

**BOARD MINUTES OF THE DIRECTORS
OF
THE BRITISH ATHLETES COMMISSION LIMITED**
a company limited by guarantee and not having a share capital
incorporated under the Companies Act 1985
Company Number: 05014388

Minutes of a meeting of the Board of directors (**Board**) of The British Athletes Commission Limited (**Company**) with company number 05014388 whose registered office is at 122 Feering Hill, Feering, Colchester, Essex, CO5 9PY held at the offices of Winston & Strawn LLP, Citypoint, One Ropemaker Street, London, EC2Y 9AW on 20 September 2019 (**Meeting**).

PRESENT:	NAME	POSITION
	Victoria Aggar	Chair
	Chris Smith	Independent Director (Finance)
	Lee Murgatroyd	Independent Director (Communications)
	Donna Fraser	Athlete Member
	Dougie Dryburgh (AM)	SID
	Rod Jaques	Independent Director (Medical)
	Lizzie Simmonds	Athlete Member
	Peter Crowther	Independent Director (Legal)
	Mahdi Choudhury	CEO
	Anna Withers	Mighty Waters Consulting
	Mark Withers	Mighty Waters Consulting

1. CHAIRPERSON AND QUORUM

- 1.1 Victoria Aggar was Chair of the Meeting.
- 1.2 The Chair noted that a quorum of the Directors was present and declared the Meeting open.

2. DECLARATION OF DIRECTORS' INTERESTS

- 2.1 The Chair reminded the all Directors that had been sent a declaration of interest form ahead of the Meeting.
- 2.2 Each Director declared their interests (if any) in accordance with Section 177 of the Companies Act 2006.

3. APPROVAL OF PREVIOUS BOARD MINUTES

- 3.1 The Chair confirmed that the minutes of the previous Board Meeting held on 20 September 2019 at the offices of Winston & Strawn LLP, Citypoint, One Ropemaker Street, London, EC2Y 9AW were circulated to the Board prior to the Meeting.

IT WAS RESOLVED unanimously by the Board that the minutes circulated by the Chair were a correct record of that Meeting.

4. CHAIR'S UPDATE

- 4.1 The Chair began her update by noting that she and the CEO Mahdi Choudhury had been busy over the past months and had had a number of positive meetings with the Company's stakeholders. The Chair had been especially reassured by her engagements and continued work with the Directors and Chair of UK Sport.
- 4.2 The Chair noted that these engagements were part of BAC's broader future strategy, which would be expanded upon at Strategy Day.
- 4.3 The Chair welcomed Anna Withers and Mark Withers of Mightywaters Consulting, who were present at the Meeting and would be observing the Board as part of its evaluation process. The Chair additionally welcomed Vic Luck who had offered to help support the Board in facilitating the Strategy Day discussion. The Chair asked the Board if it was content with their presence at the Meeting, which the Board confirmed it was.

5. CEO'S EXECUTIVE REPORT / 1ST THREE-MONTH INSIGHTS

- 5.1 CEO Mahdi Choudhury presented his Executive Report and insights over the first three-months. At the outset, the CEO noted that the three-month insights reflected that the Company was going in the right direction.
- 5.2 The CEO noted that the new database for casework had been finalised and was now established, from which the Company would be able to draw on data for stakeholders like UK Sport. The CEO showed charts drawing on the database as an initial visual in terms of where the Company had been engaging with different sports.
 - 5.2.1 Independent Director (Legal) Peter Crowther noted that the charts demonstrated the Company was a known entity and presence spanning the whole spectrum of sports, from summer sports to winter sports, which was to be commended.
 - 5.2.2 The CEO indicated that this reflected the amount of work the Chair had done in terms of meetings and engagement with various stakeholders. The CEO further noted that part of his role was to make sure the Company gained traction in sports it had less of a presence in, like swimming.
- 5.3 The CEO then explained that a Service Level Agreement had been sent out to all sports from which the feedback so far had been positive. This had prompted further quality engagement with NGBs.
 - 5.3.1 Turning to Netball and Tennis specifically, the CEO noted that the services contract had been renewed with Netball and that the work that had been done so far had been positive, including a training camp outreach session.
 - 5.3.2 There had been less engagement with regard to Tennis, and the CEO would be meeting with Simon Timson to see what the Company could do to support the sport before the membership renewal date (1st January 2020)
- 5.4 The CEO then discussed the Athlete Advisory Group, which the Board noted had been discontinued after being inactive over the past year. In its place, three to four athlete ambassadors had been approached. The Board thanked Independent Director (Communications) Lee Murgatroyd for his work in relation to this.
 - 5.4.1 It was noted that two ambassadors had agreed so far from a cross-range of sports, whilst Alex Danson (Hockey) had been approached for the fourth position.

- 5.4.2 The CEO was asked by Peter Crowther about diversity of the ambassadors. The CEO indicated that diversity had been a core part of the decision-making, from the perspective of BAME, disability, LGBT+ and also from the perspective of representation of different sports (team sports, individual sports, etc.).
- 5.5 The CEO then turned to Athlete Day, reporting that it was still taking place but that progress had been slow. The CEO indicated that mailshots had gone out to 1200 people, of which 50-60% had been read, of which 100 had responded, with 20 confirming their attendance. The Board identified athlete representatives (“Reps”) as a means of increasing engagement in relation to Athlete Day.
- 5.6 The CEO noted that the role of Reps fell into a wider point about support services, and indicated that the Company would work closely with Reps in instilling their responsibilities and what they needed to be doing within their roles. The Chair noted that the Company had historically not been as effective as it could in this respect. The CEO then pointed to Rep training and the Athlete Forum Pilot which he was presently helping to coordinate relative to this.
- 5.6.1 On the Athlete Forum topic, the CEO noted that conversations around certain key topics in sport would be useful, noting one such group – Mothers in Sport – as a pilot group.
- 5.7 The CEO then turned to Operations and the Company’s recent HR audit.
- 5.7.1 The CEO indicated to the Board that policies and procedures had been formalised around Ways of Working, which included recurring dates for meetings with different team members on key issues in addition to existing monthly meetings. The CEO also noted that each line manager was sending weekly progress reports, which was improving oversights overall.
- 5.7.2 In regard to Policies and Procedures, the CEO informed the Board that parental leave policy had been updated, was in line with statutory minimums, and NGB policies had been used as a benchmark. The Board approved this new policy.
- 5.8 The CEO then turned to the Agenda Item - Code of Conduct, asking the Board if each member had had the time to read it. The Board confirmed that they had and approved this updated document.
- 5.8.1 The CEO indicated that the Staff Handbook was now a live, online document and would be used in the induction of any new staff. The athlete survey and team survey had gone out, which the CEO noted could be discussed at Strategy Day.
- 5.8.2 The CEO then proceeded to update the Board on the status of the Athlete Network, indicating that a decision in relation to it would be finalised next week.
- 5.9 The CEO subsequently addressed Governance, with reference to the Company’s Equality Standard submission (EDI) and Safeguarding submission. The CEO that both had been positive, with the Company’s attendance at two panels over the past three months taking a phenomenal amount of effort for all involved.
- 5.9.1 Following the EDI panel, it was noted by the Board that a plan was in place in regard to the language of its policies in certain respects. The Board thanked Donna Fraser for her efforts in this respect.

- 5.9.2 Following the Safeguarding panel, it was noted by the Board that it had received an unconditional pass, which very few governing boards receive. The CEO was thanked by the Board for the team that he had put together in helping to secure this achievement.
- 5.10 The CEO then turned to Communications and Commercial.
- 5.10.1 The CEO noted that the 2nd stage of the Company website was close to being ready, and would be greatly improved visually and in terms of functionality. The Board thanked Lee Murgatroyd for his support in the improvement of the Company website.
- 5.10.2 In regards to Commercial, the Board was given update by the CEO over his efforts in this respect over the past three months. The CEO indicated to the Board that he would be continuing to engage with potential commercial ambassadors of the Company going forward.
- 5.11 That concluded the CEO's Executive Report and 1st three-month insights.

6. KEY PERFORMANCE INDICATORS ("KPI'S") TRACKER

- 6.1 The Chair noted that update on the Company's KPIs Tracker had been covered by the CEO in his Executive Report and 1st three-month insights.

7. FINANCIAL SUMMARY

- 7.1 At this stage the Chair requested that Anna Withers, Mark Withers, and Vic Luck leave the Boardroom for the duration of Independent Director (Finance) Chris Smith's update.
- 7.1.1 Anna Withers, Mark Withers, and Vic Luck exited the Boardroom.
- 7.2 Chris Smith proceeded to update the Board on the Company's finance reforecast. It was noted by the Board that the Company continues to operate within budget.
- 7.2.1 Following Chris Smith's update, the Chair asked the Board if they were content for her to bring Anna Withers, Mark Withers, and Vic Luck back into the Boardroom. The Board confirmed they were. Anna Withers, Mark Withers, and Vic Luck re-entered the Boardroom.

8. BOARD SURVEY RESULTS

- 8.1 The Chair referred the Board to a snapshot of the 2019-updated Board Skills Matrix, which indicated that its performance was very strong in general.
- 8.2 The Board noted that potential weaknesses included Winter Sport expertise, Commercial perspectives, and technology.
- 8.3 It was observed by the Board that questions and comments on Performance of the Board on Core Responsibilities should be deferred until the discussion at Strategy Day.

9. ANY OTHER BUSINESS

- 9.1 Athlete Member Lizzie Simmonds queried what experience the Company had, or what processes it had in place, for the provision of advice to transgender athletes around sex verification in sports. She noted that this was a contentious issue at the moment as reflected by recent events at the IOC.

9.1.1 The Board noted that this issue was one that could be brought into the Strategy Day.

9.1.2 It was further highlighted that the Company, on this issue, had an opportunity to be more proactive in how it supported and engaged with partner organisations like Stonewall.

9.2 The Chair highlighted to the Board that budget allocation was available through the Governance Solution Fund supporting development of board members. She explained that courses supported by the Governance Solution Fund could be explored collectively or on an individual basis. She also highlighted that UK Sport ran in-house training and development days, which were also available to members of the Board.

9.2.1 The Chair requested that the Board consider these training opportunities, should they wish to attend any.

10. CLOSURE OF THE MEETING

10.1 There being no other business, the Chair declared the Meeting closed at 11.08am.

CHAIRPERSON

DATE