

# Independent Review of UK Athletics: Terms of Reference Phase 1

## Introduction

This review has been instigated to recommend areas of change and organisational development to ensure that the leadership, governance and management of athletics at the UK level is fit for the future.

## Background

1. In recent months and years, Athletics and UK Athletics (as the UK National Governing Body for Athletics) has faced a series of significant challenges. These challenges have had an adverse impact on both the sport and the reputation of the sport.
2. In response to these issues, UK Athletics (UKA) has begun commissioning a series of reviews to improve specific aspects of its work, including its performance programme, coaching programme, safeguarding, and its response to issues surrounding the Nike Oregon Project. It is currently in the process of recruiting a Chief Executive and a Performance Director.
3. UKA has and continues to be in receipt of a significant amount of public funding from UK Sport. UK Sport has, against this backdrop, decided to commission a review into UKA, in order to ensure that the sport has a 'fit for the future' National Governing Body (NGB).

## Purpose

4. Phase 1 of the Review will be focused on 'discovery' and aims to:
  - a. define the key components of a 'fit for the future' NGB for Athletics in the UK, with specific reference to UKA's strategy, leadership, governance, operation, culture, and connectivity within the sport;
  - b. identify and recommend areas of change and organisational development, that may improve UKA and the wider sport; and
  - c. identify areas for any subsequent phases of review.

## Roles and Responsibilities

5. **The Author.** UK Sport will appoint an author (the **Author**), who shall:
  - a. work to these Terms of Reference (ToR);
  - b. interview relevant individuals such as:
    - (1) current UKA board members, and the immediate former chair and CEO of UKA;
    - (2) chairs or CEOs of the Home Country Athletics Federations (HCAF);
    - (3) CEOs of the Home Country Sports Councils (HCSC);
    - (4) individuals on, and organisations represented through UKA's Membership Council (UKMC)
    - (5) representatives of UKA's Athlete Commission; and
  - c. consider the outcomes of any other reviews that UKA has commissioned that are felt to be relevant to delivering the Purpose; and
  - d. provide UK Sport with an assessment of the factors described in the Purpose (paragraph 4).
6. **Commissioning Body.** The Commissioning Body (UK Sport) shall provide the Author with:
  - a. secretariat support;
  - b. findings and recommendations from concurrent and previous reviews relating to UKA and the sport; and
  - c. contextual advice and analysis as required.

## Conduct of Phase 1

7. **Scope.** In fulfilling the Purpose, the Author shall consider the following:
  - a. **Strategy.** Is UKA's purpose, vision and strategy: understood and endorsed by its key stakeholders; reflective of the sport's priorities, risks and opportunities; and clear and distinct from other partner organisations? How can this be improved?
  - b. **Leadership and Culture.** How can UKA's leadership structure, capability, behaviour and style be best shaped to deliver its role as the strategic lead body for athletics at the UK level? How can UKA leadership best establish and role-model the right values and culture?
  - c. **Governance.**
    - (1) What improvements can be made to governance at UKA?
    - (2) What changes can be made to ensure that UKA's governance and oversight of the World Class Programme is most effective?
  - d. **Integration and Connectivity.** How can UKA best work cohesively and effectively with the HCAFs to deliver its responsibilities? What is the most efficient model for the leadership of the sport to best achieve optimal alignment, governance, and division of responsibilities within the sport?
8. **Scope:** Where the Author identifies areas which are outside the scope of these ToR, and seeks to extend the scope of the Review, the Author shall notify the Commissioning Body in writing to seek approval to extend the scope. The Commissioning Body shall respond in writing to advise the Author whether or not it is agreed that the scope should be extended, and shall engage with UKA.
9. **Timescales.** Phase 1 will commence by 12 February 2020 and will report to UK Sport by 3 April 2020.
10. **Secretariat.** The UK Sport Integrity Team will provide the secretariat for Phase 1.
11. **Resource.** The cost of Phase 1 shall be borne wholly by UK Sport.
12. **Data Protection.** The Author shall, with UK Sport and UKA's support, ensure that the requirements of the Data Protection Act 2018 and the General Data Protection Regulations are complied with, in particular the transparency requirements and ensuring individual rights requests are respected.
13. **Confidentiality.**
  - a. UK Sport and the Author shall keep confidential all confidential information disclosed as a result of the Review and shall not use nor disclose the same save as provided for in these Terms of Reference or as required by law.
  - b. Any written report subsequently produced by the Author, and all of its content, shall remain wholly confidential and shall not be disclosed to any third party without the prior written consent of the Commissioning Body.
  - c. All parties shall only disclose such confidential information to those of their respective employees, consultants or agents who need to know it for the purposes of the Terms of Reference, provided that the recipient of such information is bound by obligations of confidentiality no less onerous than those provided herein and each party shall be responsible to the other in respect of any disclosure to such a person. The obligations of confidentiality shall not extend to any matter which is in or becomes part of the public domain.