AUDAX UK
long distance cycling

STRATEGY REVIEW

During the last two full Board meetings we have spent a lot of time reviewing the current Board Strategy. While the Strategy is scheduled for a five-year period, it specifies a review at the current point.

In the first session we conducted a point by point review, working through it and looking in detail at every aspect of it. The second session dealt with some of the remaining issues not yet progressed, and then moved on to how we should prepare for the next strategy period. The discussions are noted in the minutes of the last meeting and appear here too.

Many of the threads in the current Strategy had been addressed with specific actions, for instance the identified need to modernise the Articles of Association to comply with company law had been addressed, while others, for instance the need to modernise and refresh our website were still current and ongoing. The draft Events Strategy had not been particularly successful with proposed national events being difficult to find organisers for. However, events governance had improved.

It as clear that some points would need to be addressed:

- A continuing need to identify review-specific actions.
- A need to encourage diversity.
- A need for training to enable both voluntary and paid staff to do AUK work.

GP had noted the following points:

Objective: to develop AUK's governance and administration to serve a larger membership and to maintain technical competence.
Support for Objective: continue to keep the governance and management of Audax UK under review to ensure the organisation has policies and procedures to maintain it on a sound footing.
Specific Actions:

- consider using paid help to carry out key functions or particular projects where it proves difficult or impossible to find voluntary resources.
- Re-write AUK's governing documents to be fully compatible with the Companies Act.

Progress: A great deal of work has gone into the governance of AUK during the period in question, this work includes:

- Adoption of Companies Act 2006 compliant Articles of Association incorporating the objectives from the previous Memorandum of Association.
- Adoption of a number of policies. Many of these were part of working towards National Governing Body status.
- Dealing with GDPR requirements including detailed Privacy statement and policy.
- Commencing work on a review and update of the AUK Regulations

There has been notably less progress with the future management of AUK. The lack of a second Non-executive director for some of the period in question has not helped but, ironically, it is probably the very pressure of time that would lead us to using an element of paid assistance that has been the biggest block on reviewing and implementing that assistance.

GP had then suggested the following Specific Actions – (towards meeting the current objective:

1. Identify processes that can be carried out by paid helpers with appropriate training;
2. Consider how to improve recruitment to the board and management of AUK;
3. Explore the separation of the executive functions currently undertaken by members of the board of AUK from the actual management of AUK;
4. Agree and adopt new Regulations.

I see the current Strategy as something in progress with very little in the way of amendment to be considered, and still a lot of work to meet our ambitions.

Continuing on the present road using the GP's suggested specific actions seems to me the best policy. A main item of work is preparation for the introduction of paid staff; we have already noted that some director functions and Board actions are affected adversely by the onerous time requirement of routine work. We had talked about needing to have paid staff in place by the time that our membership reached 10,000. With the current number at its highest ever point, 8360, we need to work on this urgently.

I wondered whether the Board agrees.

There is one other thing, however, the need to encourage diversity. This is shared by other cycling clubs, groups, and organisations in this country. We have made some small progress here, and I think that we need to think more about it. To deal with this MS suggested that a new Strategy should encourage long distance cycling in a way that encourages and strengthens social association and cohesion, which in turn would encourage diversity in all areas of participation. To this end, a member survey has been mooted in order to prepare for drawing up a new strategy. That's moving forward.

Chris Crossland

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