

Minutes of a Meeting of the UK Athletics Board of Directors

20 October 2021 at Crowne Plaza Birmingham/Teams, commencing at 10am

Present:	Nic Coward (NC, Chair) David Abrahams (DA) Gordon Arthur (GA) Penny Avis (PA) Stuart Cain (SC) Joanna Coates (JC) Peter Crawshaw (PC) David Ovens (DO) (Teams) Steve Perks (DSP) Jennifer Thomas (JT) Anne Wafula-Strike (AWS) (Teams) Mike Whittingham (MW)
Observers:	Ian Beattie (IB) Hannah England (HE) Andy Heyes (AH) Jason Gardener (JG) (Teams)
In attendance:	Kate Bradley (KB) Gurpreet Dulay (GD) (Teams) - BDO (For part of the meeting) Mark Draisey (MD) Sarah Symington (SS) Christian Malcolm (CM) Paula Dunn (PD) (For Item 2 of the meeting)
Apologies:	None

1. Welcome and Attendees

NC welcomed all the meeting. NC gave a special welcome to IB as Chair elect, attending as an observer, and to AH who will take over as from HE at the next Board meeting as new chair of the Athlete's Commission. NC also welcomed GD who is attending the meeting as an observer as part of a routine audit by BDO on behalf of UK Sport and Sport England.

There were no apologies.

2. Performance

SS (Performance Director), CM (Olympic Head Coach) and PD (Paralympic Head Coach) were present at the meeting and delivered a review of Tokyo 2020. A paper was circulated to Board members with data and analysis from the Olympic and Paralympic Games.



MW congratulated the Performance Team, on behalf of Board, on many highlights from Tokyo 2020 in challenging circumstances. Chair led a board discussion following the presentations and ask Board members for questions for the Performance Team. The Board thanked PD for many years of service to the sport, before her she leaves UKA at in December.

The Board asked if the independent Review should include Board member views. Chair noted that the Tokyo review was athlete focused but that there should be an opportunity for Board members and HCAF performance teams to contribute to the strategy and review process via the Performance and Talent Working Group, chaired by MW.

The Board asked how the wider competition season was part of the programme outside of Olympic and Paralympic Games. CM confirmed that planning takes place with each athlete and event discipline group to determine the right event programme, and training camps, including European, World and Commonwealth Games events.

The Board discussed the UK Anti-Doping Testing programme and the testing approach at the British Trials and whether the education programme should be reviewed. SS confirmed that the BOA questionnaire did not ask for information on supplements. JC said this has been identified as a risk and confirmed that high level discussions with UKAD are ongoing and that Board would be informed of the outcome of the recent case once it was known.

CM noted the importance of self-confidence and leadership qualities in each WCP coach and how much this can impact on athletes. Elite coach development is part of the new Coaching Strategy.

The Board asked for confirmation when key vacancies in the Performance Team would be filled. Board discussed their own role in supporting the Executive Team and Performance Team to help create an environment for them to succeed and that it should be a regular agenda item.

The Chair summarised the discussion and recommended Board members re-read the Vicky McPherson report from December 2019 which included many of the themes raised today.

SS, PD and CM left the meeting.

3. Minutes

- a. Approval of Minutes of 14/07/21 meeting:

These were approved by Board as a correct record.

Action: KB to publish minutes of 14 July and 26 May on the website following board approval.

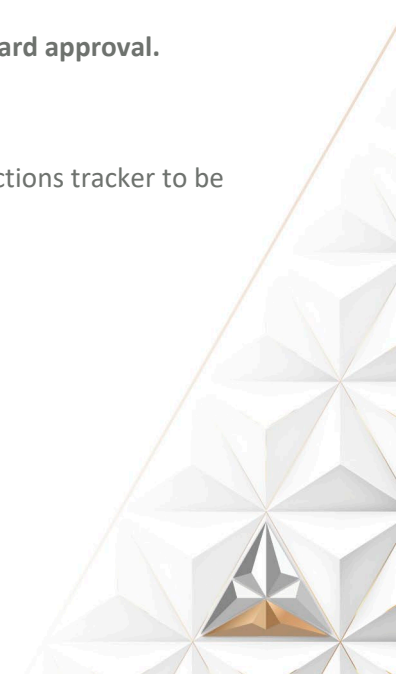
- Actions, Matters not on the Agenda

Chair confirmed all actions were complete or on today's agenda. The Board asked for an actions tracker to be presented to future meetings.

- b. TAG Minute including Records to be confirmed 24/09/21

Board formally approved the TAG records.

- c. SERC Minutes 15/09/21



Board noted the SERC minutes.

4. CEO Report

a. Athletics Unified, Operational Plan update

JC confirmed the Executive Team had held a two-day strategy day in September to focus on moving forward key projects within the Operational Plan. Priority themes included digital strategy, Events, High Performance Centre and developing a communications roadmap.

Board discussed the process of WCP selection which had been circulated in a Board paper on Friday 15 October, following a subgroup meeting of JT, SP and MW with SS. The Board asked for further detail about individual athlete review sessions as part of the process.

Action: SS to provide further information on how athletes were reviewed as part of the WCP selection process.

b. Clinical Dashboard

JC identified the key points from the document in the Board Pack. JC confirmed that the team will move to a new system (PDMS) for this purpose. A system of fortnightly spot checks will be introduced and UKA will use appropriate disciplinary processes if the policy is not adhered to.

c. Development

Board noted the safeguarding report within the CEO report and asked that for future reports that the number of resolved cases is included.

d. Commercial + Communications

The Board raised concerns, similar to under the Tokyo review, about how some athletes felt the communication around World Class Programme (WCP) selection had not been as proactive or personal as it could have been. JC noted the feedback and will discuss with the Performance Team. Going forward, JC confirmed the team would be consulting with athletes on how they wish to be communicated with and also using an online tool to record formal and informal communications with each athlete to demonstrate an audit trail. New event discipline leads would also provide the team with additional capacity to manage direct communication with athletes in each discipline as this is currently mainly via the Head Coach, creating too great a demand on him.

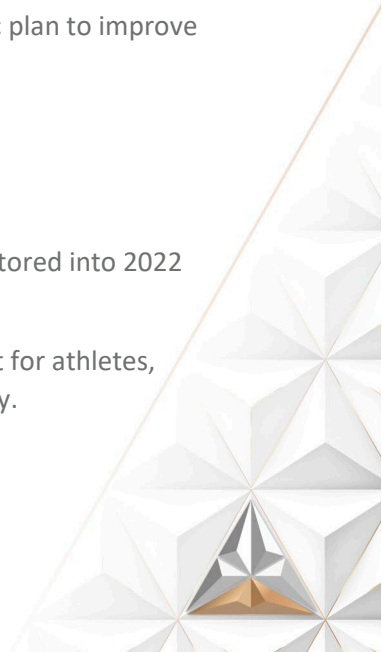
Board discussed the importance of communication and the reoccurrence of this as a theme across the organisation. They asked JC and the Executive team to resolve this by developing a strategic plan to improve communications and identify the specialist resource to deliver it.

Action: JC to identify resource or expertise to improve communications

e. Competition and Events

JC presented a review of events during 2021. Board asked if the costs of Covid had been factored into 2022 budgets as this is likely to be an ongoing cost. MD confirmed that it will be.

Board requested that a strategic discussion on events, including costs plus the wider benefit for athletes, commercial partners and international relations be part of the December Board strategy day.



f. High Performance Centre/City Partnerships

JC presented an update on the High-Performance Centre (HPC) project. This project had been signed off by Board previously as part of the UK Sport funding submission and is a key project identified in the Operational Plan.

JC confirmed that, as outlined in the Operational Plan, the HPC would create a problem-solving, high-performance environment for athletes as part of a de-centralised system, adding value to a network of connected regional hubs in collaboration with the HCAFs to ensure successful athlete and coach pairings can stay together.

f. Organisational Health

Board noted the report.

5. Finance

MD led a presentation on

- a. Management Accounts and Financial Performance year to date
- b. Going concern assessment and four-year financial forecast
- c. Approval of draft Annual Report and Financial Statements for year end March 2021

Board formally approved setting up a new bank account for the cash held as a result of the Sport England loan drawdown and also to the proposed change to the bank mandate.

The Board considered and approved the following matters under the Annual Report:

- The disclosure for remuneration of the Senior Leadership Team and Directors
- Related parties note
- Disclosure of the non-audit fees to be paid to the external auditors
- Accounting policies
- The re-appointment of the auditors for the next financial year

MD identified that there were specific disclosures in the accounts that the Board are requested to confirm as a group. The Directors confirmed that:

- so far as each Director is aware, there is no relevant audit information of which the Company's auditors are unaware, and
- each Director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

Prior to approving the Letter of Representation, the Executive confirmed there was nothing that they wished to advise the non-executive directors that would prevent them from approving the letter. MD confirmed that there was nothing in the letter of representation that needed to be brought to the Board's attention. The Board approved the text within the Letter of Representation and authorised the CEO/Company Secretary to sign.

The Board approved the Annual Report and Financial Statements and authorised the CEO/Company Secretary to sign the document on behalf of the Board. This approval was granted in principle and subject to approval of final documentation.

MD confirmed that the next step is to circulate to UKA Members. The final step is to file with Companies House.



Board asked for more information on medium term forecasts and that insight into the income lines be presented at the strategy day.

Action: Financial forecasts to be included in December strategy day.

Post meeting Note: *Following the management changes that occurred post meeting an updated set of annual report and accounts was issued that detailed the changes to the Board, this was circulated to the Board on 28 October and on the basis of the approval in principle provided at the Board meeting the report and accounts were signed on 29 October.*

d. Risk register

Board considered the latest version and asked if a decline in athlete performance was specifically identified as a risk. JC confirmed that loss of UK Sport funding was on the risk register which could be the impact of declining performances but that this would be considered in its own right.

Board asked if failure to recruit skilled staff should be recorded, within the context of a shorter UK Sport funding cycle.

MD also confirmed that Clean Athletics is part of risk 12.

Board asked where safeguarding risks are considered. Chair confirmed that the management of this risk is and will be included in the CEO report.

Action: MD to consider in conjunction with the Executive any further updates to the risk register following this discussion

MD also updated on the new Reward Gateway system which will be launched to staff in early November. The Board asked if this would also include employee learning and development. MD confirmed this was included in the 2022 budget.

6. Development

a. Coaching strategy: to consider final proposed draft

The Board noted the strategy and its proposed launch to the sport.

b. Technical Officials Strategies: to consider final proposed draft

The Board noted the strategy and its launch to the sport, also noting that an understanding of the value of volunteering and how to attract new volunteers into the sport did not come across clearly in the document and was a matter for further consideration.

JC said the launch dates would be late October and would be confirmed as soon as possible.

7. Governance

a. To confirm new Chair appointment and handover



PA thanked NC on behalf of all Board members for his time as both Interim CEO and Chair. NC will step down from the Board and IB will become Chair immediately following this meeting.

- b. Directors' Skills Matrix, Evaluation and Future NED appointments, including EA update

NC noted these as future priorities for the Board and new Chair.

There has been no further communication from European Athletics or World Athletics.

- c. Change Plan – Update and next steps from EGM

NC confirmed the result of the UKA Members EGM, which had not supported the proposals despite unanimous support by the HCAFs for and on behalf of their members.

- d. UK Sport/BDO governance review, update

GD confirmed that BDO will provide a timeline on the outcome of their finance and governance audit soon.

- e. Election Regulation Changes (MD email 4/10/21)

Following an email from MD on the 4 October the Board had agreed unanimously to adopt a new set of UKA Election Regulations dated 6 October to be used for the forthcoming nomination and election process for UKA Member roles. These regulations have been published on the UKA website.

- f. 2022 Board Meeting dates were noted as follows:

2 March

25 May

13 July

19 October

7 December & 8 December – Board and Strategy Days

Board noted that, if required, a Board Call could be scheduled between December and March if there were important matters to discuss.

Action: KB to send out invites to 2022 Board Meetings

SP and SC left the meeting.

8. Any other business

A specific point was raised with the Board following representations received from a number of UKA Members. The CEO objected to the point raised and did not wish to continue to part of the meeting. JC left the meeting.

9. Next Meeting

Board 08/12/21 at 10am, and overnight, with Strategy day 09/12/21, venue to be confirmed.



Actions

Focus	Action	Owner	Deadline
Governance	KB to publish minutes of 14 July and 26 May on the website following board approval	KB/MD	30 November 2021
Performance	SS to provide further information on how athletes were reviewed as part of the WCP selection process.	N/A	
Communications	JC to identify resource or expertise to improve communications	MM	31 October 2021
Finance	Financial forecasts to be included in December strategy day.	MD	9 December 2021
Risk	MD to consider, in conjunction with the Executive, any further updates to the risk register following this discussion.	MD	Ongoing
Governance	KB to send out invites to 2022 Board Meetings.	KB	31 October 2021

