



Minutes subject to approval at the next British Swimming Board Meeting

**BRITISH SWIMMING BOARD
Minutes of the meeting held 3rd-4th November 2017
Lancashire Cricket Club, Manchester**

Present:	Maurice Watkins	Chair
	Jack Buckner	Chief Executive
	Ray Gordon	ASA
	Alex Kelham	ASA
	Keith Ashton	ASA
	Maureen Campbell	SASA
	Fergus Feeney	WASA
	Craig Hunter	Independent Member
	Peter Littlewood	Independent Member
	Adele Stach-Kevitz	Independent Member
	Urvashi Dattani	Independent Member
	Ian Mason	Chief Operating Officer
	Ash Cox	Director of Legal
	Kathreen France	Head of Finance
	Wendy Lockton	Operations Manager

By Invitations (presentations only):

Chris Furber National Performance Director – Para Swimming

By Invitation (Year End Accounts & Audit Findings Report only):

Jeremy Beard Auditor

Apologies: Graham Edmunds Athlete Representative

Min No

1. Welcome and Introductions

1.1. The Chairman welcomed everyone to the meeting, in particular Jack Buckner, the newly appointed Chief Executive, who was attending his first official Board meeting.

2. Year End Accounts and Audit Findings Report

2.1. The auditor, Jeremy Beard was welcomed to the meeting.

2.2. Audit Findings Report

2.2.1. The auditor provided the Board with an overview of the thorough process that had been carried out in relation to the Audit Findings Report.

2.2.2. The Board were informed that a meeting with the Audit and Risk Committee (“ARC”) had previously taken place at which the accounts and audit findings report had been discussed in great detail by the committee.

2.2.3. The auditor highlighted to the Board some of the key points from the audit

findings report including the identification of specific risks to the business which had taken place at the audit planning stage. The Board were reminded of the importance of an external audit.

- 2.2.4. The Auditor felt the issue of prepayments and advanced spending for the future was worthy of mention but assured the Board that from an accounting point he was comfortable with how this was accounted for.
- 2.2.5. The Auditor highlighted the transfer of World Class Programme activity to British Swimming Limited, confirming that High Performance Swimming Ltd is now dormant.
- 2.2.6. The Auditor highlighted certain matters for the Boards attention which had arisen during the year and also on matters following on from the previous years, including management responses. The main area of interest was that of cash payments, raising a concern regarding the significant amount of cash which is required for certain events.
- 2.2.7. The Auditor highlighted to the Board the emerging issues both within the sector and in general. The Auditor offered an invite to British Swimming to attend the Special Interest Groups which haysmacintyre run each financial year.
- 2.3. **Year End Accounts**
- 2.3.1. Discussion took place regarding the Notes to the Financial Statements for the Year Ended 31st March 2017 in the HPS Ltd accounts. It was agreed to add a 2017 column by note 8, related party transactions.
- 2.3.2. A small number of typographical errors were identified, the Auditor to adjust accordingly.
- 2.3.3. Discussion took place with regards to the difference shown in the company statement of changes in reserves and the Auditor provided the Board with an explanation for these differences. It was agreed a note would be added to the Accounts to clarify this point.
- 2.4. The Board were informed of the promotion of Tom Wilson to a partner within haysmacintyre and advised that it is good practice from an independence point of view to rotate the audit partner. The Board expressed a wish to retain Jeremy Beard's services for the next 12 months in order to retain his knowledge and expertise. Further discussions regarding the potential rotation in the future to take place between Jeremy Beard and the Chair of the ARC.
- 2.5. Discussion took place regarding the inclusion of the new CEO within the accounts following his appointment on the 1st October 2017. It was agreed that this should be reflected on the company information page.
- 2.6. Executive staff left the meeting at this point for the Board to discuss in a private session with the Auditor any issues arising from the audit process. The Board were satisfied on any points raised.
- 2.7. The Board thanked the Auditor and confirmed they were comfortable with the representations which had been made to them.
- 2.8. The Letters of Representation for British Swimming, HPS Ltd and Swimming Championships 2016 were brought to the attention of the Board. The Chairman

signed these letters on behalf of the Board.

- 2.9. The Chairman informed the Executive Staff that a detailed discussion had taken place on the matter of prepayments whilst they had been out of the room. Following discussions the Board and Auditor were happy with this matter.

3. British Swimming Annual Report

- 3.1. The Operations Manager provided the Board with an overview of the latest status of the Annual Report.
- 3.2. The Chairman expressed a wish to add in to his report a couple of sentences regarding the latest Para Swimming situation. The Chairman to send these to the Operations Manager for inclusion.
- 3.3. The Board felt it would be prudent for the new CEO to have a small report at the start of the Annual Report in addition to that of the recently retired CEO.
- 3.4. The Board expressed a wish for the coaches to be recognised in the CEO report in addition to the athletes.
- 3.5. The Board were very complimentary of the report and its new visual layout, they felt it was a substantial improvement on previous years. Subject to the small additions discussed being made they were unanimously happy to approve to the Report.

4. Para-Swimming Action Plan

- 4.1. The Director of Legal provided the Board with an overview of the activity which had taken place over the last 8 weeks and presented the Board with an Action Plan to move this matter forward. The Action Plan is based on the outcome of the Para-Swimming Independent Fact-Finding Investigation together with learning from the Duty of Care Report and the British Cycling Report.
- 4.2. Detailed discussion took place on this matter and the Board sought clarification on a number of points.
- 4.3. Detailed discussion took place with regards to the Board's consultation on this matter and the limited time they were given to review the media release. The logistical challenges and the strategic considerations surrounding this matter were explained to the Board, particularly in relation to the complexity of there being numerous stakeholders involved and also in terms of the time available to review the statement being dramatically reduced due to a number of external uncontrollable factors.
- 4.4. The CEO updated the Board on the plans in place to meet with the athletes and their parents. The Board to be kept updated as this matter progresses.
- 4.5. Detailed discussion took place regarding the nervousness amongst the coaches. It was recognised that a lot of work is required to manage this and support the coaches moving forward.
- 4.6. A discussion took place regarding the athlete representative role on the Board. It was felt this role needs reviewing in terms of how it works with and supports the athletes. This matter to be picked up at the February 2017 Board Strategy Weekend along with a review of the Performance Management Groups (PMG's) to ensure the Board have more visibility in the sports.

- 4.7. The Director of Legal informed the Board of how British Swimming propose to work with UK Sport on this issue moving forward.
- 4.8. Further discussion took place regarding the Action Plan. The Board felt the plan needed to be refined in order to make it easier to understand for all those involved.
- 4.9. Discussion took place in terms of how the Action Plan should be managed moving forward. The CEO expressed a wish to take some level of responsibility to move the Action Plan forward and effectively deliver it. An update to be brought to the February Strategy weekend.

5. Presentation by Chris Furber, Performance Director for Para Swimming

- 5.1. The Chairman welcomed Chris to the meeting who would be presenting a Programme Update and an outline of the next steps for the Para Swimming programme.
- 5.2. The Performance Director made an opening statement in relation to the recent publicity regarding Para-Swimming.
- 5.3. The main headings of the presentation were:
- Year one completed
 - Staffing Changes 2017
 - Staff Development
 - UKS Culture Health Check
 - Parent Strategy
 - Home Nations Partnerships
 - Manchester Partners Meetings
 - New athlete planning process 2017/2018
 - Smartabase
 - Smartabase and Performance Models
 - 2018 Camps and Competitions
- 5.4. A discussion took place regarding the change of the classification system following Tokyo 2020. All were in agreement that this will be a big challenge.
- 5.5. Discussion took place regarding the parent strategy and engagement with parents and it was recognised that work in this area is going well. The Board offered to attend future clinics to provide support if required. The Performance Director was very welcoming to this idea.
- 5.6. The Board discussed the principle and values of “ROAR” (Responsibility, Ownership, Achievement and Respect) within the Para Swimming Programme questioning the continued use of this in light of the current situation within sport. Chris still believed in ROAR but it was agreed this would be discussed and reviewed in more detail at a later point in line with discussions surrounding the new 4 year Strategic Plan.
- 5.7. Chris was thanked for his presentation.

6. Apologies

- 6.1. Apologies were received from Graham Edmunds who was unable to attend the meeting due to illness.

7. **Declarations of Interest** – The Chairman declared his involvement at Lancashire Cricket Club. No additional declarations were made.
8. **Minutes of the Meeting held 1st-2nd September 2017**
 - 8.1. Min 70.1.3 – The Board requested for this Minute to be adjusted to reflect that the Board felt the events were good from both a commercial and performance point of view.
 - 8.2. The Minutes were recorded as a correct record of the meeting.
9. **Matters Arising from the Meeting held 1st-2nd September 2017**
 - 9.1. Min 65.2.1 – The Board were informed that no further progress has yet been made in terms of finalising the venue for the Diving Olympic holding camp. It was agreed that pressure needs to be kept on the Performance Director in order to bring this to a conclusion in the near future.
 - 9.2. Min 71.2.1 – The Board were informed that the outstanding commission owed from TYR has now been received.
 - 9.3. Min 72.2 – The Board were provided with an update on the latest situation with regards to the contract negotiation with the EIS for their Services for the next quadrennial. The agreed position will be determined by December 2017 and the Board will be made aware of this in order to approve the situation before the contract is signed. The Performance Directors will be made aware of the financial commitments to enable this to be budgeted for accordingly.
 - 9.4. The Board noted the appointment of Jack Buckner to the British Swimming Board with effect from the 1st October 2017.
10. **Report of the Chief Operating Officer**
 - 10.1. **Culture Health Checks**
 - 10.1.1. The Board were provided with a summary paper of the feedback received from the UK Sport Culture Health Check for all 3 funded sports and the Chief Operating Officer outlined the notable findings of the reports. It was agreed the reports provide useful feedback in terms of further refining the already successful programmes and that attention should be given to notable successes as well as highlighting improvements.
 - 10.1.2. Discussion took place in terms of the return rate, particularly in relation to Swimming and Diving. It was agreed that if UK Sport place such reliance on these reports that they have to be statistically valid. The Board stressed that for this reason it is imperative UK Sport do comparisons in terms of uptake and response rates over the years.
 - 10.1.3. Further discussion took place in relation to the Diving Health Check. It was agreed that moving forward the CEO and Chief Operating Officer need to support the impact when the Performance Director makes difficult calls within the programme in order to try and minimise negative responses.
 - 10.1.4. Detailed discussion took place with regards to mental health support and systems which need to be in place in this area to better support the Performance Directors, especially when an issue turns from performance to a broader issue. The Board were informed that a lot of good work is already being

done in this area within the Swimming programme which could be reciprocated in the other sports. An update to be brought to the Board at the next meeting.

- 10.1.5. The Board felt that athlete and staff mental health is not sufficiently covered in the risk register. Further thought to be given to this matter including the consideration of further support in performance lifestyle.
- 10.1.6. The Chief Operating Officer to bring an update on this matter to the February 2018 Board Strategy weekend.
- 10.2. The Board were informed that the first Mission Review meeting with UK Sport had already taken place and that dates have been set for the remaining two meetings for Diving and Para Swimming. These will be attended by both the CEO and Chief Operating Officer along with relevant performance staff.
- 10.3. The Chief Operating Officer updated the Board on the decision making process undertaken with regards to the postponement of the Para World Championships. The Board were informed that good progress has been made in terms of claiming back money and the insurers have confirmed they are happy to receive a claim so a reasonable return is expected. The Chief Operating Officer has spoken to the Performance Director in terms of how this money will be utilised.
- 10.4. The Board were informed that World Para Swimming have recently announced the 2019 World Para Swimming Championships will take place in Kuching, Malaysia.
- 10.5. **Glasgow 2018 Staff Engagement Programme**
- 10.5.1. The Chief Operating Officer provided the Board with a paper on work in progress in terms of the Glasgow 2018 Staff Engagement Programme and updated them on a meeting which had recently taken place to discuss this programme. The Chief Operating Officer stressed that there is no new money for this programme, all costs have to be consumed within departmental budgets. The Board's thoughts on this matter were welcomed.
- 10.5.2. Discussion took place on this matter. It was agreed that as this is not a British Swimming event it is not a priority from a commercial strategy point of view. The Board confirmed they were happy with the concept of the Programme and the Chief Operating Officer to keep the Board updated as the Programme progresses.
- 10.6. The CEO informed the Board that options are still being reviewed in terms of the Diving World Series. The recommendation is to submit a 3 year proposal to hold the event in London in 2019, 2020 and 2021 which is deemed will put British Swimming in a stronger commercial position.
- 10.7. Discussion took place with regards to the Athlete Tracking Updates which had been circulated to the Board. The Board expressed a wish to receive concise information and for the Diving and Para Swimming trackers to follow a similar format to that used by Swimming, particularly in relation to the Head Coach comments. The Chief Operating Officer to pick this up with the Performance Directors to see if this is possible without creating additional work.
- 10.8. The Board were provided with a copy of the latest draft of the new 4 year Strategic Plan. The CEO informed the Board that work will be done in terms of

developing a high level vision and values to fit across the whole organisation, which the CEO feels is essential due to the disparate nature of the organisation. This new vision and values will also drive the marketing and commercial strategy. The Strategic Plan to be brought to the February 2018 Board Strategy meeting.

11. Report of the Director of International Influence

11.1. The report was noted by the Board and detailed discussion took place on this matter. The Board felt the report contained a lot of information and detail but at times lacked clarity in terms of what the International Influence Strategy is trying to achieve. The Board requested an Executive Summary going forward. The CEO to discuss this with the Director of International Influence prior to the next Board meeting.

12. Report of the Chairman

12.1. The Chairman updated the Board that following the cancellation of the Chairman's meeting it had been confirmed at the recent Home Countries meeting that Swim England would honour their home country contribution for years 2, 3 and 4 of the arrangement as previously agreed. Discussions regarding the Year 1 contribution are still ongoing. The Director of Legal to update the MoU for the CEO's to review in finer detail before it goes to the Chairs for sign off.

12.2. FINA/LEN

12.2.1. The Chairman provided the Board with an update on the current status within LEN and FINA.

12.2.2. The Chairman informed the Board that LEN have formally agreed to make a contribution to British Swimming and sought the views of the Board. The Board were in agreement in terms of how to proceed.

12.3. The Board were informed that the recruitment for a new Independent Member would be underway in the very near future. The Board were invited to let the Chairman know if they knew of any suitable candidates. The Board to be kept updated as this matter progresses.

13. Report of the CEO

13.1. The CEO updated the Board that short video updates to all staff have been introduced. The purpose of which is to communicate directly with all staff, in particularly those who not Loughborough based, and to keep all staff informed on key matters. The Board expressed a wish to be copied in to these.

13.2. Marketing, Commercial and Events Strategy

13.2.1. The CEO informed the Board of the meetings planned to discuss the development of a new marketing and commercial strategy including the importance of obtaining clarity of what the British Swimming assets are and how to work best with athletes and events.

13.2.2. It was agreed to continue to work closely with the home countries in terms of progressing the commercial strategy.

13.2.3. The CEO outlined that despite budgets being very tight, he felt some investment would be required in order to kick start the commercial strategy. Consideration to be given to this as the strategy progresses.

13.2.4. The CEO outlined that he is keen to further explore the events strategy in order to ensure that the potential of events are being maximised. The Board to be kept updated accordingly as this progresses.

13.3. The CEO raised a concern regarding the risk surrounding the lack of facilities within the UK. It was agreed that work in this area should be undertaken alongside the home countries in order to develop a long term vision and strategic relationship with facilities.

14. Report of the Director of Legal

14.1. Confidential Minutes from the September 2017 Board meeting were approved save for one amendment. The Director of Legal to ensure this amendment is made.

14.2. Following on from discussions which had taken place in relation to the Para-Swimming Action Plan the Director of Legal asked the Board if they were comfortable to approve the Action Plan in principle. The Board approved the Action Plan in principle, subject to the Action Plan's refinement as discussed.

14.3. Discussion took place regarding the Minutes from the recent Remuneration Committee meeting. It was agreed that the terms of reference for this Committee need to be clarified to ensure appropriate connection with the Board. The CEO to pick this up and report back to the Board at the next meeting. The CEO to ensure that the Head of Finance is kept up to date with any matters agreed at the Remuneration Committee's meetings which will affect the budget.

14.4. Governance

14.4.1. The Director of Legal provided the Board with a copy of the British Swimming Diversity Action Plan for 2017-2021 ("DAP") outlining the joined up and proactive work which had taken place alongside Swim England in this area. The Board were invited to seek clarification on the DAP if required. The Board approved the DAP. The DAP to be uploaded to the British Swimming website.

14.4.2. Following the uncertainty regarding British Swimming's Equality submissions in September, the Director of Legal confirmed that with the helpful assistance of Adele Stach-Kevitz and Jane Nickerson British Swimming's joint submission with Swim England is back on track and being pursued in partnership.

14.4.3. The Board were provided with a copy of the Safeguarding Adults at Risk Policy and thanks were expressed by the Director of Legal to Swim England for their support and cooperation with this Policy. The Board asked where the definition of "Adults at Risk" was derived from and it was confirmed that the definition is taken from the Care Act 2014 (applicable in England and Wales). The Policy's use will be closely monitored. The Board approved the Policy, which will be uploaded to the British Swimming website.

14.4.4.1. The Director of Legal provided the Board with a checklist of the organisation's policies, both financial and general, as part of the UK Sport Governance Code Requirements.

14.4.4.2. Discussion took place regarding who should have ownership of these checklists going forward. It was agreed that the Board has ownership of both sections and delegates authority for implementation to the Senior Management Team for the generic policies and the Head of Finance for the financial policies.

- 14.4.5. The Board were informed that there are two particular areas that British Swimming may need to work on during December to achieve a “met” requirement under the UK Sport Governance Code. All sports compliance with the Code is currently being moderated by UK Sport. This relates to international stakeholder mapping and 4 year business forecasting. The Director of Legal is continuing dialogue with UK Sport together with the Head of Finance, the Director of International Influence and the Director of Events and Communications.
- 14.4.6. The Board recognised the positive position British Swimming are in with regards to governance and thanked the Director of Legal and his team for all of their hard work in this area. The Board felt it would be an interesting exercise for the Director of Legal to estimate how much time had been spent on this area over the last few months and evaluate if this has had any impact in terms of assisting the athletes to be successful.
- 14.5. The Director of Legal informed the Board that the IOC is releasing their first ever safeguarding document in the forthcoming week and invited the Board to visit the IOC website.
- 14.6. The Board were informed that Peter Littlewood will be the Senior Independent Director.

15. Report of the Director of Events and Communications

- 15.1. The Board noted the report of the Director of Events and Communications, which they thought was refreshing, relevant and well presented. The Board expressed for a similar report to be brought to future meetings to see how the newly implemented team delivers this area of the business.
- 15.2. Discussion took place regarding the attendance of the Director of Events and Communications at the 2018 February Board Strategy weekend. It was agreed this individual should attend especially in light of the recent restructure of this area of the business.

16. Non Funded Sports Update

16.1. Synchro

- 16.1.1. The Board were provided with a report reviewing the 2017 Synchronised Swimming season. Discussion took place on this matter in terms of how British Swimming can support Synchronised Swimming moving forward considering the lack of funding available. It was agreed that the 2018 European Championships in Glasgow may present some opportunities. The CEO to meet with Maria Ramos to discuss options and the strategy for Synchronised Swimming and to keep the Board updated accordingly.

16.2. Water Polo

- 16.2.1. Fergus Feeney updated the Board on meetings with had taken place with Water Polo. No report had been received from the sport.

- 16.3. Discussion took place regarding potential support for all none funded sports. The Board continues to be committed to supporting none funded sports where possible bearing in mind the lack of resources available. This matter to be picked up at the 2018 February Board Strategy weekend.

17. Report of the Head of Finance

- 17.1. The Board were provided with the Minutes from the ARC meeting which had taken place the previous month and the Chair of the ARC provided the Board with an overview of the main points discussed at the meeting.
- 17.2. **Risk Report**
- 17.2.1. The Board were provided with the latest risk report. It was highlighted that this was the last time this report would be produced under the current cost structure.
- 17.2.2. The ARC Chair highlighted to the Board the risk scores which had increased in the latest risk report. These had also been shared at the ARC meeting. These increases reflect the current perception of the management team but it was felt that over time these risk scores would decrease again now that the new CEO is in post.
- 17.2.3. The Board were informed that the CEO would attend the ARC meetings moving forward.
- 17.2.4. Discussion took place regarding the need for a risk appetite statement. It was agreed that the risk strategy should drive this.
- 17.3. The Head of Finance presented to the Board the British Swimming and WCP Management accounts for the 6 month period ended 30th September 2017. The forecasted reserves were highlighted and the Board were informed that these do not include the contribution from LEN. The Board were informed that the WCP management accounts are now being rebalanced following the postponement of the Para World Swimming Championships.
- 17.4. The Board were provided with the budget process for 2018/2019. The Head of Finance advised the Board that she is now working much closer with the CEO on the budget. This was well received by the Board.
- 17.5. Discussion took place in relation to the management of risk going forward in terms of whether this should be managed internally or externally or a combination of both. The Board were in agreement it would be beneficial to explore if it is possible to manage this process internally if a resource with the capacity and capability can be identified. The Board to be kept updated accordingly.
- 17.6. **ARC**
- 17.6.1. The ARC Chair informed the Board that an annual review of the ARC had taken place at the October meeting, at which it had been highlighted it would be challenging to have an ARC member who does not have any knowledge of the organisation or sight of the Board papers.
- 17.6.2. Following on from this a discussion took place regarding the membership of the ARC meeting especially in light of Craig Hunter's stepping down who had provided an extremely valuable service. The Board agreed that the ARC would be more effective if a member of the Board replaced Craig and it was agreed that Keith Ashton would take up this position on the ARC. It was also agreed that Robert James would start to taper away from the Committee in order to ensure the ARC contains a truly independent member moving forward.
- 17.7. The Head of Finance informed the Board that all changes discussed at the previous Board meeting in relation to the Matters Reserved and Authorisation Matrix had been made. The Board were provided with updated versions. The

Board approved both the Matters Reserved and Authorisation Matrix.

18. The Board were informed that a time had been set on the first leg of the Mixed Medley Relay at the World Junior Championships which was faster than the British Record and were asked if the time could be accepted as a new British record. Currently FINA will not accept times recorded on the first leg of Mixed Medley Relays and the Board were unanimous in that British Swimming should follow FINA ruling and therefore not accept the record.
19. Date of next meeting – **2nd-3rd February 2018 at the Pullman Hotel, St Pancras, London**

There being no further business the meeting closed.