

**Minutes of a UKA Board Meeting
Held at CIFAS office/Teams meeting on
Wednesday 16 September 2020**

Attendees: Nic Coward (NC) – Chair
Gordon Arthur (GA)
Penny Avis (PA)
David Bedford (DB)
Stuart Cain (SC)
Jo Coates (JC)
Mark Draisey (MD) – Via Teams
Anne Wafula-Strike (AWS) – Via Teams
Mike Whittingham (MW)

Observers: John Allen (JA)
Ian Beattie (IB) – Via Teams
Jason Gardener (JG) – Via Teams
Myra Nimmo (MN) – Via Teams
Steve Perks (DSP)

Apologies: Hannah England (HE)

Attending: Steve Paulding (SP) for item 47/20
Ellen Neal (EN) – minutes Via Teams

43/20 Introduction and attendees

NC welcomed everyone to the meeting. Apologies had been received from Hannah England.

There were no specific interests to note.

44/20 Minutes

The minutes of the Board meeting on 14 July were approved as a true record.

45/20 Chief Executive Report

Performance – JC gave an update on the Marathon Olympic selection. An event location is currently being investigated with Manchester and London as options. The Board would be kept apprised of developments. It was noted that one Athlete has been pre-selected for the men's Olympic marathon, with no pre-selections in the women's race. DB, declaring an interest, referenced his involvement in the London option and ongoing discussions.

Commercial – JC provided an update on commercial activities.

Safeguarding – An update report was noted. JC thanked Angus McDonald and Scottish Athletics for their support on the work to implement the recommendations of the Safeguarding review. A project working group has been established which meets monthly to consider

progress against the recommendations and reviewing and commenting on documents produced for proposed new Safeguarding structures and procedures.

The Board noted the cases under consideration and that there are no issues or trends for concern from a Safeguarding perspective at present for Board attention.

Clean Athletics – The Board noted the report and that there were no specific matters to be raised.

46/20 Strategy and Governance

Update on UK wide strategy – JC provided further detail on the work undertaken on the UK Wide strategy since the last Board meeting and the ongoing collective work undertaken with all of the HCAF CEOs and more generally.

The Board noted that following the agreement of the Interim Collaboration Agreement earlier this year, the full Framework Agreement has now been signed by each of the HCAFs and UKA, and work on all aspects of the UK Sport Change Plan continues. The Board noted that approval of the Framework Agreement prior to signing had been approved by email. The Board noted that the CEO Forum would be central to the delivery of the Framework Agreement, reporting to the respective Boards, and supported by their respective executive teams and cross-sport Working Groups. The Board noted that schedule 2 in the Framework Agreement is an initial view of the detailed work to be done, with further detail to be added as the Working Groups commence their work.

The Board reviewed the Purpose statement contained within the strategy – “Inspire more athletes and runners of all abilities and backgrounds to fulfil their potential and have a lifelong love for the sport”. The Board agreed that in its universality the purpose statement was appropriate. There were two areas where the Board noted that further consideration by the CEO Forum was needed:

- The use of the term “pushing” and whether this should be included. The Board queried the level of understanding of this term with reference to wheelchair participation. It was queried if it was clear, in particular as to whether it covered all aspects of participation in the sport by people with all disabilities.
- Consider the use of the phrase “discipline” within the purpose to convey the inclusivity point. E.g. “every discipline, every event”.

The Board also considered the proposed shared Vision statement. The Board agreed that they would support the wording being taken forward for testing and how this would be understood and interpreted by different user groups and for further consideration by the CEO Forum.

JC informed the Board that she was meeting with the other CEO’s following the Board to review the strategy and agree a final draft for agreement by HCAF’s. The Board asked for this document to be circulated.

Action – JC to share final draft of the strategy with the board and for formal adoption at next Board meeting

Future of UKMC and Corporate Membership – NC introduced the paper that was to be discussed by the UKMC, following its last meeting. It was stressed that it was for UKMC to come to a view. There was a strong support for change, and it was for the UKMC majority to come to a view as to what that consensus is.

Board appointments nominated by HCAFs, and UKA nominations to HCAF boards

It was confirmed that AWS be nominated to the England Athletics (EA) Board. MN confirmed that this nomination had been accepted by the EA Board and she looked forward to welcoming AWS in the future.

The Board noted that Peter Crawshaw will be nominated as the UKA Board member by EA, assuming the UKMC adopts the relevant article change. He will join the chairs of Athletics Northern Ireland, Scottish Athletics and Welsh Athletics.

NC advised the Board that GA has agreed to a second term, which has been formally approved by the Board members outside the meeting. The Board noted that the first term of office of PA will expire in December 2021.

DB advised the board that it is his intention to step down from the board early.

NC confirmed that the new appointees to the Board, in addition to existing members, create a diversity imbalance which NC stated will have to be addressed. He had begun to consider what this meant for the Board appointment process and how it should be addressed. It would need actioning.

NC also noted the Board separate session which had been devoted the ED and I. Further discussions on equality, diversity and inclusion issues and a draft action plan will be considered at the Board meeting in either October or December. The ongoing “Let’s Talk About Race” programme was seen as a considerable positive and would inform the action plan.

NC introduced the topic of Board remuneration. He noted previous discussions and the views expressed by some members that Board remuneration should be considered in the context of the on-going staff consultation and the proposed reorganisation of the Board. It was noted that HCAF nominees were not currently to receive remuneration. A discussion was held and it was agreed that a permanent 15% reduction in fees should be applied to the role of Chair, Non-Executive Director’s and President from the 1st October 2020 and that going forward the direct link between staff pay rises and increase in fees would be broken. The Board confirmed its general view that remuneration should be made to NEDs as a matter of principle, to attract the necessary skill set and as a route to promote diversity.

Action – MD to liaise with Human Resources and write to each board member confirming fee changes.

NC left the meeting. PA took the Chair

Extension of Chair's appointment – PA advised the Board that UK Sport have agreed in principle to the appointment of NC as Chair being extended to after the end of the Olympics in 2021 with a permanent appointment in place by no later than October 2021 (subject to any appointee's notice period)

The Board agreed to submit a formal request to UK Sport, noting that UK Sport will need to obtain the consent from the national sports councils and that a full external recruitment process will be run at that time.

NC re-joined the meeting and resumed as Chair.

47/20 – Performance – Report from acting Performance Director

UK Sport Funding submission – SP Joined the meeting and gave a presentation on the World Class Performance draft funding submission to UK Sport. Deadline for submission is 16th October. The Board noted that the presentation had already been shared with the Performance and Talent Working Group and feedback has been received and inputted into the submission document. MW was also involved. It had involved the Performance team, and also the new Performance Director and Head Coach Olympic Programme.

Observations were made in regard to the performance environment and how we could work better with regions to make facilities more accessible, as some athletes need to travel long distances to access specific facilities. The Board welcomed the fact that Paralympic talent identification has been included in the submission.

The Board stressed the need for a robust evidence base for the medal estimations. SP confirmed that this was the case, on best available information and assessments into the future on a basis about which the Performance team were comfortable. UK Sport will only hold UKA accountable formally for the medal target for the next three years, which will be reviewed annually against key performance dates. SP confirmed that this annual review has happened historically. The Board also asked MD to confirm that robust testing of the financial amounts will take place prior to submission.

On this basis, Board approved the direction of travel and delegated to JC, supported by MW, authority to make the final submission by the deadline date.

Olympic and Paralympic Selection Policies – The Board reviewed and approved in principle the policies subject to resolution of two specific points:

- The need to ensure consistency of approach and wording between the two policies wherever possible.
- Clarity to be developed, either in the policy and/or in formal communication and engagement guidance, so Athletes and coaches have the best possible understanding of the approach to selection where discretionary decisions are being made. The objective being that the Athlete is given as much information to establish what they need to do to get achieve selection.

The board agreed for NC, JC and SP to sign off on the policies on this basis.

Action – NC/JC/SP to reconsider policies and finally approve

Classification Plan – The Board was advised that this is on track and with more information to be provided on the process in due course.

48/20 Development

Coaching - A report on the coaching strategy being worked on by the Working Group was shared for reference. The Board will be kept apprised of developments going forward.

Standards, Ethics and Rules Committee – It was confirmed the recruitment process for members of this committee has commenced. The role advert is live, and the Board were encouraged to promote this.

49/20 Events

JC and MD presented an update in relation to potential approaches to Major Events and commercial event properties, to outline ongoing discussions.

The difficulties of planning in a COVID era were very significant, and noted.

A further update will be provided to the Board at the October meeting.

50/20 Finance

MD gave an update to Board regarding the current financial position.

51/20 UKA Organisational issues: people and culture


JC reported on the Organisational plan in order to deliver the UKA aspects of the UK Wide strategy. JC reinforced the point that consultation was ongoing, and that decisions had not therefore been finally made, but the consultation was based on what JC believed to be the appropriate structure for the organisation going forward. The key start point had been to identify the shape of a new executive management team, and their responsibilities.

The Board noted the recruitment process in relation to the Performance Director and the Head Coach Olympic Programme. The Board noted directors' views in relation to the process, which they considered to have been excellent, with an exciting outcome. The roles of the independent contributors in both, as well as UK Sport and the search consultant, were all commended. JC confirmed that recruiting a Development Director was the next major priority, along with other key appointments already identified.

Action – MD to share job descriptions for Development Director and Strategy & Operations Director

52/20 Any Other Business

Athletes Commission – terms of reference – MD advised the Board that there was unanimous approval by email of the revised terms of reference for the Athletes Commission. These have



been adopted and are being used by the Commission as part of their nomination process and ongoing election for the vacant roles on the Commission.

Date of Next Meeting confirmed as 21 October 2020, with location/format to be confirmed.

[End]