

Draft cycling independent review action plan

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(Note: when finalised all items will have timing and responsibility assigned)



Actions concerning board structure, code of governance and constitutional reform

- 1** With UK Sport and Sport England, evaluate and make recommendations on the board composition and structure and make a commitment to change, to ensure compliance with the new Code for Sports Governance.
- 2** Conduct an annual board appraisal exercise with an external evaluation every four years.
- 3** Provide externally delivered training in governance, leadership, diversity and unconscious bias to the board.

Actions concerning leadership and management structure of British Cycling, people development and appraisal

- 4** Embed the new Executive Leadership (ELT) and Operational Management Team (OMT) structure to deliver more coherent and consistent leadership and management to the whole of British Cycling.
- 5** Fully define and embed the 'One British Cycling' concept, ensuring departmental silos are eliminated and the Great Britain Cycling Team (GBCT) becomes fully integrated within the unified leadership structure reporting to the CEO and acting under direction from the board.
- 6** Review the management structure of the GBCT and make recommendations to the board for improvement.
- 7** Introduce a unified annual appraisal system across the whole organisation and ensure full alignment of departmental and individual objectives with the British Cycling business plan and budget deployment process, with progress reported to the board.
- 8** Implement a talent focused approach to staff development throughout British Cycling, including GBCT, to ensure that we can assess and align on performance and potential of all employees and use this to align rewards and development for our employees and ensure succession planning is in place for all key leadership positions.

Actions concerning culture, values and behaviours of leaders and staff across the whole of British Cycling

- 9** Introduce an annual staff survey, focused on culture and engagement, and parallel surveys for athletes and volunteers.
- 10** Develop a set of common values, leadership principles and employee behaviours that the whole of British Cycling lives by, in conjunction with the British Cycling brand strategy, and explain how they will be communicated and upheld.
- 11** In conjunction with the development and roll-out of employee values, review the British Cycling code of conduct and describe how it will be reinforced across the whole organisation.
- 12** Linked to the development of employee values, leadership principles and behaviours, develop an appropriate engagement process between GBCT management and staff to empower staff and enhance their motivation.
- 13** Provide the incoming CEO and Performance Director with executive coaching (especially concerning their mutual line management relationship) and any necessary skills development.
- 14** Introduce a programme of appropriate continuous professional development training for GBCT staff, focussing on core skills, interpersonal skills, leadership and communications.
- 15** Provide externally-delivered leadership development programmes for the GBCT management team, consistent with leadership development activities on-going across the whole of British Cycling.
- 16** Conduct diversity and unconscious bias training across all British Cycling staff and athletes.

Actions concerning athlete “whole life” development, management and well-being

- 17** Review and enhance the induction process for new athletes on the programme covering, amongst other matters, information and explanations about selection policies, codes of conduct, complaints procedures, contact details for independent advice/support as needed. Introduce an appropriate mechanism to ensure satisfactory completion of the induction process by each individual.
- 18** Review and enhance, if necessary, the media handling support provided to athletes as part of their professional development.
- 19** Identify and introduce an appropriate mechanism for athlete representation to the senior management.
- 20** Develop an engagement process to hear and take account of the views of all athletes (male/female; para/non-disabled; all disciplines), to explore current athlete views on the nature of the relationship between GBCT management, staff and athletes, and to make recommendations.
- 21** Through consultation with athletes, review and make recommendations for improving the processes for selection to and removal from the world class programme, including the appeals process.
- 22** Stop charging athletes to lodge an appeal against decisions concerning the world class programme.
- 23** Review and enhance the existing regular athlete review process.
- 24** Review and enhance the system of ‘whole life’ development for athletes.
- 25** Review and enhance the psychological support provided to athletes, where necessary extending beyond performance support.
- 26** Review and make recommendations on the support given to athletes who leave the world class programme.
- 27** Investigate the feasibility of a system of mentoring of junior athletes by more senior athletes on the programme with a view to implementing such a programme if it is seen as valuable by the athletes.

Actions concerning on-going best practice in operational delivery and performance management

- 28** Drive the implementation of this action plan through reports to each board meeting and monthly reports to the ELT.
- 29** Add timely implementation of actions to new CEO and ELT objectives.
- 30** Appoint a Change Manager, reporting to the ELT and the board, to project manage the significant change programmes required over the next two years and to introduce a form of measurement that confirms cultural change is happening.
- 31** Ensure all recruitment processes to the GBCT staff follow current British Cycling policy and are open, transparent and fair.
- 32** Conduct staff exit interviews and report any emerging trends to the CEO and board.
- 33** Record and review all complaints and report any emerging trends to the CEO and board.
- 34** Simplify and standardise the reporting regime from GBCT to the board, including common processes for human resources and financial reporting.
- 35** British Cycling CEO to appraise the performance of the Performance Director with the support of UK Sport.
- 36** Ensure the 'Matters Reserved for the Board' is correctly applied to the Great Britain Cycling Team.
- 37** Review and make recommendations for improvement to the British Cycling grievance policy and mechanisms (in relation to staff and athletes) ensuring it operates through neutral channels with summaries to the board.
- 38** Devise a stakeholder management plan in order to develop stronger and more transparent relationships with key stakeholders.
- 39** As a part of the stakeholder management plan defined in Action 38, the Performance Director should develop a meaningful and productive relationship with the UK Sport Performance Director and Performance Advisor.