



UK Deaf Sport



DeaflympicsGB

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People and Succession Plan Review Report 2024

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1. People and Succession Plan Review

- 1.1 A requirement of the Sport England Code of Sports Governance is for the Board to carry out an annual review of its People and Succession Plans and share their findings with UK Deaf Sport (UKDS) members, employees and volunteers.
- 1.2 The review process is vital in helping UKDS to bring our plans to life and in ensuring they remain current, live documents that inspire action in our work. The annual review process also provides a useful opportunity for UKDS to reflect on and monitor progress in delivering our plans and reflecting on learning.
- 1.3 The Nominations Committee is responsible for the annual review process and agreeing the progress report. This report is presented to the Board as part of the plan review process.
- 1.4 In September 2024 both the People and Succession Plans were updated to reflect changes in the organisation and learning from the resignation of essential employees and Directors.
- 1.5 This review report highlights the main findings from the annual reviews and provides some recommendations for ensuring continuity in the organisation in future years.

2. Directors

- 2.1 The UKDS Articles of Association state that there shall be at least three and no more than 12 Directors on the Board, at least 25% of whom shall be independent. In 2024 all Directors on the UKDS Board are independent.
- 2.2 Two Directors whose second three year term of office, and one Director whose first three year term of office is due to end at the 2024 AGM have confirmed that they are willing to continue to serve on the Board of Directors for a further three year term. For two of these Directors it will be their final three year term of office.
- 2.3 In addition to the expected Director vacancies that arose from Directors having served their full nine years on the Board in 2023, two additional Directors resigned from the Board in early 2024.
- 2.4 This resulted in the need for two rounds of Director recruitment. In the first round UKDS was successful in appointing two new Directors and in the second round one Director was appointed. This means that there are still two vacancies on the Board if UKDS wish to operate with a full contingent of 12 Board members.
- 2.5 However, after much consideration the Board have decided to operate with 10 Directors for the time being to enable the Board to concentrate on other aspects of the organisation and look to recruit additional Board members in 2025 when one Director will have served their full three terms of office, and two Directors will have completed their first three year term of office.

- 2.6 It is hoped that the two Directors who will have served one term of office will agree to continue to serve on the Board of Directors and contribute their much valued knowledge and skills to the ongoing success of the organisation.
- 2.7 The Board continues to consider how to develop the right skills, behaviours and culture in existing leaders, giving them the ability to lead effectively in their role, as well as broadening the diversity of those undertaking leadership roles.
- 2.8 UKDS already uses inclusive recruitment practices to bring new and more diverse leaders into the organisation but recognises that there is more they need to do to increase the involvement of people from the deaf community and gain their participation in the leadership of the organisation.

3. Employees

- 3.1 At the end of June 2024 the former Chief Executive Officer left the organisation, having been in post for nearly two years. The knowledge and expertise she brought to the organisation provided an excellent foundation for the organisation to progress with their vision and mission.
- 3.2 The new CEO was appointed in June 2024 but due to the need to serve notice was unable to officially take up the position until 23 September 2024. In the interim period as stated in the People and Succession Plans the Chair was able to cover several of the responsibilities of the CEO keeping at all times in line with the requirements of the Code of Sports Governance and the UKDS Articles of Association.
- 3.3 On 4 July 2024 there was a general election which resulted in a change of government. This along with the government summer recess provided UKDS with space and time to consider how the new CEO could best support the organisation in its campaign for government funding for elite deaf athletes and the Deaflympics. The knowledge and experience the new CEO brings to the role, along with their understanding of the deaf community, will be vital in the coming years to help UKDS achieve its vision and mission.
- 3.4 In the interim period between one CEO leaving and the new CEO starting, Board Directors were approachable and willing to support employees where possible, especially where their experience and expertise were helpful to the roles of the employee. The People and Succession Plans note that the small team of employees are knowledgeable and experienced and because of this they were mostly able to continue in the short term with their tasks and responsibilities with minimal support.
- 3.5 The Governance and Insight Manager is due to retire at the end of December 2024. The CEO reviewed the responsibilities of this role to see where changes were needed to the role description, to ensure continued support for the governance of the organisation.
- 3.6 The revised role description for the Governance Manager vacancy has now been advertised on the UK Deaf Sport website and in social media posts. The closing date for applications is 11th November 2024.

4. Recommendations

- 4.1 Encourage Directors and Advisory Group members to register with the Sports Governance Association (SGA) and access training and information on the [SGA Website](#) to further their knowledge and skills in governance and chairing meetings.
- 4.2 Consider how the revised Governance Manager role can support the development of the deaf community to enable them to be more involved in the governance of the organisation.
- 4.3 Look at setting up a coaching and mentoring programme for Advisory Group Members who may be interested in a Director role, with support from existing Directors.
- 4.4 Look at a possible development programme for existing employees who are interested in furthering their knowledge and skills with a view to leading the organisation in the future.