



**Minutes subject to approval at the next British Swimming Board Meeting**

**BRITISH SWIMMING BOARD  
Minutes of the meeting held 8<sup>th</sup>-9<sup>th</sup> June 2018  
Old Trafford Cricket Club, Manchester**

<b>Present:</b>	Maurice Watkins	Chair
	Jack Buckner	Chief Executive
	Ray Gordon	ASA
	Alex Kelham	ASA
	Keith Ashton	ASA
	Forbes Dunlop	SASA (Not Item 40)
	Fergus Feeney	WASA
	David Carry	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 (Not Item 40)
	Wendy Lockton	Operations Manager (Not Item 40)

Apologies: Graham Edmunds Athlete Representative

**Friday evening only (Swim England Board members):**

Mike Farrar - Chair	Jane Nickerson - CEO	Brian Havill
Sue Smith	Neil Booth	Sarah Gregory
Caroline Green	Bernard Simkins	

**8.30am-9.30am on Saturday only (Item 40):**

Anne Storey (Positive Dynamics) by teleconference

**Min No**

**36. Welcome and Introductions**

36.1. The Chairman welcomed everyone to the meeting, particularly the members of the Swim England Board who were attending the Friday evening session, a joint meeting between British Swimming and Swim England. There was a round table introduction of all attendees.

36.2. Mike Farrar introduced the Swim England Board, a new Board following the recent Board restructure within the organisation, and thanked the Chairman for the opportunity to attend the joint Board meeting.

**37. Presentation by Jack Buckner, British Swimming CEO**

37.1. Jack Buckner presented the British Swimming Strategic Plan to the Boards. The main headings of the presentation were:

- British Swimming Strategic Plan 2018/2024

- Vision
- Mission
- Values
- Marketing & Commercial
- Swimming Milestone Targets
- Diving Milestone Targets
- Para Swimming Milestone Targets
- Artistic Swimming Milestone Targets
- High Diving Milestone Targets
- Water Polo Milestone Targets
- Events 2018-2022
- International Influence
- Governance
- Equality
- Anti-Doping
- Partnership Working
- Summary

37.2. Discussion took place regarding the vision, particularly in relation to Winning Well. All were in agreement that there is a lot of work to be done on the messaging around this. Both Boards felt the One Team vision was positive.

37.3. Discussion took place regarding events and the potential for collaborative working in this area. It was agreed that for most British Swimming events the focus has to be on performance but for certain events there may be potential for participation events to be included in order to make events more compelling.

37.4. Detailed discussion took place regarding both Boards working together on trying to secure additional funding for Water Polo and Artistic Swimming. Jack Buckner updated all on the discussions which had taken place at the recent Home Country Partnership meeting regarding this matter. It was agreed that further discussion is required in this area in terms of getting the right balance to protect those sports currently in receipt of funding whilst trying to obtain funding for new sports.

37.5. Swim England stressed their commitment to working closely with British Swimming moving forward, recognising the benefits which the performance side of the sport can offer to them in terms of inspiring people to participate in aquatic sports.

**38. Presentation by Jane Nickerson, Swim England CEO**

38.1. Jane updated the Board on the Swim England Strategy and business. The main headings were:

- Swim England Strategy
- Strategy 2017-2021
- Our Vision
- Our Mission
- Our Objectives
- How we operate
- Leadership
- Orchestration
- Delivery
- Swim England Board

- Senior Leadership Team
- Swim England/British Swimming Collaboration
- British Swimming/Swim England Relationship

38.2. Discussion took place regarding the opportunity to swimming to be linked to health through a partnership with a health care provider and both Boards were in agreement that this opportunity could be a wonderful platform to further grow the sport.

38.3. Discussion took place in relation to facilities, both in terms of the Birmingham pool for the 2022 Commonwealth Games and the possibility of owning a temporary pool to be used for major events moving forward. The Boards were provided with an update on the current situation with regards to the 2022 Birmingham pool and the challenges currently being faced.

38.4. Both Jack and Jane were thanked for their presentations and all in attendance agreed that collaborative working using all of the expertise in the room will be of great benefit to both organisations moving forward.

39. Both Boards were provided with an update on the European Championships and discussion took place with regards to the current challenges being faced. It was agreed that coordination on ticketing by the home nations would be of benefit.

**40. 8.30am on Saturday – External Independent Board Evaluation**

40.1. The Chair welcomed Anne Storey, who was attending the meeting via teleconference facilities for the first item. Anne Storey had presented a number of questions that were distributed to the Board members prior to the meeting to enable the Board's preparation. The questions and the report were thoroughly discussed. Confidential Minutes were taken.

**41. Welcome and Apologies**

41.1. The Board were welcomed to the second day of the meeting and apologies were received from Graham Edmunds.

**42. Minutes from the meeting held 3<sup>rd</sup> February 2018**

42.1. The Minutes were recorded as a correct record of the meeting.

**43. Report of the Chief Operating Officer**

**43.1. Performance Management Groups (PMG's)**

43.1.1. The Board had been previously provided with a paper outlining the revised proposal for the PMG's. This reflected discussions which had taken place at the previous meeting and also discussions with the NPD's. The Board were asked to endorse the paper. The Board formally approved the proposal which would take effect immediately.

**43.2. Milestone Targets**

43.2.1. The Board were provided with the milestone targets for the 2018 performance events for the 3 funded sports. The Chief Operating Officer drew the Board's attention to the reduced team size for the Para Swimming European Championships team. In light of this a discussion took place regarding the challenges surrounding the reclassifications within Para Swimming. The Board were in agreement it is imperative that the correct balance is struck between

protecting and supporting the athletes whilst also supporting the international system.

- 43.2.2. Following the discussion the Board agreed that should it be deemed that the targets for Para Swimming require revision these will be negotiated with UK Sport.
- 43.3. **Culture Health Check Plans**
- 43.3.1. The Chief Operating Officer updated the Board on discussions which had taken place at a recent meeting with UK Sport regarding the Culture Health Check plans outlining that these would be completed on an annual basis in varying detail as deemed appropriate and necessary by UK Sport.
- 43.4. **Mental Health Referral Pathway**
- 43.4.1. The Board were provided with a Mental Health Strategy and Mental Health Clinician referral pathway which had been produced by Swimming. Discussion took place and the Board were in agreement that they are a model for good practice and Diving and Para Swimming should also follow these principles.
- 43.4.2. The Board discussed the measures in place to prevent risks in this area. It was agreed that a lot of good work is underway in terms of preventative measures, including individual athlete plans, but there is scope for more work in this area in terms of preparing and equipping individuals to deal with stressful situations.
- 43.4.3. The Board asked if a similar process is in place for staff. The Board were informed of the new policy recently put in place regarding staff taking time off work to recover following a number of days working without a break due to being away on a camp or competition. The Board felt this was positive.
- 43.4.4. The Board commended this positive work and look forward to a similar approach being implemented across all funded sports.
- 43.5. The Chief Operating Officer updated the Board on the latest situation with regards to the Diving Olympic holding camp. The Board, whilst recognising the need to bring this matter to a conclusion in the near future, were in agreement that the NPD should not make a decision until full clarity has been received from Japan in terms of what requirements they are able to meet. The Board to be kept updated as this matter progresses.
- 43.6. Ahead of discussions due to take place later in the meeting the Chief Operating Officer reminded the Board of the decision to not send a team to the World Short Course Championships in 2018. It is imperative that this is managed accordingly from a political viewpoint.
- 43.7. The Chief Operating Officer updated the Board on the consultation process to take place over the summer in terms of the UK Sport public investment principles. The Boards views were sought with regards to whether they felt a coordinated and collective British Swimming response or individual views should be submitted. The Chief Operating Officer to circulate the questionnaire to all Board members. The Board agreed that responses should be based on the core focus of the business whilst also bearing in mind Artistic Swimming and Water Polo.
- 43.8. The Board wished to commend the teams for their great results at the Commonwealth Games in April.

#### **44. Finance, Audit and Risk**

44.1. Urvashi Dattani, Chair of the Audit and Risk Committee (ARC), updated the Board on the ARC meeting which had recently taken place. The Board were provided with the Minutes from this meeting.

44.2. The Board were informed of the newly appointed voluntary independent member to the Audit and Risk Committee, Daryl Norman. Daryl has offered to provide advice to the Head of Finance in the area of cash payments to Russia and to the Director of Legal in the area of GDPR. This was well received by the Board.

#### **44.3. Audit Tenders**

44.3.1. The ARC Chair updated the Board on the audit tenders which had taken place following the meeting of the ARC and the Board were provided with a note regarding the proposal to change auditors following these tenders.

44.3.2. Detailed discussion took place on this matter and based on the information provided by the ARC the Board agreed in principle that they were happy to accept the proposal to change auditors on the proviso that the successful firm confirmed the names of the partners who would complete the work and also that references were provided.

#### **44.4. BS & HPS Management Accounts**

44.4.1. The Head of Finance provided the Board with an overview of the year end management accounts for British Swimming and High Performance Swimming outlining annual variances.

44.5. The Head of Finance informed the Board that the Quarter 4 reports for Year 1 of the quadrennial cycle had been submitted to and signed off by UK Sport.

44.6. The Head of Finance informed the Board that there are still delays being experienced in getting payments from TYR. A discussion took place regarding the reasons for this and the home nations were committed to ensuring that they were not causing any delays in payments. The Board requested that the Head of Finance reports back to TYR that this matter has been raised at Board level and that the Board wish for this position to be resolved in the near future.

44.7. The Board were informed that the bank account of High Performance Swimming has been formally closed.

44.8. A discussion took place regarding how financial reporting could be improved, taking on Board feedback received as part of the External Board Review. The Board requested a short summary highlighting significant issues and variances to be included in future reports.

#### **45. Report of the Director of International Influence**

45.1. The report was noted by the Board. No issues were raised.

#### **46. Report of the Chairman**

46.1.1. The Chairman asked the Board how they would like to see future agendas take shape following feedback received on this matter as part of the External Board Review. The Chairman put forward a number of suggestions. Discussion took place and it was agreed that moving forward a small number of standard items would remain on the agenda with additional specific agenda items focusing on

strategic issues being added to each meeting agenda. The Board to have an input into these additional agenda items for each meeting.

- 46.1.2. It was agreed that Board papers circulated in advance of the meetings would continue to contain the various Directors reports. Ideally the reports to be circulated at least 1 weekend ahead of the meeting.
- 46.1.3. The Board expressed a wish to continue with the current format of the Friday evening session focusing on presentations. To this end the NPD's for Swimming and Para Swimming to be invited to present at the September 2018 meeting on 2018 European Championships and looking forward to 2019 and 2020.
- 46.2. The Chairman updated the Board on the recent LEN Congress which had taken place in Budapest and also an overview of some new event concepts, namely the LEN Swimming World Cup Series and the International Swimming League. The Chair highlighted the potential political risk from getting involved with the International Swimming League, particularly in terms of British Swimming's pitch for the Diving World Series and the non-attendance at the World Short Course Championships 2018.

#### **47. Report of the Chief Executive**

- 47.1.1. The Chief Executive presented an updated Marketing and Commercial Strategy to the Board. The main headings were:
- Vision
  - Vision & Values
  - Use of Vision
  - Commercial & Marketing Objectives
  - Content, Sponsorship & Marketing
  - Commercial Targets & Progress on £100k
  - Commercial
  - Build Overall Brand & Develop Content
  - Content Generation
  - Content
  - Secure Key Events
  - Events
  - Evolve the Team
  - Timeline
- 47.1.2. The Chief Executive outlined to the Board the intention to work with the current sport strategies until 2020 but for more work to be undertaken for a new strategy post Tokyo 2020 to avoid sports working in silos.
- 47.1.3. The Board were provided with an update on the progress in relation to the commercial target of £100k and the detailed work which is underway in this area with the Commercial Group. An update to be brought back to the September meeting with consideration of cuts being made to the budget should insufficient income not have been secured by then.
- 47.2. **FINA Diving World Series**
- 47.2.1. The Chief Executive informed the Board of some additional Awards Conditions which had been received in relation to the FINA Diving World Series since the Board approved the risk level of £30k via email following the February 2018 Board meeting. The Chief Executive outlined that the risk profile has significantly changed since then due to the new award conditions and the risk has now

increased to £80k.

- 47.2.2. The Board raised a number of concerns regarding underwriting this amount and requested further clarity in terms of the mitigation in place to manage the risk. The Chief Executive to send the budget to the Board to enable the Board to study the budget line by line in order to better understand the exposure.
- 47.2.3. Following a detailed discussion regarding the £80k risk the Board gave approval for the Chief Executive to progress with the event bid subject to:
- i. the Board receiving the Event Budget; and
  - ii. that a Break Clause is agreed with FINA in the Contract so British Swimming is not committed to holding the FINA Diving World Series in 2020.
- 47.3. The Chief Executive updated the Board on the proposed International Swimming League and the current situation with regards FINA's position on this event. A detailed discussion took place on this matter and whilst the Board recognised the potential commercial benefits from being involved in this event they also recognised the political and regulatory challenges as this event is not endorsed by FINA. It was agreed that further discussion is required on this matter. The Board to be kept updated as this matter progresses.

**48. Report of the Director of Legal**

- 48.1. The Board were provided with and invited to discuss a matrix tracking the progress made against the British Para Swimming Action Plan. The Board requested further clarification in terms of the line managers providing positive leadership to all staff through the annual appraisal. The Chief Operating Officer informed the Board that in addition to the annual appraisals regular one to ones take place with the NPD's and all line managers are encouraged to have one to one meetings with staff on a monthly basis. The Board felt the wording in the matrix should be adjusted to reflect this.
- 48.2. **Athletes Commission**
- 48.2.1. The Director of Legal provided the Board with draft Terms of Reference for an Athletes Commission which had also been presented to the Senior Management Team the previous day who had agreed with the principle. The Board was invited to discuss. The Board felt that there should be a balance of both retired and current athletes, which would require a clear definition of which athletes are eligible, and that there must be a good connection with the Board via the Board liaison role as well as the Athlete Representative as it was felt personal engagement is one of the keys to its success. An update to be brought to the November Board meeting.
- 48.2.2. The Board discussed whether there was a need to have a coach equivalent of the athlete's commission. The CEO felt this would need to be discussed across the home nations.
- 48.3. The Director of Legal updated the Board on discussions and an exchange of correspondence with UK Sport's General Counsel in relation to the UK Sport Eligibility Process, which had been positive. As a result, a commitment to make some internal amendments to agreements had been proposed that will be progressed.
- 48.4. The Director of Legal provided the Board with an update on the current situation with regards to the circulation of Athlete Trackers as part of the Board pack

following GDPR. The options available in terms of how to progress in this area were outlined to the Board. Discussion took place on this matter. The Board were in agreement that the best approach is to ensure that moving forward any special category information is removed from the trackers. The Board were happy with this proposal.

48.5. The Director of Legal updated the Board on the timeline which has been agreed to deliver the Equality and Diversity Advanced Standard Submission. The Board to be kept updated as this matter progresses.

48.6. The Board were informed that the next Staff Satisfaction Survey will be issued in 2019. The Board had no questions.

48.7. The Director of Legal updated the Board on the extensive work which is underway in terms of reviewing existing and also creating new HR policies. This work is in line with a number of conditions contained in the Duty of Care report.

#### **49. The report of the Director of Events and Communications**

49.1. A number of the items contained in this report had already been discussed as part of the meeting. The Board noted the departure of Ben Tarrant and were provided with an update on the replacement for this post. The Board noted the positive work in terms of being approved for the YouTube partnership programme.

50. Discussion took place regarding the content and format of future Board reports. The Board appreciated the new format of the Directors and International Influence and Events and Communications but were concerned that producing such detailed reports could be extremely time consuming for those individuals. The Board felt that such level of detail would be appropriate on a 6 monthly basis and that moving forward it would be helpful for each report to highlight items for decision as per the report of the Chief Operating Officer.

#### **51. Board Liaison Updates**

##### **51.1. Diving**

51.1.1. The Diving Board liaison updated the Board on a number of points. The excellent home nation's results at the Commonwealth Games were noted. The Board were informed that the bid to host the Diving World Series event had been well received by the Diving programme. It was noted that there are a number of promising juniors coming through the programme which is positive.

##### **51.2. Para Swimming**

51.2.1. The British Para Swimming International Meet, which was also the selection trials for the European Championships, had taken place last week. A relatively small team has been selected for the Europeans following this event. Entries for the World Series, which also contains a National event, are currently high which is positive.

##### **51.3. Swimming**

51.3.1. The excellent results at the Commonwealth Games were again noted. The Board liaison updated the Board on her attendance at the recent National Camp in Loughborough. The Board liaisons now have an open invite to go to a number of events which is extremely positive in terms of building relationships with the team. The outstanding and world leading work which Nigel Redman is leading in was noted.



51.4. **Water Polo**

51.4.1 The Board liaison updated the Board on his attendance at the FINA World Water Polo Conference and the plans from FINA to further develop the sport as a product. British Swimming continues to be committed to supporting the sport where possible as demonstrated at the recent Home Country Partnership meeting where Water Polo was frequently on the agenda.

52. **Dates of 2019 British Swimming Board meetings**

52.1. The proposed dates for the 2019 meetings were noted.

53. **Date of next meeting** – 14<sup>th</sup>-15<sup>th</sup> September at the Genting Hotel, NEC, Birmingham

There being no further business the meeting closed.