

What have we Recommended Development

- Two departments; Development and Operations
- Operations to include events
- Development department to have two and half development officers supporting clubs and events
- Operations department to be led by workforce officer, supported by event and competitions officer and administrative support
- Work with local partners who are employing development officers in Swansea and south-east Wales

What have we Recommended Governance

- Further develop and strengthen the partnership with British Cycling
- Adopt a Board skills and competency framework
- Develop an equitable balance of the board
- Change the board to four elected and four appointed directors and potentially add the CEO in line with other sports
- Directors should serve no more than two terms of four years
- President not a member of the board and appointed annually.
- The board to agree a risk assessment template
- Change articles or bye-laws to include matters of dispute resolution
- Continue to complete the actions identified in the self-assurance process
- Continue to grow reserves and improvement in financial procedures
- Continue to develop a robust and realistically aspirational plan with a long term vision of ten years measured by Sport Wales Results Based Accountability
- Develop an overarching marketing and communications strategy in conjunction with British Cycling
- The board should develop a policy framework in working with key stakeholders and partners and political lobbying



Membership consultation event in North West Wales

The project was guided by a project steering group

Independent review:

- *Richard Helndicott*
 - *Jonathan Ford*
 - *Ian Drake*
 - *Ian Jeremiah*
 - *Neil Emberton*
- The steering groups was supported by Marcus Kingwell Executive officer for the period of the projects*



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Welsh Cycling Union Development and Independent reviews

Undertaken by Sport Structures Limited



January—July 2013

Wales National Velodrome
Newport Sport Village
Velodrome Way
Newport

The projects

We were contracted by the Welsh Cycling (WC) to deliver two distinctly different yet inter-linked studies;

- An Independent Review of Welsh Cycling, focusing on governance
- A Development Review, focusing on the Development Department

The key outcomes were set as:

Governance project

- To prepare a position statement which:
- Summarised the current governance, management and funding situation within WC
- Summarised the external context including UK and Wales trends in Cycling participation, racing, events, clubs and funding
- Comments on strengths, weaknesses and risks
- To set out the key characteristics of a resilient, effective and efficient governance model for WC for the next five years
- To recommend the key areas for change within WC, with an action plan for implementation.

Development project

- To recommend the aims, objectives and key outcomes for the Development function of WC
- To recommend the optimum model for a high performing youth cycling club to support the goals of WC and the aims, objectives and key outcomes of the Development function
- To identify programme costs and potential new sources of funding
- To recommend a costed staffing and management structure for the Development team. This should recognise and reflect the role of volunteers as well as paid staff
- To set out a transition plan from the current structure to the recommended new structure, including advice on staff consultation and other HR issues.

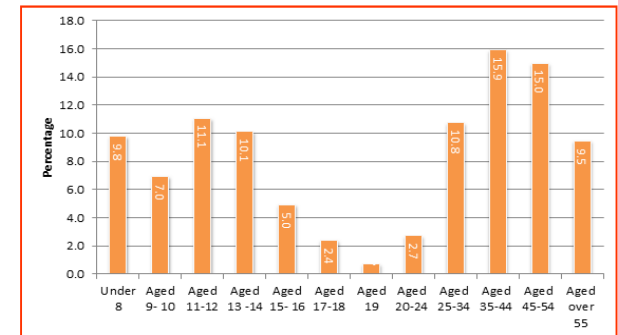
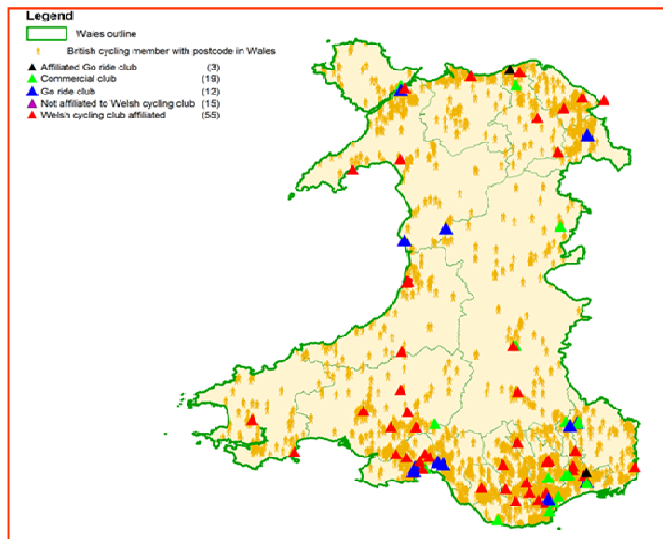
Implementation

Who we consulted

We undertook extensive desk-based research and consultations. We engaged with member clubs using a club survey and 37 clubs responded representing 40.2% of the club membership and gave us a high confidence level in views expressed. We also undertook three consultation events in North West, South West and South East Wales. These were attended by 31 people. We also sought and received comments by email.

We consulted with the key stakeholders in Sport Wales and British Cycling and undertook a local authority survey which had an unprecedented positive response of 17 out of 22 local authorities.

We compared Welsh Cycling with other sports of a comparable nature and also explored the area of recreational cycling. Our desk-based review took into account surveys of adults and children taking part in cycling. Our review of the development staff investigated how the team worked and what they achieved. This covered both development and events provision.



What did we find

Cycling in Wales is at an exciting time with significant support from major stakeholders. In fact most major stakeholders would like to further engage and support the growth of cycling in Wales. Cycling is an affordable activity until participants move into competition. This is attractive and challenging as the “traditions” of the sport would appear, in some cases, to mitigate against new participants joining the current club structure.

The key question is whether Welsh Cycling is ready to take up these challenges with the structure and the resources it currently has? The clubs feel disaffected and feel that the governing body does not, in most cases, add benefit or support them in their growth.

Conversely embracing the large interest in recreational cycling appears to be seen by some as outside the remit of Welsh Cycling. However in our view there is a real opportunity to use recreational cycling to link and benefit clubs, events and other key stakeholder objectives particularly relating to health and tourism.

The recent changes in governance at a board level are a positive first step. Momentum must be maintained over the coming years with clarity to the role and purpose of the board. It is clear the guidance, leadership and support of the Chairman and Interim Executive has given much needed leadership and stability. All those consulted felt that the key successes of the last three years were to address the issues that existed, to grow stronger as a board and on the sporting side the medal success internationally and supporting clubs.