

Independent governance review recommendations and action plan

WA should consider the following recommendations: -

Review recommendations	Planned Welsh Athletics actions	Timescale
R₁ . Following the changes made to board recruitment in 2018/19, WA should recognise the importance of the role of the General Council Chair, being the representative voice of the membership on the board. The importance of this role should be considered and communicated to the membership prior to each election process.	Ensure succession planning for this key role is in place – potential individuals identified and asked to shadow for 12 months prior to Chair standing down. Highlight role ahead of each AGM at which post is due for election.	September 2021
R₂ . Clarify the role of the Regional Associations and consider whether they should receive a vote at the AGM, as each club from within the Regional Associations already have a vote.	Already covered in previous AGM Byelaw discussions and amendments	n/a
R₃ . Addition of a statement allowing WA to conduct AGM virtually either to articles or bylaws.	To be introduced as a notice of motion ahead of 2021 AGM.	October 2021
R₄ . Formalise a Directors Handbook and induction process for all board directors, including informal/social activities. A brief annual refresh of the induction may be useful for all board directors.	Work with Cobalt HR to collate existing resources into online handbook and link to Board induction process.	November 2021
R₅ . Do not rush culture change as the process for embedding positive change throughout organisations takes time but be careful not to lose momentum. Each tier of the structure should be completed prior to moving onto the next.	Governance Subgroup to continue to monitor progress of organisation in relation to cultural change. We will continue to measure via staff engagement survey annually and undertake a periodic 360 review of the organisation.	Ongoing
R₆ . Recruitment for the 2 vacant board positions should consider positive action in relation to representation from under-	This process has taken place and due to consideration was given to under-representation – additional paid advertising undertaken online.	Completed.

represented groups, especially when considering the diverse nature of the athletics community.		
R7. Capture live examples of board and staff living and breathing the organisational values (values/behaviours log) as part of their annual evaluation/appraisal. "Walking the walk" as well as "talking the talk".	Case studies to be captured as and when opportunities arise.	Ongoing
R8. Integrate skills audit, board diversity, and terms of office analysis to inform future recruitment and succession planning.	Secure internal capacity to pull together all the relevant data and documentation.	
R9. WA to ensure their values are not lost within a shared Code of Conduct developed with other Home Nations and are clearly referenced within it. It is also important that other key areas of work reviewed in partnership with other UK Home Nations do not dilute or interfere with WA's independence and that wording of documents are consistent i.e., if there is a shared code of conduct that refers to a disciplinary process/sanctions, does this align with WA policies? How does the board code of conduct fit in to this?	Monitor and review on an annual basis	Ongoing
R10. Align risk register with strategic aims. Also consider renaming it as an organisational risk register and not a "financial" risk register. Though ultimately everything does have an impact on finance, there are numerous well-being/personal risks included within the register and there may be a very small risk when considering the culture that it could be considered that "finance" takes primacy over all else, which is evidently not the case with WA.	This action is accepted and work has already been done to adjust risk register documents in line with recommendation – quarterly risk register.	Completed
R11. Review relevant policies with due regard to Duty of Care, especially in relation to sanctions.	Sanctions for breaches of Codes of conduct have been reviewed and will be published alongside the Codes, as well as being included in the Governance Handbook.	Completed.



R₁₂. Map current achievements/working practices against the 7 principles of the GLFW.

Discussion with Governance lead at Sport Wales underway as this work may be conducted centrally.

January 2022
WELSH ATHLETICS
ATHLETIC CYMRU