

**UKA Board Meeting
UK Athletics, Alexander Stadium
1 May 2019**

Attendees: Sarah Rowell (SR) – Chair
David Bedford (DB)
Penny Avis (PA)
Jonathan Orr (JO)
Peter Taylor (PT)
Anne Wafula-Strike (AWS)
Nigel Holl (NH)

In attendance: Cherry Alexander (CA)
Sarah Hopkins (SH)
Jason Gardener (JG)

Apologies: Gordon Arthur (GA)
Neil Black (NB)

19/30 Welcome, apologies & conflicts of interest

SR welcomed everyone to the meeting. Apologies were received from Gordon Arthur and Neil Black. There were no new conflicts of interest reported.

19/31 Minutes of the meetings 20 March 2019

The minutes of the meeting 20 March were approved as a true record of the meeting.

The Board asked if data on the number of views the UKA minutes webpage achieved was available **Action:** JO to check.

19/32 Matters arising from meeting 20 March 2019

The matters arising from the meeting 20 March 2019 were either included on the agenda of the meeting or discussed and / or closed.

19/33 Chairs Update

SR noted that NB is unable to attend today's meeting as he was attending the World Relays and that further discussion on matters related to Performance will be deferred until the next meeting, which will be 19 June

SR informed the Board that Hannah England will be joining the meeting for items 4 and 5.

HE joined the meeting.

19/34 Board Committee Updates

POC (09/04/19) and Terms of Reference Update

SR provided a brief overview of the recent POC meeting, the minutes of which will be circulated shortly. The Terms of Reference have been updated (as per paper in board pack) and were agreed by the Board. SR reported that NB is happy with the Olympic medal target but UKA will be formally requesting to change the Paralympic target in light of event changes and Russia returning. JG asked for clarification around the use of a consultant to produce the new Performance strategy. Both SR and NH confirmed that they were confident that she is fully capable of completing the required work.

Action: NH/NB to liaise with UKSport on Para Medal Target

19/35 Athletes Commission

PA complemented HE on a very good written report. HE explained that there are three main things the Athletes Commission wished to raise with the Board: Selection Procedures, Athlete Feedback and Athlete Transition. Discussion took place regarding the selection criteria being open to all athletes who have achieved qualifying standards, but the knowledge within the selection room on non-funded athletes being potentially much less. SR summarised a proposal that one person made responsible to speak to all non-funded athletes and represent them during the selection meetings.

Action: NH to discuss with NB and implement at future selection meetings (in conjunction with Athletes Commission who could provide the individual)

PA outlined 4 principles relating to selection that the Board agreed should be added to the Selection Philosophy Document. These are summarised as:

- Has a logical or mathematical basis. For you this means the selection policy and any other data or information you take into account as a basket of logical or mathematical measures.
- Consistently applied. Everyone has these measures applied in the same way and where judgement is applied as best you can this is also done consistently. Accepting that the subjective judgement of people involved will always play a part. This would pick up the unfunded athlete point Hannah raised, if they don't get the same level of detail or whatever
- Capable of being communicated. So that those affected by the decision understand how the decision has been taken made, who was involved and what was taken into account. You can include the four pillars in this communication

- Consistent with the organisation's strategy and values. That the selection decision was being made is consistent with the stated strategy and UKA's value. You might need to articulate a bit more what that means.

Action: NB to add 4 principles in relevant section of Selection Philosophy document

HE also raised the need for UKA to take a positive approach to the new IAAF world ranking process, and its potential impact on selection. Central to this is the need to support athletes gain necessary ranking points. SR agreed world ranking will present an issue for selection and this needed to be looked at. **Action:** NB to consider and report to next Board.

Following a discussion on athlete feedback, and how best to ensure strong processes to enable open feedback, it was proposed that the Athletes Commission could support the consultation process that Vikki McPherson will be leading for the performance Review. **Action:** NH to discuss with VMcP and put in contact with HE.

Further discussion took place around Athlete Transition and offering internships. NH agreed to follow up with SPAR/MULLER (who had both expressed interest in an Alumni scheme). **Action:** NH.

JG asked if UKA (or Home Countries) were active in recruiting current or ex athletes into key roles – as interns or for recruited positions. NH confirmed that UKA were not overly active in that area currently – some interns engaged annually to support events, but not much beyond that. NH agreed he will discuss with SLT and take also to the CEO Forum to engage Home Countries in a similar discussion. **Action:** NH.

The issue was raised of athletes receiving good financial advice. Following a discussion, it was proposed that the Hays Macintyre are approached regarding whether they may wish to offer a (VIK) service assisting athletes. **Action:** JO to speak to Hays Macintyre.

CA asked HE whether she had had any feedback regarding the declaration process for the 2019 Indoor Championships (which followed a changed procedure developed after events in summer 2018). HE confirmed there was no negativity among athletes that had been reported to the AC. CA confirmed a similar approach will be used for the Outdoor Championships (i.e. early declaration by athletes enabling better event preparation). CA also congratulated EH on getting on the International Leadership Programme run by UKSport.

SR announced HE will be attending some POC meetings in future.

HE left the meeting.

19/37 Values

NH updated the Board on the work undertaken to review and implement the current organisational values, noting that the SLT and the UKA values group were due to meet in a couple of weeks. There will be further reports to Board included within the CEO Report.

NH also raised that the Board are yet to have discussion time on the Values and what they mean to the Board. This will be factored into a wider piece of work pulling together all necessary Board training (across all mandatory areas). It is proposed that training takes place across a half day the day before a board meeting (with a dinner to follow).

Action: JO to arrange full board training package (together with HR input) and schedule training date.

19/38 Commercial Matters and Update

NH informed the Board that the CEO forum has been re-established and next meets on 8th May 2019 and will further discuss the potential for a more joined up commercial offering.

Phase 2 of the digital work (shared in the Board papers), indicated a need to invest further This will be progressed through a business case being developed and presented by S Nuttall. **Action:** NH and SN to present further case for investment as per phase 2 of the Digital work

After some discussion it was resolved that Commercial sub group of the Board would be formed on an ad-hoc basis and did not need to have a Terms of Reference.

It is hoped that Stephen Nuttall will start as Commercial Director as soon as possible so he can be involved in advancing commercial arrangements with Muller, Nike and BBC as a priority, subject to satisfactory agreement of terms.

NH updated the Board on the current Diamond League situation.

NH updated the Board on the digital strategy work.

19/39 IAAF Nomination – Lord Coe as IAAF President

SR informed the Board that Lord Coe is coming to the end of his first term as President of the IAAF and proposes to stand again. She asked the Board if they would be happy for the UKA to support Lord Coe's candidature. The Board agreed they would wholeheartedly support him and would like to work more closely with him going

forward. It was proposed that he should be invited to attend a future board. **Action:** SR to complete nomination forms (when appropriate) and invite Lord Coe to a future Board meeting.

19/40 Use of UKA Facilities – Medical Practitioners undertaking non UKA Work

The board discussed the use of UKA facilities for non UKA work by physiotherapists at the NPI, the Board questioned whether consultants had the bandwidth to provide additional treatments and considered that any work done should be outside of the standard 9 to 5 window.

SR stated that a revised document should be presented to POC. **Action:** NB

19/41 An Athletics Nation – update

NH gave an update on An Athletics Nation. Whilst the finalisation and production of the document is being led by England currently, the UKA focus is on the Business Plan for UKA that delivers our aspects of AAN. NH indicated that he intends for a first draft of that plan to come to the next Board for discussion – along with an outline of a traffic light monitoring system. **Action:** NH and SLT

PA recommended a software package – Cascade – that could assist that process.

19/42 Muller Anniversary Games

CA updated on the ticket sales for MAG to date:

CA gave a brief overview of the activities arranged for 8 May 2019 – a media engagement and content collation occasion planned for the London Stadium.

19/43 Stakeholder Strategy

Liz Birchall was unable to attend the meeting and an update on stakeholder strategy was given by NH. LB will be contacting each Board member directly for feedback following the meeting. SR queried whether it would be possible to produce a document that detailed all the British Athletics Championships events (i.e. across all disciplines not just Olympic and Paralympic). A discussion took place regarding the targeting of stakeholders at events by Board members. NH confirmed this was planned and that useful information would be provided prior to events. **Action:** NH to produce Calendar of British Championships and briefing notes ahead of major events where hospitality is a feature.

19/44 Appointment of Harper Macleod as ‘Official Provider of Legal Services’

JO informed the Board that after a process of due diligence Harper Macleod have been chosen as the new provider of legal services and noted that Farrers over the

year had provided excellent service. The Harper Macleod service would be more cost effective whilst still providing a good level of service. The board approved the appointment on condition on a final review of the formal arrangements being undertaken by PA. **Action:** JO to progress appointment of Harper McLeod with final review by PA of formal arrangements.

19/45 SLT Reports

The Senior Leadership Team reports from the Performance Director, Major Events Director, Chief Financial Officer and the Domestic Competition report were taken as read and noted.

Finance and Operations

JO updated the Board on JCS which went live at the end of March and all had broadly gone to plan. The board congratulated Tracey and the team on their hard work. The Board discussed the briefing on the upcoming UKMC elections, further discussions to take place outside this meeting on how to encourage additional suitable candidates to stand.

GA noted that the June meeting is not on the Board Planner. **Action: JO**

Domestic Strategy

Domestic Competition

PA raised an issue regarding HCAFs seeking to have their names and brand on coaching courses when delivering. NH agreed to discuss but hoped such matters could be addressed through the coaching review. **Action:** NH to speak to CEOs and progress through coaching review.

Major Events

The Board congratulated CA on her work on the Manchester proposal for the British Championships.

19/46 Any Other Business

19/47 Date of Next Meeting

Wednesday 19 June – 10 am, Alexander Stadium