embraces responsibility for preparing, responding to and reading key meeting paperwork in support of the Regional Secretary's requirements.	
Embraces its responsibility to achieve the goals established as part of the Regional Delivery Plan.	
Works from a well-documented Regional Delivery Plan, with supporting financial information.	
Manages a staggered rotation system with a minimum/maximum term of office.	
Embraces a diverse nominations workgroup to promote volunteer opportunities in every area of the local cycling landscape, and then identifies and attracts representatives based on their skillset and experience.	
Supports a proactive induction programme and offers educational and development opportunities.	
Undertakes a Regional Board performance review, perhaps in liaison with other peer Regions, at least once every three years.	

Key Component 5 Integrity Standards



Integrity in sport often refers to threats such as results-fixing or doping, and while it is important that cycling is protected from these, integrity also relates to the behaviour of the leadership and management of each Region. Regional Board members are the lead guardians of the sport in their area. Accordingly, all Regional Board members need to be aware of, and uphold, the highest standards of integrity and act in the interests of the Region and of British Cycling at all times.

Integrity is one of the four British Cycling Values. These Values are explored in Key Component 1 – British Cycling Strategy and Values

What do we mean by integrity?

The leadership and management of the Region must act in the Region's best interests. While this seems straightforward, it's important that all Regional Board members have a good understanding of what it means. Integrity can be viewed as the actions of both the organisation as a whole, and also individuals themselves.

Organisational integrity

Integrity relates to the actions of the Regional Board as a whole. For example, Regional Boards are regarded as the guardians of the sport in their area, and in formulating the Region's strategy it is important that the Regional Board appreciates the demands and requirements of all those interested parties in the Region, who need to feel that their leaders are acting in the best interests of the organisation. Regional Boards should therefore take note of their Workgroups' views in the Region and communicate clearly on the longer-term goals and objectives.

Individual integrity

Integrity also relates to individual Regional Board members' actions and behaviours. For example, a Regional Board member may have personal views or aspirations for the Region which are not agreed by the Regional Board to be part of its strategy. Choosing to disregard the agreed strategy while predominantly pursuing those personal views or aspirations would be acting against the integrity of the Board's decisions and against the best interests of the Region. It is important for Regional Board members to deal with conflicts of interest and loyalty to ensure the Region's purpose and strategy are the most important part of all decisions.

Why is integrity important?

Regional Board members and the Region's leadership have ultimate responsibility for the Region's success, including its reputation. Regional Board members should ensure that they keep the respect of local members, affiliated groups and interested parties by ensuring that all Regional Board members and the Regional Board as a whole are visibly behaving with integrity. Failing to do this risks bringing both individuals and the Region into disrepute.

In circumstances where a Regional Board member loses their personal integrity and continues to publicly take a differing view than the Region, the Regional Board might need to convene to consider appropriate action. Such action might range from encouraging the person to desist, or if their view remains publicly opposed, to consider a Regional Board vote on removing that individual from the Regional Board.

Board Discussion Activity – Individual integrity

British Cycling has a Value linked to Unity and One Team: One Plan.

Where a Regional Board member does not agree with an agreed main board or Regional Board decision or action, this might lead to publicly outspoken comments that place that Regional Board member into conflict with the organisation. Such comments can be verbal, through the press or via social media.

All Regional Board members should be aware of their personal integrity on such matters and any Regional Board member should feel empowered to raise such points of conflict with the Regional Chair or wider Board membership.

Conflicts of Interest

Conflicts of Interest often exist when member organisations elect or appoint people into positions on Regional Boards. A Conflict of Interest occurs in situations which may undermine a person's impartiality because of:

1. The possibility of a clash between the person's self-interest, professional interest or public interest.

For example: Family or personal benefit

A Regional Board member may have a conflict of interest if they or their family would benefit personally from a Regional Board decision. For example, they are involved in an events company or supplier that wishes to be involved in particular events in the Region and the Regional Board is discussing decisions on organiser or supplier choices. The Regional Board member would have a conflict of interest: on one hand they must act in the best interest of the Region and pick the best option for the success of the Region, while on the other hand, they have their own business interests to think about.

2. Their responsibility or sense of loyalty elsewhere may limit their ability to act in the best interest of the Region.

For example: Loyalty to friends or other groups

A potential Conflict of Interest may arise when a person is elected to the Regional Board by a specific group in the Region. They may then be faced with making a strategic decision which would be unpopular with the group who elected them, but which is in the best interest of the Region. At Regional Board meetings, the Regional Board member has a duty to consider and make decisions in the best interest of the Region, even if this means disappointing other groups.

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.

Conflicts of Interest and conflicts of loyalty can always be present and should be recognised as soon as possible. In following the British Cycling policy and recording Regional Board member conflicts in a separate register (see Appendix 11) there is an open and robust procedure for managing them. By recognising, managing and recording Conflicts of Interest, all interested parties will be able to have confidence that Regional Board members will not be able to unduly influence a decision to their benefit.

Tips for managing conflicts of interest:

- Identify all real, perceived or potential conflicts and record them in the meeting minutes.
- Once recorded, the individual is in a safer position from any accusations. If conflicts are not disclosed and later become an issue, the individual may find themselves in a difficult position.
- The Region will find it useful to ask for declared Conflicts of Interest at the start of each meeting in relation to the agenda items. Regional Board members should then declare any further conflicts that arise during discussions. Dependent upon the matter being discussed, the Chair might exclude the relevant Regional Board member from any debate on the decisions where they may have a potential conflict.
- If a Board member thinks they may be conflicted they should raise this ahead of the relevant discussion or decision and the Chair should manage how this is handled.

Board Action Point - Conflicts of Interest

Check that the Regional Board understands how real and perceived Conflicts of Interests can affect the Region's performance and reputation.

Check that the Regional Board identifies, deals with, and records Conflicts of Interest as a matter of routine and the register is made available to all Regional Board members. (See Appendix 11)

Check that Regional Board members are invited to disclose any actual or potential agenda conflicts at the beginning of meetings, and that the Chair deals with these in a consistent manner.

What is a 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.

The Code of Conduct helps to foster an environment where Regional Board members feel they can openly debate matters in a constructive manner and are clear about how meetings are run and what is expected of them. The Chair of the Regional Board also has a key role in creating the right environment and running meetings according to the policies and practices of the organisation. Regional Board meetings are more productive and enjoyable when the Chair is clear about the meeting rules, and ensures these are consistently applied.

Board Discussion Point: Awkward moments, and enforcing the Code of Conduct

There will, inevitably, be points when a Regional Board meeting strays 'off-track' or becomes heated.

Given that the Regional Board members are all volunteers, there is often a reluctance from the Chair to be seen to criticise those volunteers and bring the meeting to order.

How prepared is a Chair to intervene, and would a Chair feel more supported with a code of conduct to assist?

Where a Board openly agrees to follow a code of conduct, the Chair is empowered to intervene, and those moments are far less awkward when it is seen as simply ensuring effective governance.

Conclusion

What does a Regional Board acting with integrity look like?

A Regional Board will be acknowledged to be acting with integrity when:

- It visibly and clearly acts in the best interests of the Region and its interested parties, and where the Regional Board is not unduly influenced by individuals or groups who may have special interests. It is seen to be collectively independent in its decision-making.
 - The conduct of the individual Regional Board members, staff and those representing the Region is ethical and in line with British Cycling's Values, and where the conduct is not, that prompt action is taken to address this.
 - It adheres to the British Cycling Code of Conduct, which sets out expected standards of behaviour, and responds promptly when this is not the case.
 - It is recognised for safeguarding and promoting the Region and British Cycling's reputation.
-

What are values?

Values are the guiding principles which apply across the Region and underpin how its work is carried out. They are basic beliefs about what matters to the individuals involved in the Region and what binds them together. They should guide how things are done across the whole Region and assist the creation of the strategic plan.

Regional Boards can refer to British Cycling's Values in Key Component 1 of this Guide, which can be an ideal way to help identify the most suitable candidate volunteers that will represent your Region in all areas of activity. The volunteers each Region selects should reflect the type of organisation that we are, and the values we seek to uphold.

A useful reference in addition to British Cycling's own Values, and which many organisations also look to guide them, are the Nolan principles. The seven principles of public life, known as the Nolan Principles, were defined by the Committee for Standards in Public Life. They are a standard basis of the ethical standards expected of public office holders.

Nolan Principles

Selflessness

Holders of public office should act solely in terms of the public interest. They should not gain financial or other benefits for themselves, their family or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in their work.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias. This may include making public appointments, awarding contracts, or recommending individuals for rewards and benefits.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands it.

Honesty

Holders of public office should be truthful. They have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts that arise.

Leadership

Holders of public office should promote and support these principles by leadership and example.



Key Component 6

Inclusivity and diversity



What is meant by inclusivity and diversity?

Inclusion...

- is about being welcoming as a sport in its widest sense, where anyone can join in with minimal barriers.
- is attracting and developing talent wherever it exists.
- is allowing everyone in the organisation to reach their full potential.

Diversity...

- is about understanding, recognising, respecting and valuing differences.
- is ensuring a cross-section of representation of genders, races, religions, sexual orientations, and ethnicities.
- is having a respect for all cycling disciplines and volunteer opportunities within the sport.

Why is inclusivity and diversity important?

Regional Boards and Workgroups need to stay relevant and in touch with their local membership, communities and interested parties, who in turn need to know that they are truly represented within British Cycling.

There are two main reasons why inclusivity and diversity are important:

1. **Ethical considerations**

Everyone deserves to be treated equally and to have the opportunity to be involved in an organisation if they have the necessary skills. It is simply the right thing to do to include everyone and ensure that people are not excluded. Being inclusive and open to all is a necessary requirement for all businesses and organisations and is an expectation within society more widely.

2. **Breadth of skills and experiences**

It is evidenced in many sectors that boards with individuals from different backgrounds and with different experiences are more likely to encourage debate and to make better strategic decisions. Interested parties that believe their voice is being heard are more likely to join and remain members of British Cycling. In addition, many sponsors and funders require diversity and inclusivity before committing to provide financial support to organisations.

What do we mean by inclusivity and diversity - are we just talking about gender?

Often when talking about inclusivity and diversity, reference is made to the legislation that governs equality within the UK. The Equality Act 2010 legally protects people from discrimination in the workplace and in wider society. It lists nine protected characteristics:

1. Gender
2. Age
3. Disability
4. Gender reassignment
5. Race
6. Sexual orientation
7. Religion or belief
8. Marriage and civil partnership
9. Pregnancy and maternity

In broad terms the Equality Act makes it illegal to discriminate against an individual on these grounds.

It is important to remember that equality refers to fairness and in particular to universal access,

while diversity is about recognising and embracing differences within an institution, workforce or society.

Each Region within British Cycling must be committed to the organisation's aims for inclusivity and diversity. Each Region recognises the benefits of including, at all levels, a diverse group of individuals, with different backgrounds and a variety of personal experiences, values, and views.

The benefits of inclusivity and diversity include:

- Members, affiliated groups and other interested parties all feel engaged and see that the organisation and its activities represent them.
- There are accessible opportunities for involvement for everyone within the organisation.
- Healthy debate in Regional Board discussion ensures well-balanced decisions are taken. Research demonstrates the dangers of 'group think' and the benefits of healthy discussion from a more diverse group of individuals.
- Potential funders see a socially responsible organisation and are more likely to fund it.

What about inclusivity and diversity on the Regional Board?

It is important for Regions to recognise the value of an inclusive and diverse Regional Board and make sure it reflects its region more widely by having an open and inclusive recruitment policy. Regional Boards without this inclusivity and diversity may unwittingly inhibit development. Embracing inclusivity and diversity is essential for organisations to remain reflective of the ever-changing needs of society. Regions should look for individuals who have wide experience and skills as well as those who have different backgrounds, to be recruited either as Regional Board members or into roles on Workgroups to help achieve the Region's aims.

Board Discussion Point: Diversity and addressing imbalance

When looking at the composition of the Regional Board it is important to maintain diversity whilst also representing the makeup of your Region.

Regional Boards might wish to explore whether the current Regional Board members and candidates represent the balance of diversity from both your regional membership and also of wider cycling-interested parties – covering age, gender, cycling ability, social background etc., seeking to avoid unconscious bias wherever possible.

Regional Boards should seek to identify potential new Regional Board members who are able to bring such diversity and wider thinking, alongside key skills that are needed. This may mean a differing process in contacting and supporting potential Regional Board members. It may also mean advertising vacancies in a way that encourages applications from a wider community of interested parties and not just an existing group of individuals.

Being a popular person or someone who already commits hugely to volunteering in the sport shouldn't be the only criteria for being nominated for election to a Regional Board. It is important for effective decision-making that the Regional Board is diverse, and that the individuals are appointed because they contribute appropriate skills and experience.

[See also Key Component 4 – People about performing Regional Board skills audit.]

Living by a set of values

British Cycling, like many organisations, has a set of defined Values which helps to guide the actions and behaviours in all areas of activity.

British Cycling's Values are covered in greater detail in Key Component 1 - British Cycling Strategy and Values, and Key Component 5 - Integrity Standards.

Key Component 7

Strategic planning



What is a strategic plan?

A strategic plan is an overarching master plan which maps out where you are now, where you want to be in the future, how you intend to get there, the goals and objectives you want to achieve on the way and when you expect to reach key milestones. Put simply, it is a plan for success.

Many Regions may already have an outline approach they are taking. It is important for unity that this is expanded to cover the key priorities in the Region, documented and explained clearly so that it can be shared with everyone, understanding the 'one team one plan' vision for British Cycling in the Region.

Strategic planning is essentially a disciplined process for identifying and defining priorities and goals and these will help inform and support decision-making at different levels - getting to the important decisions about priorities and focus, and the plan is simply the document that contains these decisions. A strategic plan allows each Region to create some targets and measures to put collaborative governance into action and set about creating a strong identity and culture that will hopefully result in high levels of future success.

British Cycling Strategy overview

British Cycling has a strategy that provides the overarching vision, three pillars, and foundations that provide direction and focus as well as some organisation-wide values that establish our beliefs around how the strategy will be delivered. An overview of the British Cycling Strategy can be found in Key Component 1 – British Cycling Strategy and Values.

The national strategy provides a clear vision and plan for the future.

Regional Delivery Plans (RDPs)

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.

The BCRM will lead on developing the RDP through consultation and collaborative working with the Regional Board whilst ensuring that respective key elements of both staff and Regional Board align to the national strategy and the outcomes of partners and funders. Through this collaborative approach, both regional staff and Regional Board priority strategic objectives will be included in the RDP, and ownership of these objectives can be agreed, assigned, and documented.

Each of the ten RDPs across English Regions uses a similar template and whilst there may be some consistent deliverables in some areas, that may be linked to specific programmes and funding agreements, there is flexibility and autonomy for region-specific objectives to be developed. This provides a bespoke strategic plan aligned to each Region's needs.

For ease of reference, it is useful to highlight that each RDP uses a framework based on 5 ‘P’s. These are:

Pathways

To grow and sustain the participation base, widen access and develop progressive pathways for more people to cycle more often.

Pipeline

To develop a seamless and accessible talent pathway providing opportunities for all riders to be the best they can be.

People

To grow, support and nurture the cycling workforce (paid and unpaid).

Places

To develop and grow the network of safe and accessible cycling facilities.

Partnerships

To secure and grow partnerships with a range of partners such as local authorities and delivery partners.

The RDPs focus primarily on a 12-month programme of delivery while also setting out some aspirations for the next 3-5 years.

In each case, whether the specific actions to achieve the RDP are owned by staff in the Region, by the Regional Board, by Regional Workgroups, or a combination of the 3, those ownerships are captured in the one RDP so that there is a single strategic plan of action for the Region.

While the Regional Board might not be involved in the work to deliver some of the staff-based objectives (e.g. some local authority partnerships), from an overall perspective it is important that the Regional Board is aware of and can support any future opportunities arising from those objectives.

Regional Board actions within the RDP

As noted above, the Regional Board contribute and collaborate with the BCRM in the development of the RDP. For each of the priority strategic objectives it has contributed to the RDP, the Regional Board should decide how this needs to be tracked more closely in Regional Board meetings.

For example, the Regional Board may commit to working to adopting specific parts of this Governance Guide, or in establishing certain Workgroups (e.g. Inclusivity and Diversity, or discipline specific). In doing so, Regional Boards can create a specific Board action log item so that progress will more easily be subject to specific attention. In such examples, the strategic adoption of the Governance Guide sections, or strategic establishment of a specific Workgroup, would be referenced in the RDP and then a more detailed plan of action would be prepared as part of a Regional Board Action Log. This will ensure that actions required to achieve priority strategic objectives for a Regional Board are effectively summarised and captured for updating at each subsequent Regional Board meeting.

Board Discussion Point: Why bother with strategic planning?

Many Regional Board members may be doubtful about the value of undertaking a strategic review of the Region. This can arise from negative personal experience of wordy business plans, or simply because it feels like a distraction from the “real” issues in cycling.

If you need a compelling reason to start this process, a good exercise is to spend ten minutes as a Regional Board identifying the negative aspects of your time on a volunteer board. Then ask whether those challenges would be more easily overcome if everyone in the Region was working to one plan.

Tracking and monitoring progress

Having a plan will help to provide structure and focus especially if the goals and objectives are time-bound and they can be tracked and measured so that progress is monitored. The regional staff will be key to supporting this process and they will have access to a range of data and insight reports and tools to track progress. Some progress reports will be required to form part of national reports for a range of stakeholders whilst a regional report will also be provided by the BCRM to help track progress locally.

For any of the larger and more complex objectives of a Regional Board, the plan behind the action log might need to identify the SMART goals (Specific, Measurable, Achievable, Relevant and Time-bound) that the Regional Board is committed to achieving. This gives each Region a scoreboard that the Regional Board can then monitor, taking whatever steps are necessary to keep the Region focussed on that particular objective.

The relationship with people in the Region will be improved if Regional Boards can quickly outline the excellent work that is being done on their behalf, showing evidence that Regions are achieving their goals, and even a compelling image of the planned improvements over the coming years.

The RDP should involve the Board and regional staff working together to:

- Create a vision for the future of the Region.
- Develop objectives and priorities to achieve that future.
- Act as custodians of the work carried out to develop the sport in the Region.
- Ensure that good governance is embedded in the Region.

If anyone reading this Governance Guide would like a copy of the Regional Delivery Plan for a particular Region, copies of these are available from the BCRM in that Region.

Financial aspects of strategic planning and alignment to the RDP

Why is financial management important?

Financial policies, procedures and planning are all important components of good governance and administration. Effective financial planning and forecasting will provide much needed visibility for Regional Board members and it 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.

Having the right policies and procedures that are understood by the Regional Board, staff and volunteers will help to ensure effective management of the Region's finances. These are covered in more detail in Key Component 8 - Finance.

Discipline-specific 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, (see Key Component 2 – National Structure) there are a number of discipline-specific plans which provide a strategy for the development and growth for each cycle-sport discipline.

The BCRM will be able to help draw on these plans to ensure that the Region continues to establish connections to key priorities of cycle-sport development through the RDP.

Board Discussion Point: Liaison with Discipline Commissions and Discipline Plans

As the Regional Board and Workgroups decide on strategy and objectives, particularly in relation to specific disciplines, there is a continuing need to check that the local plans are complimentary to national discipline plans where possible and that best use is made of all local volunteers.

Regional Boards should check that strategy developments have invited comment and additional engagement with members of any of the Discipline Commissions, who might be able to add valuable insight and knowledge.

Benefits of each Regional Delivery Plan

There are significant benefits for a Regional Board of working to achieve its RDP's goals:

- Greater success for the Region with a consistent approach towards a manageable number of key objectives.
- Greater unity and morale amongst volunteers and employed staff, with a common approach to the future direction of the Region.
- Agreement on accountability for each important area of the Region's business, and identification of any training gaps to help achieve those goals.
- Having a clear purpose and narrative for interested parties that want to better understand the work of the Region and the progress being made.
- Greater unity on what makes your Region special, and why people would want to be part of British Cycling.
- More focussed and efficient Regional Board meetings, with agenda items prioritised towards achieving the Regional Board's strategic objectives from the RDP.
- Improved selection and onboarding of Regional Board members, identified for their knowledge and commitment to specific areas of the RDP, and with clarity in their roles.
- Continuity of aims from year-to-year and after any change in elected Regional Board members.
- A more professional approach to the collaborative governance of the Region, resulting in a more rewarding term of office for volunteers.

Key Component 8

Finance



Why is financial management important?

Alongside the work of the Regional Treasurer, 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).

For many of the actions within the RDP, there is a British Cycling HQ (BCHQ) agreement with a national and/or local partner such as a Local Authority. The funding and management of these agreements is dealt with by the regional staff and the team at BCHQ and is not directly within the governance scope of the Regional Board. The BCRM will coordinate and manage these agreements locally and will be best placed to provide any information or insight required.

For the funding that is within scope of Regional Boards, the financial policies and procedures of British Cycling are an important part of the overall governance framework.

What does a Region with good financial management look like?

This key component is broken down in three sub-sections:

- Overall financial plan and budgeting
- Income sources
- Expenditure processes

Overall financial plan and budgeting

Annually, led by the Regional Treasurer, Regional Boards should have a dedicated agenda item and give sufficient time to discuss the planned budget and forecast which will link to key objectives in the Regional Delivery Plan. Through focussing on the plan and the available finances, the Region will be able to target its key areas of operation. The BCRM may also be able to access some funding from BCHQ to support the delivery of elements of the RDP, specifically those that link back to national priorities and partner objectives.

While some value of funds might be budgeted to certain or all Regional Workgroups, it is ultimately the Regional Board that is the authority on confirming financial budgeting, income generation, and expenditure.

Board Discussion Point: Budgeting by the Regional Board

Ensure that the whole Regional Board is engaged and understands the Region's budgeting policies and procedures. The Regional Board should have a clear understanding of the level of funds available for developing key objectives in the Regional Delivery Plan in the immediate future, and the assessment process the Regional Board, Workgroups or other parties need to follow to gain approval for such investment.

Reserves

As part of the annual budget plan, the Regional Board should review the level of financial reserves to hold as an important part of its overall financial management. All Regions should have a similar approach to value of reserves, reflecting discussions which have taken place on a peer-to-peer basis at Federation Commission meetings, where Regional Chairs can discuss parameters and consensus on best practice for reserves.

Board Action Point: Benchmarking financial planning with other Regions

It is common for organisations to compare their performance to other equivalent bodies in other areas of the country.

Benchmarking against other Regions will shine a spotlight on where a Region may be under or over-performing and perhaps provide some achievable targets for others to pursue.

This can be explored through discussion and feedback as part of the Federation Commission agenda items.

Communicating Financial Decisions

An open and transparent financial policy will instil confidence in those entrusted with significant regional funds. The sharing of key financial decisions as part of Regional Board minutes (subject to confidentiality) will be important in ensuring these decisions are understood and respected.

Income Sources

As noted in Key Component 3 – Regional Structure, Regions are part of the British Cycling organisation. Accordingly, when considering how to bring in income, Regional Boards should be aware of the policies and procedures that British Cycling has in place.

Income from within British Cycling

Regional Boards receive a certain amount of funding to reflect the members and affiliated organisations in their particular Region. These income sources are defined within the British Cycling Bye Laws.

Some of this funding is based upon membership levels and the number of affiliated organisations within the Region regardless of any discipline or participation basis. Some funding is currently more specifically linked to disciplines within the Region, i.e. event permits and levies from circuit, road, and track competition.

Income from outside British Cycling

Regional Boards might consider areas where funds can be generated locally. This might be through sponsorship, organising events (whether competitive, participation or functions), volunteer contributions or value-in-kind, etc. When considering such sources, Regional Boards should consider the implications (both benefits and risks) from such areas.

Where seeking to enter into any formal agreements or contracts to generate third party income, Regional Boards should be aware of the consequential commitment that these contracts might have upon British Cycling as a whole. Accordingly, such contracts should be reviewed by HQ prior to completion.

British Cycling has a policy in respect of:

- What income sources and relationships might be compatible with our values and integrity.
- What legal documentation might be appropriate both to protect and to safeguard the Region and British Cycling.
- How to deal with debtors, bad debts, and when contracts cease or break down.

Regions might also seek to apply for any of the various small claim grants that local authorities or Government Departments administer.

Expenditure processes

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. Ideally, such action plans should have an expenditure budget developed to make an informed decision.

Alongside these action plans will follow consistent controls on expenditure – who can spend how much and on what, and what expenditure needs special permission at a local or national level.

Paying the bills is an important part of fulfilling your obligations as a Regional Board, but it is imperative that you are comfortable with the protocol for doing so. Authorisation of expenditure should require at least two signatories, perhaps from a total number of three eligible persons. Such a process helps to protect Region's resources from risk of fraud or loss of funds.

Expense claims by volunteers

While it is recognised that many volunteers incur travel costs themselves to take part in certain volunteer activities which they do not seek to have reimbursed, it should not be expected that this will be the case for all volunteers. Regional Board decisions should respect that some volunteers will need to seek full reimbursement for expenditure.

There is a British Cycling expenses policy that sets out the requirements and details of permitted and allowable expenses. Regions must ensure that this policy is followed when reimbursing volunteers expenses. Copies or details of the policy can be obtained via the BCRM.

Procurement

Regions might seek to secure goods or services at any stage. In such cases there should be a suitable, open procedure that ensures effective and competitive procurement takes place.

British Cycling HQ has a policy on procurement processes, and guidance can readily be obtained on the application of this to ensure a Region's planned purchases are compliant.

Asset register

Some purchases might be for longer-term facilities, stock or assets. In such cases an asset register should be kept by the Region which :

- Describes the asset or stock .
- Identifies the number of items.
- Identifies the value of the items.
- Identifies the location of the items.

Alongside the asset register, it is also useful to have an indication of the current state of repair of assets.

Regional Boards with a regular process to update and monitor an asset register will have a better understanding of what assets are available to help deliver and achieve its key objectives.

A template of a suitable Asset Register for all regions to use can be found in Appendix 12

Valuable assets

The Region might also consider some form of numbered logging system that helps track location of any valuable items which could include equipment or trophies.

Further for such valuable items, the Region should be clear on the replacement value and insurance implications from the breakage of aged items, particularly where these items might be put to use across the Region's volunteer membership and where such items might be outside of the immediate control of a regional official.

Board Action Point: Asset planning and financing

Does your Region have any assets which need to be replaced from time-to-time?

Is your Region proactive when planning future investment, or is it reactive when it comes to providing funds to replace a broken asset?

Key Component 9

Policies and procedures



Introduction

As noted within Key Component 1 - National Structure and Key Component 2 - Regional Structure, the 10 English Regions are within the overall British Cycling structure as a singular membership organisation.

Being part of the one organisation with a commitment to unity and integrity, each Region's actions and behaviours must therefore also respect, follow and conform to these values itself.

Accordingly, each Region and its Regional Board members should have a good understanding of the Articles and Bye Laws of British Cycling and the policies it has in place. These Articles and Bye Laws can be found within the British Cycling Handbook, produced annually. An up-to-date digital copy can be found on the British Cycling website [here](#).

Some of this knowledge might have been acquired from cycling roles held prior to being a Regional Board member.

There will be scope within the induction process [see Key Component 4 - People] for new Regional Board members to learn about the range of policies that - whilst not all legal requirements - can prove very helpful towards achieving good governance.

Throughout all aspects of governing each Region, the appropriate policies and procedures should be followed to enhance the Region's management, and to mitigate risks both to the organisation and to its Directors, staff, riders and volunteers. Wherever there might be doubt about a Region's proposed activities being compliant within policies, a referral question to HQ should be made before proceeding.

The following policies are those which are considered most likely to require Regional Board awareness. As Regions further develop activities, there may be other areas which they will need to consider. Regions should contact British Cycling HQ who may be able to help advise or can provide examples which already exists elsewhere in the sport.

1. Code of Conduct
2. Conflicts of Interest
3. Data Protection and GDPR
4. Equality
5. Whistleblowing
6. Disciplinary
7. Safeguarding Adults
8. Safeguarding Children
9. Expenses

Codes of Conduct

British Cycling Code of Conduct has been developed for all those involved in British Cycling activities, including participants, members, spectators, parents, volunteers and officials. This is a useful way of explaining clearly to everyone the expected standards of behaviour. Regional Board and Workgroup members will be required to comply with regular self-assessments to ensure appropriate standards of behaviour are maintained.

The current Code of Conduct is available in the **British Cycling Handbook**, and is to be reviewed for relevance to Regional Board activities.

Conflict of Interest Policy

British Cycling's Conflict of Interest Policy sets out the process for managing the potentially conflicting interests of Regional Board members, to ensure that decision-making is not unduly influenced by an inappropriate conflict of interest.

It is inevitable that conflicts of interest will sometimes occur within Regional decision-making processes. It is therefore important to be aware of the existing policy which ensures fairness in decision-making and that any conflict is managed and registered appropriately.

There is more information on this topic in Key Component 5 – Integrity Standards.

Data Protection Policy & GDPR

British Cycling's Data Protection Policy ensures that the information it holds about individuals is processed in a fair and proper way, and that information is processed lawfully and in accordance with the Principles of Data Protection Legislation, specifically the General Data Protection Regulation (GDPR) and UK Data Protection Act 2018 (DPA).

The types of information that we may be required to handle include details of current, past and prospective employees, members, athletes, customers, volunteers, suppliers, sponsors and others that we communicate with. The information, which may be held on paper or electronically, is subject to certain legal safeguards specified in the legislation.

Regional Boards will manage the personal data of all their clubs and potentially individual members. British Cycling is the Data Controller for this information and is therefore ultimately accountable for ensuring that any personal data held by Regional Boards is managed in line with the GDPR. This means that Regional Boards must not hold this data outside of British Cycling-owned systems. Information may not be used for purposes outside of British Cycling's Data Privacy notice which is available [here](#).

Equality Policy

British Cycling is fully committed to the principles and active promotion of equality of opportunity, and is responsible for ensuring that no job applicant, employee, member or volunteer receives less favourable treatment on the grounds of a protected characteristic. The protected characteristics are: disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sexual orientation, gender and age.

British Cycling will ensure that there will be open access to all those who wish to participate in the sport or associated recreational activity and that they are treated fairly. The 'active promotion of equality of opportunity' highlights that British Cycling is seeking to move from simply complying with legislation and good practice towards embracing diversity.

British Cycling will ensure that no sections of the community are denied the opportunity to participate and make progress in the sport or recreational activity. British Cycling will take steps to prevent discrimination or other unfair treatment of its employees, members or volunteers, whether intentional or unintentional, direct or indirect.

This area is a key strategic focus of British Cycling and its Regions, and greater detail on this area is included in Key Component 6 – Inclusivity and Diversity.

Further support and guidance can be obtained here:

Equality

www.britishcycling.org.uk/about/article/bcst-Equality

Diversity

www.britishcycling.org.uk/about/article/20171130-about-bc-static-Diversity-0

Whistleblowing

Regional Board members at one time or another may have concerns about what is happening in the Region. It is the duty of everyone to speak up about genuine concerns. Knowing who to raise an issue with in the first instance can be difficult, depending upon whether the issue is with a volunteer or a British Cycling staff member. These concerns should be raised with the Chair, Vice-Chair or BCRM. Once any of these has been made aware of a concern, they can undertake an initial assessment in order to decide what action should be taken. This may involve an internal inquiry, a more formal investigation or an external review. The person disclosing will then be made aware of who is handling the concern and how they can be contacted, and whether they will be required to assist in the future.

Further support and guidance can be found here.

www.britishcycling.org.uk/membership/article/Safeguarding-Children-Whistle-Blowing

Disciplinary

British Cycling has its own existing regulations in respect of disciplinary matters. Regions should follow these procedures in all relevant cases, and do not need further local rules for disciplinary or appeal matters.

If there are instances in which a Region believes the existing British Cycling Discipline Regulations do not suitably cover an arising situation, further advice should be sought from the relevant HQ staff. Such referrals are encouraged and supported to ensure that any examples can be updated in the Disciplinary Regulations, and that enhanced best practice can be shared with all English Regions thereafter

Further support and guidance can be obtained

[here. www.britishcycling.org.uk/about/article/British-Cycling-Disciplinary-Home](https://www.britishcycling.org.uk/about/article/British-Cycling-Disciplinary-Home)

Safeguarding Children and Safeguarding Adults

It is vital that Regions follow the respective safeguarding policies, so children and adults can participate safely and any risk posed to the individual or the Region is managed effectively. This will particularly be relevant where the Regional Board approves a representative regional team of youth/junior/female riders, and a Team Manager and other support staff will accompany those riders.

Most people involved in cycling have regular contact with many other people and so have a crucial role in supporting, identifying and reporting children and adults who they believe may be at risk of harm. This is irrespective of their role, whether or not they are British Cycling members, involved in a professional or voluntary capacity or as a spectator or participant.

Every Region should identify a welfare liaison person who will be available to help guide individuals towards reference points for all safeguarding/welfare issues. Regional representatives need to ensure they are aware of the processes to be followed when reporting a safeguarding concern, and whether further action needs to be taken. For more information visit the safeguarding page on the British Cycling website where you will also find guidance on roles that may or may not require a DBS check.

Further support and guidance can be obtained here.

www.britishcycling.org.uk/safeguarding

Expenses

As referenced in Key Component 7 - Finance, there is a British Cycling policy on all expenditure including payments of out-of-pocket expenses. Regional Board members need to ensure that the Regional Board and Workgroups are aware of the expenses policy and that it is followed. Where expenditure outside of this policy might be required, appropriate checks and authorisation should be obtained from BCHQ before committing to the expense.

Conclusion

British Cycling can provide Regions with valuable support in many areas to help them on certain policies.

From time-to-time individual Regional Board members may need to seek advice about issues or concerns in the Region in complying with policies, where these have not been resolved by referring to the Regional Chair or Vice-Chair, and feel that escalation of the response on an issue may be required.

In these circumstances Regional Board member concerned should escalate and outline the concerns to the BCRM in the first instance, and if unavailable should then escalate to the BCRM's line manager at British Cycling HQ.

Board Action Point: Board awareness of policies

Each Regional Board and Workgroup member should satisfy themselves that British Cycling policies are being followed and are thereby protecting the Region from unnecessary poor practice, or even creating unforeseen liabilities where none should exist. Consider working with fellow Regional Board members to review your Regional Board's current awareness of key policies, in priority order.

Key Component 10

Effective communication



A well connected and engaged Regional Board is one that has positive, open lines of communication with its members, clubs and stakeholders in the Region. Effective communication will help to build trust and confidence with all interested parties, ensuring the Regional Board is transparent, accountable and that it is engaging effectively.

Why is open communication and transparency important?

- Through clear and consistent communication more people are likely to contribute and engage in the discussion.
 - Transparency is vital to support increased engagement and connectivity for all members, volunteers, and key relationships.
 - Transparency can go a long way to building relationships and trust with all stakeholders.
 - Transparency and clear communication are key elements of effective decision-making processes where decisions and actions can be explained and justified.
-

This will involve fully understanding your regional audience and stakeholder needs and knowing how and when to communicate with them. The more the Regional Board understands about the wants and needs of the cycling community in its Region, the more informed and effective they will be in making the right decisions to develop and grow the sport.

There are now multiple ways to communicate with people, from informal communication through digital channels such as websites and social media channels through to more formal communication such as meeting agendas, minutes and action points. A blend of the two are recommended and likely to be most effective, enabling the Regional Board to reach a range of audiences.

British Cycling has policies and procedures for areas such as social media that should be adhered to at all times, and these can be found in Appendix XX. There is also a British Cycling Code of Conduct that can be found in the Handbook. It is essential that all Regional Board members are made aware of such policies to ensure that they adhere to them at all times.

Given its importance it is recommended that the Regional Board identifies a Regional Board member to lead on communications for the Region.

Use of online meetings to enhance regional communication

Regions should consider the use of online meetings, while being aware of the fact that they have both advantages and disadvantages. For volunteer Regional Boards, it is likely that they are the most cost-effective, convenient and time-saving modes of communication. However, they can also greatly reduce a personal connection and each Regional Chair should seek to find a suitable balance between online and physical meetings.

Advantages of online meetings

- Improved attendance: Regional Board members can attend meetings from any location and are less likely to be impacted by work, family or other external factors.
- Easy access: Regions cover a wide geographic area, and it might not be easy for all Regional Board members to travel to meet at one place, particularly in an evening.
- Cost saving: With no travel costs to reimburse, Regions make savings on their limited financial resources.
- Environmental impact: Meeting online, without the need for travel, is better for the environment.
- Time-saving – enabling volunteers to reduce travel time for Regional meetings.
- Record keeping: Online meetings (or parts thereof) can readily be recorded for either accuracy of records or when the meeting might be valuable for use as a presentation at a later date.

Disadvantages of online meetings

- Reduction of personal interaction: regional meetings can be particularly useful for new members who are first getting to know other members of the Regional Board.
 - Instability in connection: Poor internet quality may lead to disrupted meetings.
 - Differing protocols: Attendees need to be more patient and adopt a different approach to taking part in certain discussions to ensure that everyone's voice is heard.
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-

What does effective communications look like for a British Cycling Region?

Forward planning is an important part of being an effective, well-organised and cohesive Regional Board. A good starting point is to plan and coordinate activity for the year ahead to provide structure and consistency to the ways of working.

There are a number of key dates across the calendar year that will help a Regional Board to build an annual cycle of meetings and engagements. Creating and planning the calendar and fixing dates in advance for the forthcoming year will create much needed visibility for the Regional Board and enable key preparations to be made well in advance, ensuring that responsibilities are appropriately assigned.

A timeline of key regional dates can be found in Appendix 4.

Examples of key regional activities:

What	When	Lead
Regional Board meetings	At least four times per year	Regional Chair
Regional Board Workgroup meetings	Four to six times per year	Regional Workgroup Chair
Key events in the Region	Across the calendar	Regional Board members
Regional Council	September	Regional Chair
National Council	November	British Cycling HQ
RDP end of year review	February / March	BCRM
Regional Volunteer Recognition Awards	Annually	Regional Board members

Running effective Regional Board meetings

Thorough and timely planning and preparation are key components of running effective meetings. Setting meeting dates well in advance and circulating and publishing agendas, minutes (with actions) and reports in a timely manner are all part of being efficient, effective and transparent.

Board Action Point: Publishing agendas and minutes of regional meetings

Best practice states that a Regional Board should be absolutely transparent.

Regional Boards are not expected to breach confidential discussions or to put themselves in a difficult situation by disclosing any sensitive information. However, it is important that a way of communicating decisions and a summary of Regional Board meetings is available to all interested parties, whether they are a British Cycling member or member of a club or not.

Publishing approved minutes is standard good practice and should be followed. This should give enough information for interested parties to adequately hold the Regional Board members to account.

Example of good member engagement

With Regional Board members being elected from the local membership, the Board should make sure that the organisation:

- a) Keeps local members informed about the Regional Board's work
- b) Seeks, values, and takes into account local members' views on key issues
- c) Creates and highlights newsworthy items via BCHQ "Regional News" emails

Regional Board processes and procedures for communicating with members

Regional Boards must only communicate with members using the approved British Cycling email accounts. This ensures that communications are credible, secure and accessible in the event of a GDPR Data Subject Access or Erasure Request.

British Cycling members must have clearly opted in to receive promotional and marketing materials (e.g. promoting events, etc) and these permissions are managed centrally by the British Cycling Membership Team. It is therefore imperative that Regional Boards do not send marketing emails from local accounts and should direct any requests to be sent out via the British Cycling distribution platform so that marketing preferences can be respected.

For day-to-day communications with other Regional Board members on matters such as arranging meetings, circulating minutes, dealing with feedback and complaints etc. do not constitute external marketing and therefore can be sent directly to each other by the Regional Board.

Where sending an email to several recipients who do not know each other, the 'blind carbon copy' (bcc) feature must be used to prevent an inadvertent data breach. Also be mindful when using the 'autocomplete' function of Microsoft Outlook and double-check that you have selected the correct recipient before sending the email. For more information please see British Cycling's Electronic Messaging and Information Transfer Policy. Regional Board members can access this by contacting the BCRM.

Action – check for BC social media policy (Do's and Don't , How best to use, etc) as could reference here or add as Appendix. JD awaiting feedback

Action - Also checking Code of Conduct for all Board members around Social Media and Public statements generally

Effective Communication Activities	
Regional Board members have formally identified who has a legitimate interest in the Region (members, clubs, staff, volunteers, partners, suppliers and other stakeholders) and has a plan for regular and effective communication with them on the Region's priorities, values, work and achievements.	
Relevant information is regularly provided to interested parties that enables them to measure the Region's success in achieving its purpose.	
<p>Regional Board members ensure that all interested parties are given the opportunity to hold them to account at the full Regional Council meeting annually in September.</p> <ol style="list-style-type: none"> 1 The Regional Board will widely circulate a request for agenda items in advance of the AGM date. 2 The Regional Board will widely circulate the agenda papers and documents by the required minimum 10 days beforehand, in accordance with British Cycling Articles (as referenced in the Key Timeline in Appendix 4). 	
Regional Board members ensure there is suitable consultation on significant changes to the Region's services or policies, and involves relevant interested parties in these decisions.	
Regional Board members ensure that their communication is guided by British Cycling's Values, ethics and culture.	
Regional Board members make sure that the Region collaborates with local members to promote ethical conduct and social and environmental responsibility.	

What does a Region with effective communication look like?

Below are some indicators of a Region with effective communications:

- - Publishes minutes and reports.
- - Sends minutes and reports to clubs.
- - Regional Board members receive and learn from regular reports on the positive and negative feedback and complaints given to the Region.

Below are some indicators of a Region with good transparency:

- Encourages stakeholders to attend the Annual General Meeting.
 - Is clear and open about the ways that interested parties can participate in the Region.
 - The Regional Board ensures that there is a transparent process for making and handling a complaint, and that any complaints, whether internal or external, are handled constructively, impartially and effectively.
 - The Regional Board demonstrates that the Region learns from mistakes and errors and uses this learning to improve performance and internal decision-making.
 - The Regional Board keeps a public register of interests and communicates how these are managed in line with Key Component 5 - Integrity Standards.
-

Key Component 11

Stakeholder engagement



Each Region should have strong lines of engagement not only with its clubs and members, but also with the external partners who can help to achieve its goals.

The regional staff will engage and work with a diverse range of stakeholders on multiple levels to help deliver specific elements of the Regional Delivery Plan. By working closely together, the Regional Board and the regional staff will develop the relationships with internal and external stakeholders, strengthening the foundations for future growth, investment and partnership working.

To better understand the key stakeholders in the Region and the role they can play, a worthwhile exercise will be to create a stakeholder matrix or table. The Regional Delivery Plan will contain a stakeholder matrix which is a good first reference point to better understand the range of stakeholders that have been identified to support the delivery of the plan. This should be reviewed on an annual basis in line with the submission of an updated plan.

Regional Board members can access a copy of the stakeholder matrix by contacting the BCRM for a copy of the latest Regional Delivery Plan.

Board Discussion Point: Who are your stakeholders?

A stakeholder is anyone with an interest in your Region, from individuals, groups or organisations that are involved in regional activity.

Some stakeholders will be internal to cycling, such as members, clubs, affiliated groups, participants, volunteers and leagues, etc.

Some stakeholders will be external to cycling, such as local authorities, landowners such as the Forestry Commission or National Trust, facility operators, police forces, highways agencies, charities, funders such as Sport England, community groups or suppliers.

What is stakeholder management?

Stakeholder management is the process of identifying key stakeholders and putting a plan in place to connect, engage and establish a working partnership or relationship with them.

Stakeholder management can involve:

- Understanding stakeholder interests and needs.
- Being responsive to stakeholder needs or requests.
- Using stakeholders to help shape the Region's governance structure and strategic plan.
- Being open and honest about why the Region exists and what it is trying to achieve.
- Utilising the skills and knowledge of stakeholders to improve key focus areas such as improving the diversity and inclusion of cycling in the Region.
- Empowering stakeholders to make good decisions by giving them the information they need to have a positive impact in the Region.

Why is stakeholder management important?

Managing stakeholders well can be a huge benefit to the Region. If stakeholders have timely access to important information about the Region, they will be in a better position to promote and support the Region and help it to develop. The Region does need to consider the appropriateness of stakeholders to make sure that there are no conflicts. A good example of this may be in relation to sponsorship, in that sponsors sought regionally cannot be seen to conflict with a national partner to whom specific rights have been contracted by the commercial team at British Cycling HQ.

A balance must be achieved between ensuring that disclosed information is meaningful, while not creating an undue burden on the Region or overloading stakeholders. The overall aim is that enough information is provided to stakeholders to enable them to have a good understanding of the Region's governance, structure, strategy, activities and financial position.

It may be that from time-to-time things don't work out with a stakeholder and this may result in conflict. In this scenario, depending on the nature of the dispute, it may need to be escalated to the BCRM for support.

Regions should not be afraid to disclose information about where they need to improve, as well as publicising and celebrating their progress and achievements. Being able to define limitations and challenges is just as important to stakeholders as hearing about successes.

It is vital that a Region has good engagement with stakeholders that both celebrates its successes and demonstrates a willingness to learn so that it can make improvements in specific areas. This two-way engagement and openness will help build trust and confidence and ultimately will ensure the Region will build its credibility and develop a positive reputation among a wider audience.

What does a Region with good stakeholder engagement look like?

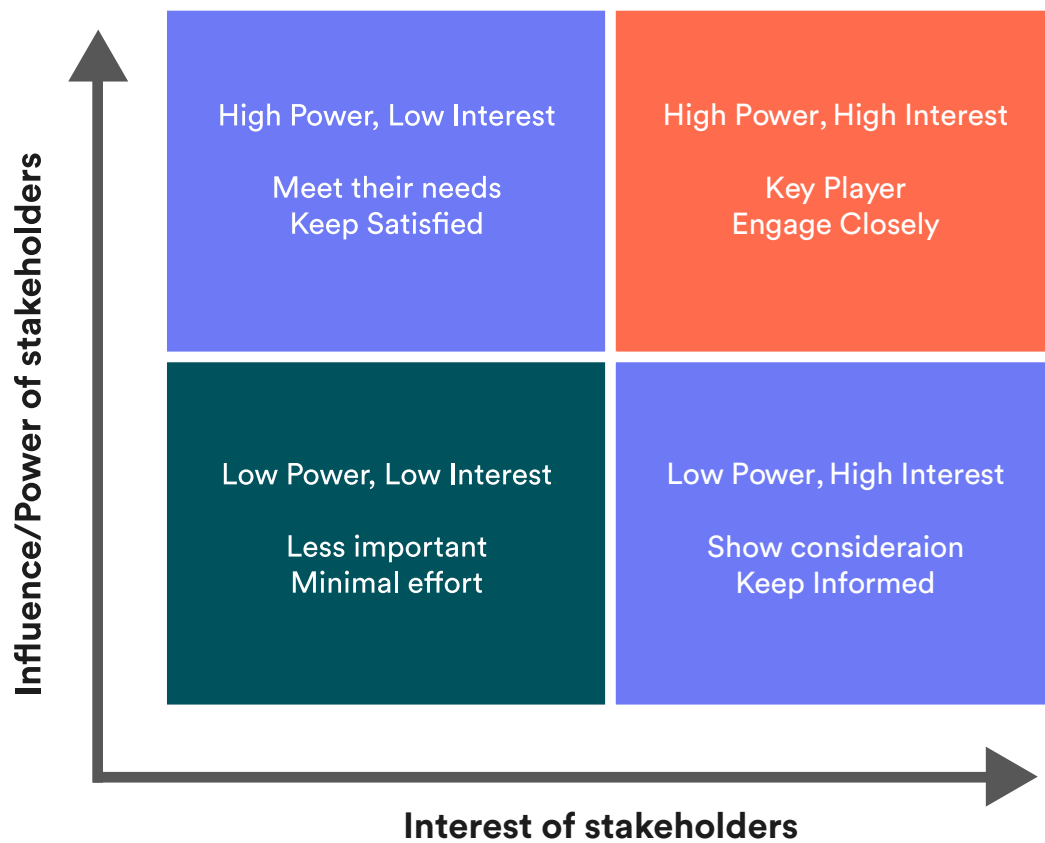
Example	In place?
Regional Board members have formally identified who has a legitimate interest in the Region's work (clubs, staff, volunteers, suppliers, funders and other stakeholders) and has a strategy for regular and effective communication with them about the Region's purposes, values, work and achievements. This is recorded in a stakeholder register which is reviewed on an annual basis.	
Regional Board members ensure that the Region's performance and interaction with its stakeholders is guided by its values, ethics and culture.	
Regional Board members make sure that the Region collaborates with stakeholders to promote ethical conduct and social and environmental responsibility.	
The Region takes seriously its responsibility for building trust and confidence in its work.	
The Region is seen to have credibility in representing its clubs and stakeholders at a regional and national level.	
Regional Board members have considered how best to communicate how the Region is governed, who the Regional Board members are and the decisions they make.	
Information is regularly provided to stakeholders which enables them to measure the Region's success in achieving its purposes including, where available, comparisons with organisations working in the same environment	
Regional Board members ensure that there is suitable consultation on significant changes to the Region's services or policies, and involves relevant stakeholders in these decisions.	

Board Discussion Point: Identifying stakeholders

It is good practice to identify a list of key stakeholders for your Region and then plan how to engage with each of them. Some will require more time and information than others and it is important to tailor what you provide to fit their needs.

Work with your Regional Board members to identify your list and then look at how you currently interact with them, and consider other ways that you could engage with them to the benefit of the Region in the future.

The power/influence grid below can act as a helpful tool to identify and prioritise stakeholders in the Region.



A man with dark hair is seen from the back, wearing a white polo shirt. The word "ORGANISATION" is printed in red capital letters across the upper back of the shirt. He is holding a black and yellow Motorola walkie-talkie in his right hand. A blue banner with white text is positioned above his head. The background is a blurred outdoor setting with other people.

Key Component 12

Risk management

ORGANISATION

Risk is an everyday part of any organisation and managing it effectively is essential if the Regional Board members are to safeguard their Region's activity, funds, and assets.

Examples

Would the Region be able to operate with authority or access its funds if its Chair or Treasurer was suddenly incapacitated?

If a Region's assets were destroyed in a fire, would it have suitable insurance in place to replace them, and how would it plan to operate in the interim?

Managing risk means reducing the likelihood or impact of any identified risk and/or putting in place contingency plans in case a risk materialises. The Region should therefore identify, assess and manage risks to ensure its strategic objectives can be achieved.

The risks that a Region faces depend very much on the size, nature and complexity of its activities and on its finances. However, size is not the only factor, since smaller Regions will likely face the same risks.

Regional Boards should regularly review and assess the likely risks in all areas of activity and plan for the management of those risks. It would be unhelpful to identify risks and then not do anything about them.

This guidance provides some key pointers on how to manage risk. Additionally, all Regions will be able to share and discuss their approach to managing risks via the Federation Commission peer group.

What are the benefits of risk management?

Identifying and managing the possible and probable risks that a Region may face is part of leadership and management. Effective risk management means that uncertainty does not deflect the attention of the Region away from its strategic goals and objectives. It also enables effective contingency plans to be considered and prepared so that quick action can be taken if a risk becomes reality.

The Regional Board is responsible for risk management and it can ensure that:

- Significant risks are known and monitored, enabling Regional Board members to make informed decisions and take timely action.
 - The Region makes the most of opportunities and develops them with the confidence that any risks will be managed.
 - Forward thinking and strategic planning is improved.
 - The Region's aims are successfully achieved.
-

How to create a risk management strategy?

A risk management strategy is a statement which outlines how the Region handles risk, and which identifies major risks which could arise.

It can be set out in a narrative style that addresses:

- The Regional Board's responsibility
- The risk identification process
- An indication that major risks identified have been reviewed or assessed. This might be split between the strategic risks that are the major focus of the Regional Board and more operational risks which are monitored by particular Workgroups.
- Confirmation that appropriate control systems have been established to manage those risks.

What is a risk register?

Once a Regional Board has a risk management strategy, it will need to complete a risk register. This is a log or a list of all the identified risks, their severity, and the actions to be taken to mitigate those risks.

It can be a simple document, spreadsheet or a database system, but the most effective is a tabular format. In Appendix 13 [to be completed] is an example of a Risk Register template for a Region.

This template will record information in just a few pages and capture problems that threaten the success of the Region. Actions are then identified and implemented to reduce the probability and the potential impact of specific risks.

Regions can request assistance in this area from their BCRM, and via peer group discussions with other Regions.

Some basic recommendations for completing a Risk Register are:

1. A description which sufficiently identifies a risk, alongside a classification of the risk, and whether it is strategic operational.
2. Assess the likelihood of occurrence, along with the potential severity of the risk.
3. Risk mitigation actions to prevent, reduce, or transfer the risk, which may include production of contingency plans.
4. Details of the individual responsible for ensuring that risks are identified, and countermeasures undertaken.
5. As the register is a living document, it is important to record the date that risks are identified or modified. Optional dates to include are the target and completion dates of actions to reduce risks.

Completing a Risk Register

Further details to guide a Region in completing a Risk Register using the above recommendations can be found in Appendix 13.

Mitigation of risk

Once the risks are identified and assessed as outlined in Appendix 13, it is relatively straightforward to establish those which pose the greater threat to the success of the Region. Each risk can then be appropriately managed by the Regional Board taking actions to decrease either the impact or the likelihood. The actions to be taken will be recorded in the Risk Register, together with the names of Regional Board members or other persons with responsibility for effecting those actions, and dates to record decisions or timescales to be followed.

Ongoing review

The Regional Board should ensure there is a planned review of the risks that pose the greatest threat to the Region and ensure action is in place to mitigate the risks. It is good practice for the risk register to be a regular item on the agenda for Regional Board meetings, but not necessarily each meeting.

It is unlikely that risks will remain constant and Regional Boards should be able to explain why a risk score remains the same or why it has been altered. Some risk registers show a 'residual risk score' which is the new score for the risk once the mitigation has been factored in.

Board Action Point: Review of a region's risk register

As the Regional Board develops its actions and activities, there is a continuing need to check that the relevant risks are identified, assessed and recorded in a single Risk Register document.

All Board members should take a part in ensuring that this review is actioned on a periodic basis as part of a regular agenda.

Regional Boards should be willing to invite additional consultation via the Federation Commission to ensure there is a consistent approach to Risk management across Regions.

Summary - Key terms for risk:**Risk**

Risk is exposure to a threat, event or action that will adversely affect an organisation's ability to achieve its objectives.

Inherent Risk

This is the level of risk if there are no effective controls in place.

Likelihood

This is how likely it is for a risk to actually occur.

Impact

This is what the potential impact is if the risk materialises.

Risk management or mitigation

This is the task of effectively responding to risks to maximise the likelihood of the organisation achieving its objectives.

Residual risk

This is the risk assessment after the controls have been put into place.

APPENDICES

Appendix 1

The Code for Sports Governance

From April 2017, a new Code for Sports Governance set out the levels of transparency, accountability and financial integrity that will be required from those who ask for Government and National Lottery funding. Organisations seeking public funding for sport and physical activity must meet new gold standards of governance considered to be among the most advanced in the world.

The Code has three tiers and will apply to any organisation seeking funding from Sport England or UK Sport, regardless of size and sector, including national governing bodies of sport, clubs, charities and local authorities.

The Code is proportionate, expecting the highest standards of good governance from organisations requesting the largest public investments, including:

- Increased skills and diversity in decision-making, with a target of at least 30% gender diversity on boards.
 - Greater transparency, for example publishing more information on the structure, strategy and financial position of the organisation.
 - Constitutional arrangements that give boards the prime role in decision-making.
-

Tracey Crouch MP, who was Sports Minister when the code was introduced, said: "It is vital that our domestic sports bodies and organisations uphold the very highest standards of governance and lead the world in this area. We want to ensure that they operate efficiently and successfully while being transparent and representative of society. We have been clear that we will expect them to adhere to the new Code for Sports Governance if they are to receive public funding in the future."

Government agencies Sport England and UK Sport consulted over 200 organisations on what should be included in the code, and found strong support for higher standards of governance, including:

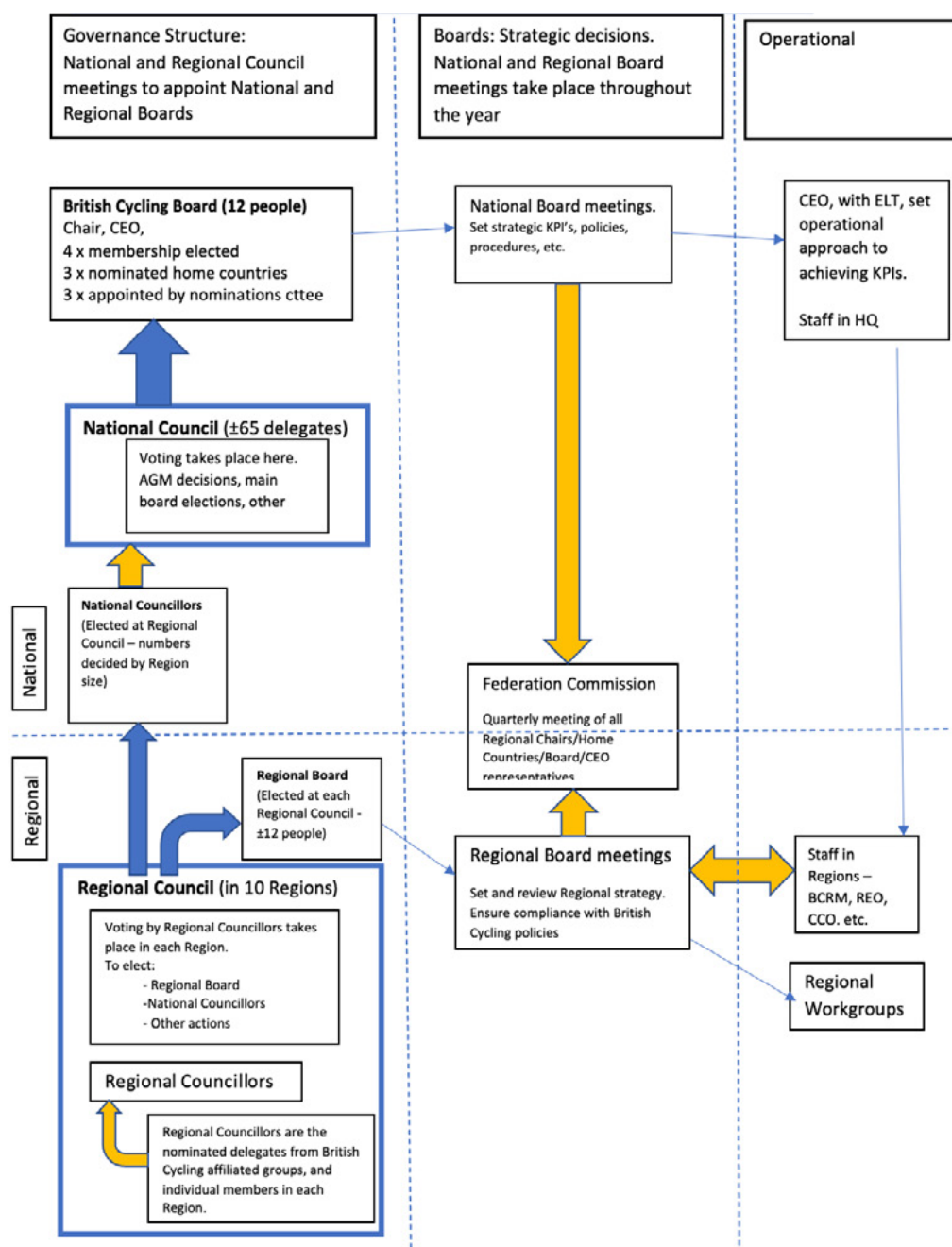
- 98% agreed that councils in sports bodies should be more transparent.
- 78% agreed that there needs to be increased diversity in organisations receiving public funding.

Organisations seeking funding from both Sport England and UK Sport - typically national governing bodies - will be jointly assessed, providing a streamlined process for them to demonstrate how they meet the standards. The Code isn't a barrier to organisations obtaining public funding. Indeed, many of the requirements build on things already being done within the sector. The Code also includes clear guidance to help organisations meet the requirements and raise standards. Sport England and UK Sport will support organisations to achieve the standards.

A full copy of the Code for Sports Governance can be found [here](#).

Appendix 2

Graphical representation - Connecting the national and regional structures



Appendix 3

Regional Board Terms of Reference

- Template Terms of Reference for a Regional Board
-
- [To be prepared through 2021 for adoption at Regional Council AGM.]

Appendix 4

Timeline of key dates for Regional Boards

Timescale	Key Dates	Articles/Bye Law/ Governance Reference
July or earlier	<p>Regional Chair/Secretary/Board to consider September AGM agenda:</p> <ul style="list-style-type: none"> - Any Regional Board election opportunities - Any national proposals, elections, or matters to prepare for - Send communication request to regional members for any agenda items - Send communication request to all Workgroups for annual report <p>All to be included in the Regional AGM agenda</p>	<p>Governance Guide – Best practice</p> <ul style="list-style-type: none"> - People - Communication - Secretary duties
August	<p>Notice of Regional AGM including all paperwork to be communicated by Regional Secretary to all regional affiliated organisations, and publicised otherwise for non-affiliated members, at least 10 days before Regional AGM date.</p>	<p>Bye Law 9.1.2</p> <p>Each Regional Council shall meet as often as necessary, but at least twice yearly except with the written consent of the Board; one meeting being the Annual General Meeting and the other before a meeting of the National Council to consider the agenda for discussion at the National Council.</p> <p>Bye Law 9.5.2</p> <p>Notices of Meetings of the Regional Council, together with the Agenda Paper of all matters to be discussed or voted on and all nominations for election, shall be sent by the Regional Secretary to each Member of the Regional Council and to the General Secretary of each organisation affiliated to the Region, at least ten days before the meeting.</p>
September	<p>Regional AGMs to be held at least nine weeks before National AGM</p>	<p>Bye Law 9.5.1</p> <p>The Annual General Meeting of each Regional Council shall be held at least nine weeks prior to the Annual General Meeting of the National Council</p>
	<p>Within 10 days of AGM, minutes of the Regional AGM, any details of proposals to change Articles/Bye Laws, any nominations for national elections, the updated listing of Regional Board members and National Council delegates, to be sent to HQ</p>	<p>Bye Law 9.5.3</p> <p>The Regional Secretary shall, within ten days after the meeting, send a report of the proceedings of each Annual General Meeting of the Regional Council, including the names and addresses of the Officers, Regional Board members and National Councillor delegates, to the Company Secretary of the Federation</p> <p>Bye Law 4.3.2</p> <p>Notice of any motion for discussion at a meeting of the National Council shall be given to the Company Secretary at least forty five days prior to the date of such meeting, except as provided hereinafter.</p>

October	National Council agenda and papers sent to all regions by HQ, at least 21 days before National Council	<p>Bye Law 4.4</p> <p>Notices of Meetings Notices of Meetings of the National Council, together with the Agenda Paper of all matters to be discussed or voted on and all nominations for election, shall be sent by the Company Secretary of the Federation to each Member of the National Council and to the Secretary of each Region, Organisation with direct representation on National Council, and Affiliated Club, at least twenty one days before the meeting.</p>
	<p>Regional Council meeting to take place from between 21 days beforehand and date of National Council. A full Regional Council meeting to consider the Region's views on elections and proposals on the National Council Agenda, and to submit written questions on the Annual Report.</p> <p>Notice of Regional Council meeting, including all paperwork, to be communicated by the Regional Secretary to all regional affiliated organisations, and publicised otherwise for non-affiliated members, at least seven days before Region pre-National Council date.</p>	<p>Bye Law 9.1.2</p> <p>Each Regional Council shall meet as often as necessary, but at least twice yearly except with the written consent of the Board; one meeting being the Annual General Meeting and the other before a meeting of the National Council to consider the agenda for discussion at the National Council.</p> <p>Governance Guide – Best practice</p> <ul style="list-style-type: none"> - People - Communication - Secretary duties
November	National Council meeting and AGM	
October to September	<p>Ongoing Regional Board meetings</p> <p>After each September AGM, Chair/Secretary:</p> <ul style="list-style-type: none"> - To consider frequency needed to deal with Region's business at hand for the next 12 months - Set forward plan of dates for - Regional Board meetings - Some online meetings may be more practicable 	<p>Bye Law 9.7.1</p> <p>The Regional Board shall meet as often as necessary, but at intervals not greater than three months</p>
	Seven days before each Regional Board meeting, the agenda and all Regional Board papers to be circulated to Regional Board members	<p>Governance Guide – Best practice</p> <p>Regional Secretary Role description, to enable pre-reading and effective decision-making</p>
	10 days after each Regional Board meeting, publish approved (redacted where necessary) minutes of prior Regional Board meeting	<p>Governance Guide – best practice</p> <p>Regional Chair/Regional Secretary Role description, to ensure compliance with Values and Code of Conduct</p>

Appendix 5A: Role descriptions

Regional Chair

Role description

Title:	Regional Chair
Region:	[Insert Name of Region]
Responsible for:	Regional Board [Insert any other responsibilities]
Responsible to:	British Cycling Board
Term of appointment:	[Three years with an option for a further two terms]

Relationships:

Internal:	Regional Board, BCRM Affiliated clubs, British Cycling members, and other British Cycling staff British Cycling Board Other regions, Scottish Cycling and Welsh Cycling
External:	Contractors

Key Responsibilities:

Elected at a Regional Council meeting by Regional Council and other Regional Board members, this leadership role is critical to the long-term success of each Region. The Chair leads the Regional Board, ensures that it lives by the British Cycling Values, and encourages all interested parties to engage in the Region's future.

A Regional Chair will chair the Regional Council meetings (AGM and pre-National Council meetings) as well as approximately 6-8 Regional Board meetings per year.

Summary of main duties

- Provide leadership and direction to the Regional Board and enable it to fulfil its responsibilities for the overall governance and strategic direction of the Region.
 - Ensure compliance of self and the Regional Board with the Code for Sports Governance, British Cycling's Good Governance Guide, its Values and Code of Conduct.
 - Ensures that the Region pursues its objectives as defined by British Cycling.
 - Promote and support the British Cycling mission statement to "Transform Britain into a great cycling nation" and the strategy to deliver that mission.
 - Work in partnership with the BCRM to achieve the aims of the Region and optimise the relationship between the Regional Board, BCRM, and the wider membership of the region.
 - Facilitate well-rounded and carefully considered strategic decision-making and financial planning.
-

-
- Communicate with affiliated cycling clubs and members, providing strategic oversight of the Region's activities in each of the cycling disciplines.
 - Proactive in the Region, supporting the development of links between the Regional Board and other bodies.
 - Represent the Region at Federation Commission and ensure relevant information is communicated from the British Cycling Board to the Regional Board, Regional Council and members as appropriate.
 - Provide and utilise peer-to-peer support with the other Regional Chairs.

By way of greater explanation in certain areas:

In relation to the Regional Board

- Support the Regional Board and the BCRM in the development of one Regional Development Plan with clear targets, regular reviews of the long-term strategic aims, and a regular evaluation of performance against that plan and targets.
 - Approve the annual cycle of the Regional Board meetings, meeting agendas, chair and facilitate meetings, monitor actions and decisions taken at meetings, and ensure they are acted upon and implemented.
 - Ensure meetings are properly convened by the Regional Secretary with due notice and are quorate.
 - Create an environment where there is open discussion and all members have an opportunity to contribute, where there is carefully considered decision-making, where each person's skills and knowledge are drawn upon, and that the majority vote of members is taken and declared.
 - Liaise regularly with the Regional Treasurer and British Cycling's finance team to maintain a clear grasp of the Region's financial position, and to ensure full and timely financial transparency and information disclosure to the Board and British Cycling.
-

-
- Annually review the Regional Board composition, role and relationships and ensure implementation of agreed changes and developments are carried out.
 - Ensure that a periodic review of the Regional Board's performance is carried out.
 - Encourage team working amongst Regional Board members, manage behaviours of Regional Board members, and encourage the identification and recruitment of new Regional Board members, with the relevant skills, as required.

In relation to the BCRM

- Engage with the BCRM on matters of strategy, governance and finance.
- Work collaboratively with the BCRM on the development, implementation and review of the Regional Development Plan.

In relation to the membership and Code of Conduct

- Represent the Region as a spokesperson at appropriate events, meetings and/or functions.
 - Protect and manage the property and reputation of the Region.
 - Act as final adjudicator for any disciplinary and grievance procedures delegated to Regions by British Cycling if required.
 - Facilitate change and address conflict with the Board within the Region and liaise with the BCRM to achieve this.
 - Ensuring adherence and compliance with British Cycling Articles, Bye Laws, and policies.
 - Ensure anyone holding regional roles carrying out designated activity have the appropriate DBS checks and support British Cycling's safeguarding work in the region.
-

-
- Attend and be a member of other British Cycling committees or working groups when appropriate.
 - In relation to finance and strategic financial planning
 - Oversee the financial standing of the Region.

Skills and knowledge:

Essential:

- Understanding and acceptance of the responsibilities and liabilities of the Region.
 - Commitment to British Cycling and the Region's objectives, aims and values and willingness to devote time to carry out responsibilities.
 - Strategic and forward-looking vision in relation to the Region's objectives and aims.
 - Good knowledge of cycling, the various disciplines and the structure of national, regional and club-level activity.
 - Experience of working with a board, executive staff and volunteers.
 - Good, independent judgement, political impartiality, and the ability to think creatively in the context of the Region and external environment.
 - Good communication and interpersonal skills and the ability to respect the confidences of colleagues.
 - Balancing tact and diplomacy with a willingness to challenge and constructively criticise.
 - Competent use of IT and access to transport.
-

Desirable:

- Skills and experience in one or more areas of non-executive governance and management, such as strategic planning, business management or financial.

Time commitment:

- Approximately 10-20 hours per month, which shall include preparation for and attendance at two Regional Council meetings, six to eight Regional Board meetings, four Federation Commission meetings, and the British Cycling AGM.
- The Regional Chair is expected to attend the AGM and Federation Commission and to present the regional report.

Location:

Meetings at a central venue, or online where appropriate.

Notes:

This is an elected voluntary position. Reasonable expenses incurred as part of the Regional Chair's activity will be reimbursed by the Region.

Appendix 5B: Role descriptions

Regional Vice-Chair [Draft – to be completed.]

Role description

Title:	Regional Vice-Chair
Region:	[Insert Name of Region]
Responsible for:	[Insert any other responsibilities]
Responsible to:	[xxx] Regional Board
Term of appointment:	[Three years with an option for a further two terms]

Relationships:

Key responsibilities:

Skills and knowledge:

Time commitment:

- Approximately 10-15 hours per month, which shall include preparation for and attendance at two Regional Council meetings, and six to eight Regional Board meetings.
- The Vice-Chair might also attend Federation Commission as deputy to the Regional Chair, to present the regional report.

Location:

Regional meetings at a central venue, or online meetings where appropriate.

Notes:

This is an elected voluntary position. Reasonable expenses incurred as part of the Vice-Chair activity will be reimbursed by the Region.

Appendix 5C: Role descriptions

Regional Secretary [Draft – to be completed.]

Role description

Title:	Regional Secretary
Region:	[Insert Name of Region]
Responsible for:	[Insert any other responsibilities]
Responsible to:	[xxx] Regional Board
Term of appointment:	[Three years with an option for a further two terms]

Relationships:

Key responsibilities:

Skills and knowledge:

Time commitment:

- Approximately 10-15 hours per month, which shall include preparation for and attendance at two Regional Council meetings, and six to eight Regional Board meetings.

Location:

Regional Meetings at a central venue, or online meetings where appropriate.

Notes:

This is an elected voluntary position. Reasonable expenses incurred as part of the Regional Secretary role will be reimbursed by the Region.

Appendix 5D: Role descriptions

Regional Treasurer [Draft – to be completed.]

Role description

Title:	Regional Treasurer
Region:	[Insert Name of Region]
Responsible for:	[Insert any other responsibilities]
Responsible to:	[xxx] Regional Board
Term of appointment:	[Three years with an option for a further two terms]

Relationships:

Key responsibilities:

Skills and knowledge:

Time commitment:

- Approximately 10-15 hours per month, which shall include preparation for and attendance at two Regional Council meetings, and six to eight Regional Board meetings.

Location:

Regional meetings at a central venue, or online meetings where appropriate.

Notes:

This is an elected voluntary position. Reasonable expenses incurred as part of the Vice-Chair activity will be reimbursed by the Region.

Appendix 5E: Role descriptions

Example Other Regional Board Lead Role

[Draft – to be completed.]

Role description

Title:	Region Lead for [xxx]
Region:	[Insert Name of Region]
Responsible for:	[Insert any other responsibilities]
Responsible to:	[xxx] Regional Board
Term of appointment:	[Three years with an option for a further two terms]

Typical responsibilities:

- Act as the main point of contact and voice of British Cycling members for [xxx] in the [xxx] Region.
- To promote participation and support [xxx] development in the following areas:
 - Cycle-sport
 - Clubs and groups
 - Coaching
 - Recreation
 - Inclusive cycling
 - Volunteering and officiating

-
- Work collaboratively with the British Cycling Regional Delivery team, helping them achieve the aims of the Region and identifying more opportunities to increase the number of participants entering events at club and entry level.
 - Increasing the visibility and promotion of [xxx] in the Region.
 - Provide support to the volunteers in the [xxx] community.
 - Ensure that the discipline of [xxx] is working towards greater inclusivity and diversity, promoting opportunities to connect to new participants.
-

Appendix 6: Effective Meetings - Tips and advice for the Regional Chair and Workgroup Chairs

The Regional Chair and Workgroup Chair roles are pivotal in delivering successful and productive meetings. Whether this is Board/Workgroup meetings, informal discussions, or AGMs, it is important that the chair is a focussed and capable leader.

What follows is some best practice and guidance on how an effective chair operates.

Meetings

In advance of any meeting a greater focus on appropriate preparation will lead to better discussions and better decisions being made.

In particular, regular reports and updates should take the form of a written report within the circulated Regional Board papers. This removes the time needed for verbal reports, and provides all Regional Board members with an opportunity to prepare, noting any key points to check or clarify from each written report.

Further, since key decisions of the Regional Board will be documented in action points in the minutes, a key aspect of the Regional Chair's role is in reviewing those and ensuring that these feature predominantly in both the agenda and the written updates.

A successful chair will ask the following key questions to themselves and perhaps to those who are attending. Having clarity on these questions will act as useful prompts should a chair need to bring the meeting to order:

- Why are we having this meeting?
- What items will/must we discuss?
- What information must be provided in advance for these items?
- Who is going to contribute to the discussion and how can I help them prepare?
- Is it clear what decision is required?
- Do we need more information to inform the discussion?
- How much time is required for this meeting?

Role of a meeting chair

The chair of meetings should work to ensure that:

- Meetings start and end on time.
- The business on the agenda is relevant to the length of the meeting.
- The agenda focus remains on the key business in hand.
- Conversations remain focussed on the agenda item and do not go off-track.
- There is a balance between in-depth discussion and the main objectives of the meeting.
- All attendees have an opportunity to contribute (being aware of both outspoken and quieter attendees) and state their views – for and against.
- Attendees are clear what decision(s) they are being asked to make.
- There is a clear conclusion, requested agreement, and/or a deciding vote taken on any decision.
- At the end of each topic on the agenda there is a clear summary with actions noted and allocated with timelines or deadlines.
- Minutes are recorded by the meeting secretary - the key facts and results as well as disagreements.
- Sometimes the business on a meeting agenda cannot be completed in the allotted time. A chair should not feel compelled to complete an agenda but rather to ensure there is a stated plan to deal with any unresolved business. This can be either deferred to the next meeting or progressed out-of-committee according to any delegated authority from that Board meeting.

Balancing healthy debate and efficient decision-making, while at the same time allowing the dominant and quieter personalities equal opportunities to contribute to the meeting, is very important. It is also critical that the chair never uses their position as an opportunity to dominate the meeting or put forward their own view to the exclusion of others.

Dealing with difficult meetings and people

The role of the chair is important in managing difficult meetings and challenging people. Taking a proactive approach to people management as well as the general behaviours and attitudes of the attendees is key to successful meetings and will keep a meeting productive.

When dealing with difficult situations:

- Remind people of the meeting rules and general code of conduct that everyone has agreed to.
- Be firm and consistent in actions and ensure equal treatment of all attendees.
- Be aware of side conversations and ensure they are stopped out of respect for the speaker – but remember to ask those people if they later wish to contribute anything to the debate.
- If a heated discussion breaks out, openly summarise the views and move the debate away from the individuals involved and ask the other attendees for opinions.

-
- If someone is monopolising the discussion, stop them, summarise their points, ask for any final observations and then invite the group to discuss.
 - If someone continually repeats a point, assure them that it has been heard and move the conversation back the group.
 - If a topic might lead to difficulties, consider contacting the key antagonists in advance to affirm their commitment to an effective meeting.
 - Be prepared to approach a person outside of a meeting and explore behaviour in a sensitive manner. They may not recognise their behaviour is inappropriate, or other factors may be at play.

After and between meetings

An effective chair will wish to ensure that the Regional Secretary promptly completes the minutes and action log from the meetings and is then able to review these in draft, before distributing to all Regional Board members.

Where there are action points requiring completion in between meetings, the Regional Chair and Regional Secretary should ensure that details of the progress on these should be kept updated in the meantime.

Appendix 7: **Regional Board meeting agenda template**

The British Cycling Federation (Company number 03943494)
(Trading as British Cycling)

[Name] Region – Board Meeting Agenda
[xx month Year]

There will be a meeting of the [Name] Regional Board of British Cycling
at [Time] am/pm on [Date/Month/Year] at

[via Microsoft Teams/Zoom – details will be sent separately]
[Address/Postcode]

1. Recording of attendees (and whether Regional Board or observer role) and apologies for absence
2. Declaration of Interests
3. Minutes of the last meeting held on XX Month Year (attached)
 - a. Approval (noting where redactions, if any, required for publication)
 - b. Matters arising
4. Action log updates (attached)
 - a. X
 - b. Y
5. Regional Delivery Plan update – RDM report (attached)
6. Chair update report (attached)
7. Other update reports (to be attached)
 - a. Treasurer
 - b. Secretary
 - c. Discipline Leads
 - d. Other
8. Specific new reports as required (attached)
9. AOB
10. Date, time and location of next meeting

Appendix 8: **Regional Board meeting** **minutes template**

The British Cycling Federation (Company number 03943494)

(Trading as British Cycling)

[Name] Region – Board Meeting Minutes

Meeting held at [time/date/place/on-line/etc]

Board members present: [name] – [name initials – their Regional Board role or title]

Record names to identify which of the elected Regional Board members is present

Others in attendance: [name] – [name initials – any Regional Board role or title]

Record names and sufficient detail to identify who else is present and their relevance, e.g. British Cycling staff, other guests or visitors

1. Chair's opening remarks – [perhaps a recognition of certain attendees, or any other information of relevance at the start of the meeting]
2. Apologies for absence [name] – [name initials – their Regional Board role or title]
3. Declaration of Interests
4. Minutes of the last meeting held on XX Month Year
 - a. [Record of formal Approval (noting where redactions, if any, required for publication)]
 - b. [Record of matters arising that were discussed]
5. Action log updates – The action log was reviewed and the following specific updates were noted:
 - a. Action 005 – [Commentary to reflect the update given to the meeting and any further agreement on plans to address the action point.]
 - b. Etc

[Commentary to reflect the update given to the meeting and any agreement on existing or new action points, on the following agenda items where they were covered.]

6. Regional Delivery Plan update
7. Chair update report
8. Other update reports – Treasurer/Secretary/Discipline Leads/Other
9. Other matters of tabled agenda items and discussions – including voted and agreed action points
10. AOB
11. Date, time and location of next meeting

Appendix 9: **Regional Board meeting** **action log template**



The British Cycling Federation (Company number 03943494)
(Trading as British Cycling)

[Name] Region – Board Meeting Agenda
[xx month Year]

Action No.	Mtg date / Minutes Ref	Action to be taken	Action by	By when	Ongoing update
0001					
0002					
0003					
0004					
0005					
0006					
0007					
0008					
0009					
0010					

Appendix 10:

Template Terms of Reference for a Regional Workgroup

Purpose of the Workgroup

Goals of the Workgroup

Deliverables of the Workgroup

Workgroup Responsibilities

Timelines of the Workgroup

Workgroup procedures

[Not yet drafted – to be done through 2021 in conjunction with
Federation Commission.]

Appendix 11:

Template Regional Board Member Register of Interests

The British Cycling Federation (Company number 03943494)
(Trading as British Cycling)

[XX] Region – Regional Board Member Register of Interests

The below are declarations of significant connections with the following organisation and/or persons, such that it may be deemed that the interest involved might influence the responsibilities and duties that you, as a Regional Board member, hold with regard to British Cycling, and may affect items on the agenda for discussion.

Please also declare if your spouse, close family member, or person living at the same residence has significant connections with the following organisations such that it may be deemed that the interest involved might influence the discussion and items on the Agenda, with regard to British Cycling.

Board Member	Organisation or person	Nature of interest

Appendix 12: Template Regional Asset and Equipment Register

[XXXX] Region - Asset and Equipment Register

Item	Qty		Location (for regional assets split across multiple locations, consider having a separate register for each location)	Last updated
General race support				
Lap Board and Bell	1			
Caution Cycle Event Signs	65			
Directional Arrows	60			
Plastic Stakes	250			
Gazebo	1			
Parasol Stand	2			
Feather Flags	12			
Feather Flag metal base	4			
Feather Flag ground stake	14			
Scrim 5m	6			
Scrim 10m	6			
Race Numbers (1-100)	3			
MTB number boards (1-100)	3			
Tape	8			
PA System	1			
PA Speakers	1			
High Viz Jackets	15			
Wooden Flag poles	30			
Red Flags	15			
Yellow Flags	8			
Chequered Flag	2			
Union Flag	1			
Red and White Check flag	2			
Black Flag	2			
Green Flag	2			
Caution Cycle race finish area signs	4			
1 KM to go signs	4			
Convoy Equipment				
Roof top Signs	12			
Flashing Beacons - LED	14			
Flashing beacons - Halogen	14			
BC [Region] Car Magnets	8			

Radio equipment (create a separate Register for valuable items, recording serial number or similar.)				
Mitex Car Radios	12			
Mitex Hand Held Radios	40			
Padding	4			
Mitex Radio ear piece	20			
AMS support			-	
AMS - Stop Sign	28			
AMS - Stop Sign bags	28			
Traffic Control Ahead Signs	32			
Accredited Marshal High Viz jackets	24			
Other				
Trainee Commissaire Bibs	14			
Regional race jerseys	20			

Appendix 13:

Template regional risk register, and guide to completing a risk register

[To do - Insert Template]

In Key Component 12 – Risk Management, reference is made to a Regional Board considering and assessing what risks might impact upon its future activities, and what actions can be taken to mitigate those risks.

This guidance for completing a risk register involves the following recommended steps:

1. A Description to sufficiently identify a risk, alongside a classification of the risk, whether it is strategic, operational, etc.
2. Assess the likelihood of occurrence, along with the severity of impact of the risk.
3. Risk mitigation, and actions to prevent, reduce, or transfer the risk. This may include production of contingency plans.
4. The individual responsible for owning the risks and ensuring that the risks are identified, and countermeasures are put in place.
5. Dates. As the register is a living document, it is important to record the date that risks are identified or modified. Optional dates to include are the target and completion dates of actions to reduce risks.

1. Identification of a risk

Risk identification and description should be undertaken with care - the analysis will contain some subjective judgements. No process can identify all possible risks that may arise, however, it can provide reasonable assurance to the Regional Board that all relevant risks have been identified.

A Region may want to consider the following areas when they are identifying risks:

- The nature and scale of the Region's activities.
- The outcomes that need to be achieved.
- The Region's reputation with its stakeholders.
- Past mistakes and problems that the Region has faced.
- Comparison with other Regions.

It is then useful to map out each identified risk across the following categories to capture the most significant:

CATEGORY (suggestions)	EXAMPLES
Strategic risks	<ul style="list-style-type: none"> - Anything that might hinder or prevent the RDP strategy being delivered.
Governance risks	<ul style="list-style-type: none"> - Loss of key role holders at Regional Board or Workgroup level - Inappropriate organisational structure - Lack of skills on the Regional Board - Conflicts of interest at Regional Board level
Operational risks	<ul style="list-style-type: none"> - Poor relationships with staff - Poor delivery of objectives - Doubts about security of Region's assets - Members not given good local service - Safeguarding issue in respect of a regional team
Financial risks	<ul style="list-style-type: none"> - Inaccurate or insufficient finances - Dependency on limited income streams - Insufficient reserves
External risks	<ul style="list-style-type: none"> - Poor reputation - Decline in club engagement
Legal risks	<ul style="list-style-type: none"> - Poor knowledge of legal responsibilities - Poor knowledge of regulatory requirements

2. Assessment of a risk

Identified risks can then be assessed in two ways:

1. Likelihood - how likely a risk is to materialise.
2. Impact - the potential severity of the impact, or how bad it would be if the risk materialised.

A mapping process will allow the Regional Board to identify the risks that fall into the major risk category.

Begin by considering each risk and giving it a score out of 5 for both likelihood and impact using the guidelines below. Scoring often involves a degree of judgement or subjectivity, but what is important is that you have a process in place for identifying and assessing risk.

Likelihood assessment:

LIKELIHOOD DESCRIPTION	SCORE	IMPACT ON SERVICE AND REPUTATION
Remote	1	May only occur in exceptional circumstances
Unlikely	2	Expected to occur in a few circumstances
Possible	3	Expected to occur in some circumstances
Probable	4	Expected to occur in many circumstances
Highly probable	5	Expected to occur frequently and in most circumstances

Impact assessment:

IMPACT DESCRIPTION	SCORE	IMPACT ON SERVICE AND REPUTATION
Insignificant	1	<ul style="list-style-type: none"> - No impact on service - No impact on reputation - Complaint unlikely
Minor	2	<ul style="list-style-type: none"> - Slight impact on service - Slight impact on reputation - Complaint possible
Moderate	3	<ul style="list-style-type: none"> - Some service disruption - Potential for effect on reputation - Complaint probable
Major	4	<ul style="list-style-type: none"> - Service disrupted - Adverse reputational damage unavoidable - Complaint probable
Extreme/ Catastrophic	5	<ul style="list-style-type: none"> - Service interrupted for significant time - Major reputational damage unavoidable - Loss of confidence - Major litigation expected

Once each risk has both an impact and a probability score, all can be mapped onto a heat map, as below, which combines both scores.

The colour codes are:

Red: Major,extreme or catastrophic risks that score 12 or more

Yellow: Moderate or major risks that score between 5 and 10

Green: Minor or insignificant risks scoring 4 or less

IMPACT			1	2	3	4	5
			Remote	Unlikely	Possible	Probable	Highly Probable
Catastrophic	5		5	10	15	20	25
Major	4		4	8	12	16	20
Moderate	3		3	6	9	12	15
Minor	2		2	4	6	8	10
Insignificant	1		1	2	3	4	5
			PROBABILITY				

Recommended steps 3, 4, and 5 of completing the Risk Register are straightforward matters of recording the necessary details in addressing the identified risks.

Appendix 14: FAQs

Q. Who can attend Regional Council meetings?

A. In principle, any British Cycling member can attend a Regional Council meeting. We want and encourage participation in this important annual meeting for a Region to be as wide as possible. However, on matters of formal decision-making at a Regional Council, there are rules on who can vote. Only defined Regional Councillors can cast a vote, as set out in the Articles and the British Cycling Bye Laws.

As the Regional Council meeting has a formal role in making certain decisions, the Regional Chair and Regional Secretary will have a clear governance role in balancing the welcome attendance of interested parties and the opportunity to contribute, asking relevant questions as part of any discussions, with a clear understanding of how many votes there are in the room.

Q. Who can attend National AGM/National Council

A. As with Regional Council meetings, any British Cycling member can attend a National Council meeting.

Q. Who can attend Regional Board meetings?

A. The Regional Board meetings are the key decision-making meetings for a Region. Accordingly, attendance is generally restricted to the elected officers of each Region, with the Regional Chair of each Region being the ultimate arbiter on meeting protocol in accordance with British Cycling governance protocols.

Therefore, upon request, the Regional Chair may choose to give permission for observers to attend and possibly contribute to key discussions. For some agenda items of a commercial or confidential nature the Regional Chair might exclude all non-Board attendees from a particular item.

Q. Where can I find contact details for my Regional Board?

A. These can be found on the British Cycling website here.

Q. Where can I find copies of previous Regional Board and Regional AGM minutes?

A. For meetings held throughout 2021 and onwards, these can be found on the British Cycling website.

Q. If I have an idea to help in my Region, where should I take it?

A. Regions welcome all contributions to improve their actions and activities. In the first instance you can raise this with the Regional Chair, Regional Secretary, or BCRM. If subsequent to this you wish to raise it elsewhere, you should contact any of your Regional Board members locally.

Q. My affiliated organisation doesn't seem to be receiving information from my Regional Board. How do I make sure that this happens going forwards?

A. Effective communication is an important part of Regional delivery. Please contact your Regional Secretary to help establish why certain information is not reaching you.

Q. I've read the role descriptions and believe I have skills and experience which would be useful to the Region. How do I get involved to help?

A. Regions welcome volunteers from all parts of our membership. This Guide also covers the formal process of volunteers being elected onto Regional Boards each year, or in joining a particular Workgroup in a Region. To help explore any specific opportunities locally, in the first instance you should make contact with your Regional Chair or BCRM to discuss how you might like to get involved.

Appendix 15: Glossary of Key Information

[To be added and developed through the Guide completion process]

BCRM	British Cycling Regional Manager. Currently known as Cycling Delivery Manager (CDM)
RDP	Regional Delivery Plan
ELT	Executive Leadership Team
TOR	Terms of Reference

Regions

Regional Council

Regional Councillor

Regional Board

Regional Workgroups

National Council

National Councillor delegates

Federation Commission

Sport Commission

Discipline Commissions

Index to Key Information

[To be added and developed through the Guide completion process]