



Minutes subject to approval at the next British Swimming Board Meeting

**BRITISH SWIMMING BOARD
Minutes of the meeting held on 8th & 9th November 2019
Ramada Encore, Leicester**

Present:	Maurice Watkins	Chair
	Jack Buckner	CEO
	Alex Kelham	Swim England
	Keith Ashton	Swim England
	Jane Nickerson	Swim England
	Fergus Feeney	Swim Wales
	Adele Stach-Kevitz	Independent Member
	Urvashi Dattani	Independent Member
	Peter Littlewood	Independent Member
	Ash Cox	Director of Legal & Governance (DOLG)
	Kathreen France	Head of Finance (HOF)
	Wendy Lockton	Director of Business Operations (DOBO)
	Maria White	Admin Support
	Graham Edmunds	Athlete Representative (Apologies for Friday evening)
	David Hoose	Mazars (Friday evening only)
	Chris Furber	NPD Para Swimming (Saturday only)
Apologies:	David Carry	Independent Member
	Graeme Marchbank	Scottish Swimming

1 Welcome and Introductions

- 1.1 MW welcomed David Hoose (DH) from the auditors Mazars who was in attendance to present the findings from the Audit Completion Report.
- 1.2 DH confirmed that the report had already been reviewed by the ARC at their recent meeting. DH outlined that the report was a very clean report which reflects well on the Head of Finance, her team and on the organisation.
 - 1.2.1 DH highlighted that in section 4 no internal control recommendations had been made, reflecting the fact that the current internal control functions are well designed and working well.
 - 1.2.2 DH outlined a small misstatement, which has been identified and adjusted during the course of the audit with regards to TYR kit received as VIK.
 - 1.2.3 The Board outlined that they felt some recommendations would have come out of the audit in light of this being Mazars first year as the auditors. DH confirmed that nothing of substance had come out of the findings and Mazars were reticent to suggest any radical system changes when current processes and systems were working well.

- 1.2.4 DH thanked the Board for the invite to the meeting and the appointment as Auditors.
- 1.2.5 Urvashi Dattani (UD) commented that Mazars were very pleased with how the HOF and her team worked and that all control points are in place.
- 1.2.6 The directors approved the accounts which were signed by MW and JB. A letter of representation was signed by UD on behalf of the Board.
- 1.2.7 The Chairman thanked DH for attending.

2 Marketing & Strategy Update – Jack Buckner

- 2.1 Slide Titles were:
- UK Sport strategy
 - Swimming in Britain/TeamGB
 - The Strategy Timeline
- 2.1.1 The CEO advised that the new UK Sport strategy was through to 2032 and therefore covers a longer timescale than usual.
- 2.1.2 The CEO advised that the new Strategy will cover other KPI's in addition to winning medals.
- 2.1.3 The CEO confirmed that the first draft of the UK Sport funding has to be submitted by the end of November. This would include an organisational health/due diligence submission as part of the governance requirements.
- 2.1.4 The CEO confirmed that all five disciplines will be included in the submission which includes the non-funded sports of Water Polo and Artistic Swimming.
- 2.1.5 The Board to be kept updated on the submission moving forward. By their next meeting in February it is likely that feedback on the initial submission will have been received from UK Sport.
- 2.1.6 The CEO updated the Board on the UK Sport Project Content which will hopefully increase broadcast coverage for Olympic Sports. This project looks positive for British Swimming. The CEO advised that he is on the steering group for this initiative.
- 2.1.7 Discussion took place around the opportunities for broadcasting channels and how to watch and add content.
- 2.1.8 The CEO advised that broadcasting rights for the Olympic Trials were out to tender at the moment and that good discussions had been taking place with a number of major broadcasting companies. The Board to be kept apprised as this matter progresses.
- 2.2 Prior to the meeting the Board had received the final draft of the Annual Report. The DOBO asked for approval from the Board to go to print. Subject to a few minor amendments which were discussed the Board were unanimously happy to approve to the

Report.

The Meeting resumed on 9th November.

3 Review of World Championships and looking ahead to 2020 – Chris Furber

3.1 The Slide Titles were:

- Performance KPIs
- World Championships 2019
- Staff Team Behaviours
- What is Capital Culture
- What's Working Well?
- What Could be Different
- Where from Here?
- Challenges/ Risks
- 2020 Classification
- Risks
- Questions

3.1.1 CF advised that currently 16 slots are allocated for GBR for Tokyo, which is 11 Female and 5 Male. There are still 60 Male and 51 Females to be allocated by February 2020. This will be based on World rankings.

3.1.2 CF thanked the Board for agreeing to host the World Championships in London in September 2019 in such a short timeframe.

3.1.3 CF confirmed that all athletes who required classification were done by 1st of June 2019 as Para Swimming have the philosophy that no classification should take place at major events.

3.1.4 CF advised that the culture capture was taking place with various panel members and visits had already taken place at BPSIM, Piombino Training Camp, various Home visits, the Programme Conference. One further opportunity would take place in January 2020.

3.1.5 A detailed discussion took place regarding athletes who could be reclassified and the potential impact of this on the medal target.

3.1.6 CF advised that he was working on the UK Sport submission and with a high number of events to work with the time constraints involved were putting pressure on the SMT. CF outlined that he had received excellent input and support from his team on this important piece of work.

3.1.7 CF advised the Board on some home club space and funding issues and outlined that he is working with the various pool providers and the coaching teams at the locations to try and resolve these issues.

3.1.8 The Chair thanked Chris for his presentation.

4 Apologies

4.1 Apologies were received from David Carry and Graeme Marchbank.

5 Declarations of Interest

5.1 None received

6 Minutes of the meeting held 13th -14th September 2019

6.1 Alex Kelham raised a query with regards to Minute 70.7 which she felt did not correctly reflect the discussion that had taken place. It was agreed that the Minutes would be adjusted and recirculated.

7 Matters arising from the meeting held 13th & 14th September 2019

7.1 69.5 – The Reserves Policy was taken to the October ARC meeting. This matter to be picked up later on the agenda.

7.2 70.7 – The CEO had prepared the document outlining the proposed staffing changes and also a breakdown of the finances and this had been circulated to all Board members shortly following the September meeting.

7.3 75.4 –The Board were informed that Ian Mason has been secured to lead on the 2032 Swimming in Britain Strategy.

7.4 75.5 – As the CEO had covered during his presentation Water Polo and Artistic Swimming are being included in the Strategy work.

7.5 75.6 – Chris Furber discussed this matter from a Para Swimming point of view during his presentation. The centralisation versus decentralisation debate will be considered as part of the 2032 strategy work.

7.6 75.9.4 - The Annual Report had been circulated following amendments, and had been approved by the Board earlier in the meeting.

7.7 79.9.5 - Chris Furber had covered the matter of reclassification of athletes during his presentation.

7.8 76.4.3 - The DOLG provided the Board with an update on the proposed on-site financial and governance assurance process to be led by BDO appointed by UK Sport. The DOLG stressed that timing is imperative for this process, which will be split in two areas – governance and finance. The target is to complete the Governance aspect in December 2019 whilst Urvashi Dattani remains as a Director and Chair of the ARC. The Financial side will be split out and will take place in June or July 2020. The HOF will liaise with UK Sport and Mazars to avoid procedural duplication.

8 Finance, Audit and Risk

8.1 The ARC Minutes from their meeting on the 15th October were approved.

8.2 The Board were advised that the ARC were asked to try and secure some additional funding from UK Sport for the delivery of the GDPR project. This had been approved and £5000 had been granted.

8.3 It was suggested that the new Chair of the ARC, when appointed, look into “deep dives” into specific areas with the support of SMT. SMT members to be invited to ARC

meetings as appropriate moving forward.

- 8.4 It was advised that the HOF will be working closely with the new auditors moving forward to ensure best practice and support from them.

8.5 Risk register

- 8.5.1 The risk register was discussed, and the HOF confirmed that it is now reviewed at each SMT meeting, and that it had been discussed by the ARC at their October meeting.

- 8.5.2 A discussion took place with regards to the wording around the losses in the impact categories in the risk report. It was agreed that the wording should be amended to reflect the amount is 'up to' for each scenario.

8.6 Management Accounts

- 8.6.1 The HOF provided the Board with an update on the management accounts to the end of August.

- 8.6.2 The HOF advised that the actual deficit year to date to August is £58k which is £42k adverse to the year to date budget. The forecasted full year deficit is £63k which is £67k adverse to the annual budget.

- 8.6.3 It was suggested that budget holders should be advised when going over budget to allow the budget holder to identify, alongside the HoF, where amendments can be made if possible.

- 8.6.4 The HOF confirmed that the Quarter 2 reports for World Class Programmes and Artistic Swimming's Aspiration Awards were submitted, and currently there were no queries received from UK Sport.

8.7 Items for decision

8.7.1 Reserves Policy

The HoF outlined that the Reserves Policy is due for review every 2 years and had recently been discussed and reviewed by the ARC at their October 2019 meeting. The Reserves policy was approved subject to the amendments discussed.

8.7.2 Review of Budget Policy

The HoF outlined that the budget policy had also been reviewed at the ARC October meeting. The Board were asked to approve the Policy which they were unanimous in approving.

9 Chairman's Report

- 9.1 The Chair informed the Board that regrettably Urvashi Dattani is retiring from the Board at the end of the year. The Board expressed their thanks to Urvashi for her valuable work on the Board and as the Chair of the ARC during her term.

- 9.2 A discussion took place around the relationship British Swimming has with FINA.

- 9.3 The International Swimming League was discussed. The Board appreciated the need to retain a good relationship with FINA whilst still having involvement in the ISL. The Chair advised the Board that British swimming were keen to work with FINA on future ventures.
- 9.4 The Board discussed British Swimming athletes' involvement in the ISL. The CEO assured the Board that the NPD is heavily involved and is managing the athletes very well.
- 9.5 The Chair updated the Board on the challenges being experienced with regards to securing Olympic Tickets, and how British Swimming can work to relieve ticket pressures where possible.
- 9.6 The Chair advised that British Swimming will look to get representation on various LEN and FINA committees with staff and athletes where available.
- 9.7 The Chair advised that he and the CEO met with the NPD of Diving to discuss recent events and the future for Diving and offered support as the NPD has a dual role of head coach alongside NPD responsibility.
- 9.8 The Chair updated the Board on a potential sponsorship deal. Non contractual paperwork has been seen.
- 9.9 The Chair updated the Board on the recent situation with the kit sponsor following the incident at the World Championships in Gwangju. The Chairman will work closely with the CEO on this matter over the coming weeks to try and resolve the issues and move forward.
- 9.10 The Board received a copy of the Directors and Officers insurance. The Chair requested that any questions be directed to the DOLG.
- 9.11 At the conclusion of the Chair's report the Senior Independent Director ("SID") Peter Littlewood, asked the Chair to leave the room. The Board was provided with a one page paper that identified key provisions of the Articles of Association and the Sports Governance Code that the SID would refer to.
- 9.12 The SID informed the Board that the Chair's second consecutive Term was due to come to an end on 3rd December 2020 and that the Chair's Term would expire. The SID reported on the discussions of the Nomination Group, in particular, the Board's positive feedback via the Chair's appraisal process and the timing of the 2020 Olympic Games where recruiting for a Chair may be a distraction to the organisation at a critical point in the calendar. Importantly, for succession planning reasons the Nomination Group propose the Chair holds office for a further year until 3rd December 2021. The SID also confirmed that the Chair had indicated his willingness to continue as Chair for an additional year.
- 9.13 The Board discussed the matter and approved the Nomination Groups proposal.

10 Strategic Issues

- 10.1 The CEO informed the Board of a small commercial proposal with a national business who are looking to get involved in sport, and confirmed that they were attending the sports awards to discuss the potential opportunity.
- 10.2 The CEO informed the Board that the sponsorship agreement with Up&Go was working well. Up&Go were attending the Awards Dinner, presenting an award and had provided some products for all guests.
- 10.3 The CEO updated the Board on the latest status in terms of the planning for the European Short Course taking place in Glasgow. British Swimming are providing assistance to the organisers of the event.

11 Items for decision

- 11.1 The Board had been provided with a revised and updated GDPR action plan which had been reviewed and approved by the ARC in October 2019 subject to minor amends set out in the ARC Minutes. The Board were reassured that British Swimming, in partnership with Swim England, continues to implement the provisions of GDPR whilst striking a balance between human and financial resources, partnership working and organisational priorities. The Board were also invited to approve the action plan and the plan was approved.
- 11.2 The Board were provided with a revised and updated Anti-Bribery/Anti-Corruption, Gifts and Entertainment Policy that had also been reviewed and approved by the ARC in October 2019. The Board were informed that Human Resources is looking to roll-out an accompanying Anti-Bribery and Anti-Corruption training programme. The Board were asked to approve the policy and the Policy was approved.
- 11.3 Following on from discussions at previous Board meetings the Board were asked to approve the final version of the Supplements Guidelines. These were again approved. The DOLG to ensure the Guidelines are uploaded to the British Swimming website.

12 Board Liaison Reports

12.1 Swimming – Alex Kelham

AK confirmed that no recent meetings had taken place. The Board were informed that Chris Spice and Mel Marshall were currently on a relay camp and all seem to be positive.

12.2 Diving – Adele Stach-Kevitz

12.2.1 The Board Liaison confirmed that she had met with the NPD who was very positive and happy with the responses to the recent health checks.

12.2.2 The Board Liaison advised that discussions were taking place regarding the women's synchro training and how to enable the ladies to train together as much as possible.

12.3 Para Swimming – Graham Edmunds

The Board Liaison had attended the recent Para Swimming Programme Conference. He advised that the energy at the camp was really high, the event was engaging and it was great to see many stakeholders in attendance.

12.4 Artistic Swimming – Jane Nickerson

12.4.1 The Board Liaison advised that the duet were working hard on new routines with the goal of Olympic Qualification.

12.4.2 The Board Liaison advised that the Performance Manager is working on a plan for 2024.

12.4.3 The Board Liaison advised that British Swimming now have some newly qualified judges, two of whom were FINA A and five are FINA B level.

12.5 Water Polo – Fergus Feeney

12.5.1 The Board Liaison advised that a consultant had been contracted to prepare for the UK Sport bid. The Board Liaison will meet with the consultant to confirm that there is full Board Support in order to move forward and prepare a report.

12.6 High Diving – Keith Ashton

12.6.1 The Board Liaison has been in regular contact with the athletes, and recently visited the training centre in Plymouth.

12.6.2 The Board Liaison advised of some issues around competition set up and team environment at major games, and requested that this be looked into.

12.6.3 The Board Liaison advised that IOC were looking at High Diving as a potential future Olympic sport and it is looking positive that it could be at the 2028 Games.

12.6.4 The Board Liaison advised that discussions about increasing the height of the 10m boards have taken place at some diving facilities in order to be able to host High Diving training, however due to insurance SLM have declined the request.

12.6.5 The Board Liaison advised that a request for some funding from each of the Home Countries had been submitted to help athletes attend a training camp, otherwise the athletes would have to self-fund.

13 Date of next meeting

13.1 7th & 8th February 2020, Deganwy Quay Hotel, Conwy

14 AOB

There being no further business the meeting closed.