



Minutes subject to approval at the next British Swimming Board Meeting

**BRITISH SWIMMING BOARD
Minutes of the meeting held on 8th & 9th February 2019
Pullman Hotel, London St Pancras**

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| Present: | Maurice Watkins | Chair |
| | Jack Buckner | CEO |
| | Alex Kelham | Swim England |
| | Keith Ashton | Swim England |
| | Jane Nickerson | Swim England |
| | Graeme Marchbank | Scottish Swimming |
| | Fergus Feeney | Swim Wales |
| | Adele Stach-Kevitz | Independent Member |
| | Urvashi Dattani | Independent Member |
| | Peter Littlewood | Independent Member |
| | David Carry | Independent Member |
| | Graham Edmunds | Athlete Representative |
| | Ash Cox | Director of Legal & Governance (DOLG) |
| | Kathreen France | Head of Finance (HOF) |
| | Wendy Lockton | Director of Business Operations (DOBO) |
| | Alexei Evangulov | Performance Director - Diving (Friday only) |
| | Chris Spice | Performance Director – Swimming (Friday only) |
| | Chelsea Warr | UK Sport (Friday only) (CW) |
| | James Bell | UK Sport (Friday only) (JBe) |
| | Forbes Dunlop | Scottish Swimming CEO |

19 Welcome and Introductions

The Chairman welcomed everyone to the meeting and introduced Chelsea Warr and James Bell from UK Sport who were presenting on culture in the High Performance system, system findings from two years of Culture Health Checks and post Tokyo Strategy planning.

20 UK Sport Presentation by Chelsea Warr & James Bell

20.1

The main headings of the presentation were:

- Culture Health Check – Post Tokyo Strategy
- What are we learning about culture? Since back end of 2016 – what do we need to keep working on?
- The words that Athletes, Staff and stakeholders use to describe what they see hear and feel on a daily basis in the WCP
- High Performance Sport Top Culture Health Check Strengths
- Areas that have improved from 2017
- Have you experienced and / or witnessed unacceptable behaviour?
- Culture Health Check Key areas for Improvement

- Progression: Athlete & Staff
- Sport Progress 2017-2018
- Sports Progress from 2017
- Notable findings: Diving
- Notable findings: Para Swimming
- Notable findings: Swimming
- So what? System reflections on the last year.
- So What? Reflections on the last year.

20.2. Discussions took place around the information on the slides.

20.2.1. It was noted that one word “focus” had jumped into the top 5 which was positive, and members of the Board were encouraged by some of the other words that were highlighted.

20.2.2. It was noted that the results were not tools to explain cultures, but rather a tool to start conversations about cultures and what can be done moving forward.

20.2.3 CW confirmed that a Culture Health Check was also carried out internally within UK Sport as well as EIS.

20.2.4. James Bell advised that should a Board member have a question regarding the results and feedback to contact him directly.

21 Marketing & Commercial Update – Jack Buckner

21.1 Jack Buckner presented a marketing and commercial update to the Board. The main headings of the presentation were:

- 2018 Year End Position
- Next year’s budget
- The marketing & commercial landscape
- British Swimming
- Swimming in Britain & Team GB
- Partnership Working
- Visions & Values
- Towards the future

21.1.1 The CEO confirmed that whilst there is currently a deficit in year-end budget target, there are some ongoing live negotiations in place with potential sponsors which will help with the deficit should they come to fruition.

21.1.2 The CEO advised that discussions are still taking place with LEN regarding outstanding potential contributions towards the European Championships. This contribution may however be required to help cover a funding shortfall for the 2020 European Junior Championships.

21.1.3 The CEO is working with the SMT on cost savings and will update the Board at the April Board meeting.

21.1.4 Discussion took place regarding UK Sport’s stance on National Governing Bodies having reserves in place. JB confirmed that UK Sport prefer National Governing Bodies to have reserves of the equivalent to that of 6 months budget.

- 21.1.5 Discussion took place regarding the British Swimming Awards Dinner, which could be a potential budget saving if it were to be cancelled in 2019. The Board were in agreement that the Awards Dinner is an important event to retain as it is the only time and event of the year that brings athletes and staff together and is a key piece of the “one team” strategy. However a change of venue and format will be considered.
- 21.1.6 The Commercial Group will further interrogate target income and the CEO will update the Board at the April Board meeting.
- 21.1.7 The corporate governance budget was raised and suggestions of how to reduce costs were discussed. The DOBO to explore alternative venues for future Board meetings in order to try and reduce costs and a proposal to be brought back to the April Board meeting.
- 21.1.8 A discussion took place in terms of what potential sponsors are being considered and approached and also how British Swimming can be made more attractive to sponsors. The Board recognised there is a difference between public sector deals and commercial deals.
- 21.1.9 The CEO updated the Board on the BOA 2020 Olympic Trials model. The Board were advised that due to a distinct lack of interest from other sports the documentaries around the Trials and preparing for Tokyo were unlikely to go ahead. British Swimming will continue to work closely with Team GB in terms of identifying potential sponsors.
- 21.1.10 The CEO advised that he is carrying out a lot of the commercial work, as there is still no budget available to recruit a Commercial Manager. The Board were asked to let the CEO know if they have any ideas for potential commercial partners to approach.

22 Declarations of Interest – none declared

23 Minutes and matters arising from the previous meeting

- 23.1 Min 2.1.4 – The Board requested an amendment to this Minute to better clarify how the Chairman’s and Athlete Representative fees are paid. The amended Minutes to be circulated accordingly. Subject to this minor amendment the Board were happy to approve the minutes.
- 23.2 Min 4.3, Training Camp venues - The CEO will continue to work with the other home nations on future potential training camp venues in order to secure lower hire costs where possible.
- 23.3 Min 5.1.2, BOA 2020 Event Series – the CEO had recently met with the BOA and discussions on this matter are still ongoing.
- 23.4 Min 5.1.2, BOA 2020 Event Series – a discussion is still required with TYR to ensure there is no conflict for them should the event come to fruition.
- 23.5 Min 8.1.5, Culture Action Plan - Action Plan has now been created and was included in the Board pack under the Director of Business Operations report.
- 23.6.1 Min 9.1.1, GDPR - This matter was discussed at the January ARC meeting in terms of paying for additional resources to expedite GDPR work. However, it was confirmed

that there is no additional resource in this year's budget to cover this. The DOLG confirmed that the close relationship with Swim England is reducing costs and both organisations are working to progress this area in a timely manner.

- 23.6.2. The Board sought assurance that this decision has been made taking into account the risks of noncompliance with GDPR and that the Gap analysis and action plan, including timescales for completion, will be presented by the DOLG at the May 2019 ARC meeting and the June Board meeting. The DOLG provided the Board with the assurance on both matters raised.
- 23.7 Min 9.2.5, Event Medical Costs - The Head of Finance picked this matter up with the Events team who were confident sufficient medical cover was provided. It was requested that this be investigated further to ensure this was the case.
- 23.8 Min 9.3.1, Guidance for Matters Reserved for The Board – This matter to be covered in the HoF report.
- 23.9 Min 9.4.1, Treasury Management Policy - This matter to be covered in the HoF report.
- 23.10 Min 10.1.1, BS Authorisation Matrix - This matter to be covered in the HoF report.
- 23.11 Min 14.2.1, Nominations Group – it was agreed that clarity on whether a limit should be set in terms of the authority to obtain professional advice is required. This matter to be taken to the next ARC in May for consideration.
- 23.12 Min 14.3.2, Board Skills Matrix - This matter to be covered in the DOLG report.
- 23.13 Min 16.4.1, Artistic Swimming athlete tracker - The Board Liaison to update on this matter later in the meeting as part of the Board Liaison sport updates.
- 23.14 Min 16.6.1, High Diving – Discussions are still ongoing in terms of utilising the Adrenaline Quarry as a potential training base venue.
- 23.15 Min 17.1, International Swimming Leagues –The CEO had circulated a statement following the November Board meeting and a further update on this event was contained within his report.
- 23.16 The Minutes of the Annual General Meeting of 2018 were approved.

24 Finance Audit & Risk

24.1 ARC Minutes January 2019

- 24.1.1 A discussion took place regarding the £500 cash limit for team managers in terms of whether the limit should be adjusted depending on the length of the trip. The HoF to consider this and take to the May ARC meeting for discussion.
 - 24.1.2.1. An inconsistency between the risk report and the risk register was identified for risk S15. This inconsistency to be amended.
 - 24.1.2.2. Other small adjustments to the risk register were discussed. The HoF to make the appropriate amendments.

24.1.3 The Board expressed the view that the £20k risk per event seemed high and requested that this be looked into in terms of whether this should be for every event.

24.1.4 A detailed discussion took place regarding whether inherent risks which have been sufficiently mitigated should remain on the risk register, for example, Anti-Doping. It was agreed that such risks should remain on the strategic register to ensure they are continually kept under review and do not fall off the radar.

24.2 **Head of Finance Report**

24.2.1 The HOF confirmed that there is currently a deficit of £52k for the 2018-19 British Swimming budget, and that this assumes no new income is generated but does include a £10k contribution from LEN.

24.2.2 The CEO felt that realistically there is likely to be a £30k-£50k deficit. The 2019-2020 budget to be brought to the April Board meeting for further discussion. This allows more time to conclude the live commercial discussions which are taking place.

24.2.3 The HOF confirmed that the second instalment of the grant for international influence had been received from UKS.

24.3.6 It was noted that all Directors need to be named on the Lloyds bank account, even if they are not signatories. The HoF requested that all forms should be completed and returned to the bank by 31st March 2019.

24.4 **Matters Reserved for the Board and Authorisation Matrix**

24.4.1 The HoF confirmed that all amendments which had been identified at the November 2018 Board meeting had been made and subsequently the revised versions had been reviewed by the ARC at their meeting in January. The Board approved both the Matters Reserved and Authorisation Matrix.

24.6 **Treasury management policy**

24.6.1 The Board were asked to approve the Policy which had been reviewed by the ARC at their meeting in January. The Board unanimously approved the Policy. As this was an outstanding action point regarding compliance with the UK Sport governance code, the DOLG will be forwarding this document to UK Sport.

25 **Chairman's Report**

25.1 **External Board Action Plan**

25.1.1 The Board were provided with the updated Action Plan and the Board's attention was drawn to the summary of changes, which were highlighted on the last page of the Action Plan. The Board were happy with the changes.

25.1.2 It was noted that the Action Plan would be kept under review on an annual basis and the next update would be brought to the February 2020 Board.

25.1.3 Peter Littlewood was asked to leave the room and the Board were asked to approve the Nomination Groups recommendation for Peter to undertake a second 4 year term subject to Peter being able, for potential business reasons, to give three months' notice to terminate his appointment at the end of the second year. The Board approved this. Peter was invited back into the meeting. The Executive members, except the CEO and DOLG, were asked to leave the room and a confidential discussion took place.

26 Strategic Issues

26.1 Athlete Use of Supplement

- 26.1.1 The Board were provided with the British Swimming Supplements Policy (2014) together with an accompanying paper as part of the Board pack. The DOLG advised that the paper was a review of the 2014 Policy and opened up comments from the Board.
- 26.1.2 The question of “every batch being tested” was raised. Clarification to be sought on whether LGC test every batch.
- 26.1.3 The Board were advised that when athletes received Anti-Doping education, the use of supplements is covered. Athletes are advised to retain batch numbers and a sample of the batch, keep accurate records of their searches and when a supplement is used and finished. Consideration to be given to adding a note of caution to the Policy addressing this specifically.
- 26.1.4 Following discussions about the use of supplements, it was suggested that the Board Liaisons meet with the nutritionists and feed back to the Board accordingly.

26.2 Points arising from Executive Reports

- 26.2.1 The CEO advised that 50% of the tickets for the Diving World Series were already sold which was very positive and that this event had interest from a potential sponsor for commercial rights.
- 26.2.2 The CEO advised that due to clashes with other major events, broadcasting rights for the FINA Diving World Series are challenging, but he is working with media companies at present.
- 26.2.3 Discussion around the Board Skills Matrix took place, and comments were fed back to the DOLG.

27 Items for decision

- 27.1 The Board were asked to approve the Terms of Reference for the Commercial group. The Board approved the Terms of Reference.

27.2

The Board were informed that Viv Perry has been re-nominated by Swim Wales as their representative on the Judicial Appointments Panel and were asked to confirm this appointment for a term of three years from the date of the Board meeting. The Board unanimously approved this appointment.

28 Board Liaison Updates

28.1 Swimming Update

- 28.1.1 Alex Kelham, Board Liaison, advised that she had met with Chris Spice and discussed a number of items including the ISL & FINA events. It was noted that the younger athletes are stepping up and performing really well.
- 28.1.2 David Carry, Board Liaison, noted that the Athlete Tracker & Culture Health Check were really useful documents and will be used for future targeting.
- 28.1.3 It was felt that training camps were going really well, work in the area of Mental Health is viewed as positive and the fact that athletes are using social media to promote this is also positive.

28.2 Diving Update

- 28.2.1 Discussion took place around the national centre differences, and the CEO confirmed that he is working with the Performance Director in terms of strengthening the relationships between centres.

29.3 Para Swimming Update

- 29.3.1 Graham Edmunds, Board Liaison, advised that the IPC World Championships in Malaysia had been cancelled. The CEO had written to the IPC confirming that British Swimming was a strong supporter of the Paralympic movement and in the event that the IPC were unsuccessful in identifying a viable host British Swimming is open to further discussion. It was felt that there would be a significant benefit to the athletes for the event to take place on the same continent as it would provide invaluable experience of travelling and performance. A decision will take place after the 11th February based on which countries have offered to host. The CEO will circulate correspondence about hosting of the World Championships to the Board. It was confirmed that Chris Furber was busy undertaking visits to athletes in their daily training environments, due to lower numbers in the National Centre. The Culture health check was discussed for Para Swimming, and comments noted with regards to feelings within the team. David Carry noted that he had recently spoken to some Para Swimming coaches who had taken their athletes on a team building weekend and said it was a great success.

29.4 Artistic Swimming Update

- 29.4.1 Jane Nickerson, Board Liaison, advised that Artistic Swimming had been very pleased to receive the aspirational funding from UK Sport. The prime focus for Artistic Swimming moving forward will be on the duet, due to their recent scores in each competition. The Board Liaison thanked British Swimming for the funding for an international judge to be appointed. It was advised that due to LEN date changes, and locations, Maria Ramos was unable to attend one of the meetings, and requested that British Swimming consider hosting a future meeting subject to funding.

29.5 Water Polo Update

- 29.5.1 Fergus Feeney, Board Liaison, advised that he is working on the engagement with the team. There are new rules from FINA being implemented in the sport, and the Board Liaison confirmed that the technical team are currently working on this. It was noted that the players are improving, and the GB men are travelling to Napoli in June, sadly the women missed the draw, but are on the reserves list. The Board Liaison is working with both Swim England and British Swimming staff to keep processes in order, to ensure that should any funding become available from UK Sport they will be in a position to apply.

29.6 High Diving Update

- 29.6.1 There was no update on High Diving.

30 AOB

- 30.1 The DOLG advised that he had reviewed the current Managing Board Code of Conduct and a revised version had been sent to the Board for review and consideration. The DOLG requested any comments or questions be forwarded to himself. Any comments received will be circulated prior to the next meeting. The

Members will be invited to sign the Code of Conduct at the April Meeting.

31 Date of Next Meeting – **5th-6th April, Deganwy Hotel & Spa, Conwy**