



Minutes subject to approval at the next British Swimming Board Meeting

**BRITISH SWIMMING BOARD
Minutes of the meeting 20/21 June 2014
Crowne Plaza, NEC, Birmingham**

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|-----------------|--------------------|--|-----------------|
| Present: | Maurice Watkins | Chair | |
| | David Sparkes | Chief Executive | |
| | Simon Rothwell | ASA | (Saturday only) |
| | Sam Greetham | ASA | |
| | Ray Gordon | ASA | |
| | Maureen Campbell | SASA | |
| | Robert James | WASA | |
| | Mike Power | Independent Member | (Saturday only) |
| | Adele Stach-Kevitz | Independent Member | (Saturday only) |
| | Graham Edmunds | Athlete Representative | |
| | Ian Mason | Director of World Class Operations | |
| | Ash Cox | BS Head of Legal Affairs | (Saturday only) |
| | Ashley Beaveridge | Chief Financial Officer | |
| | Chris Denny | Director of Marketing & Communications | |
| | Cathy Lambert | Administrative Support | |

By Invitation: Ciaran O'Brien Performance Implementation Manager (Friday only)

Apologies: Guy Davis and Craig Hunter

Min No: Welcome and Introductions

55. The Chairman welcomed members to the meeting and introduced Ciaran O'Brien who was attending on behalf of the Head of Performance Pathway to make a presentation on the Competition Review.

56. **Presentation by Ciaran O'Brien**

56.1. The Performance Implementation Manager gave background on the work undertaken to date on the competition review and hoped that the presentation would stimulate discussion and debate on the work to date and the process going forward.

56.2. The main headings were as follows:

- The context for change
- Pathway Development
- Perceived shortcomings of the current 'British System'
- Vision for a new system
- Underlying principles for a new system
- Competition Framework 'Big Picture' Headline Proposals
- End of season competitions
- Progress to date
- Proposed timeline

56.3. The Performance Implementation Manager was thanked for the informative presentation and the Board took the opportunity to ask questions and clarify several points. Detailed

discussion followed and concerns were raised in respect of funding for events, opportunities for precocious talent, financial impact on the home nations and the impact this would have on any plans already in place within the home nations in terms of calendar and facilities hire.

56.4. Following these discussions the Board were keen to ensure that a collaborative approach is taken to this process and in order to move this forward they agreed the proposal from the DoWCO for the NPD for Swimming to attend the Board meeting in September and/or the Head of Performance Pathway to give them the opportunity to share their vision on the proposal and the other related initiatives in this area. This is designed to provide the Board with the assurance that this pathway is the correct way forward.

57. **Presentation Sports Marketing and Management (SMAM)**

57.1. Steve Marsden from SMAM attended and made a presentation to the Board to outline the work being undertaken on behalf of the organisation in respect of resourcing potential partners.

57.2. The following points were highlighted.

- History of sports marketing and management
- Sponsorship sales results
- Defining forces shaping sports sponsorship
- Olympic sports in the UK – highlighted those sports in the same marketplace
- Other specific challenges
- Proposed approach
- Optimal Performance
- Critical Success Factors

57.3. There followed a question and answers session with information given on the number of companies that have been identified across the segments and the number approached to date as well as potential opportunities from existing partners.

57.4. In summary Steve Marsden emphasised the importance of building the brand and how it is perceived and the need to create the right environment for the sale.

Steve Marsden was thanked for his presentation.

58. **Dr David Hunt**

The Board noted with sadness the passing of Dr Hunt who had previously been a British Swimming team doctor and for many years Secretary of the Medical Committee. The Board extended their condolences to Mandy Hunt and her family.

59. **Declarations of Interest**

Ashley Beaveridge on the services from the ASA to British Swimming.

60. **Minutes of the Meeting held 26 April 2014**

The minutes were agreed as a correct record.

61. **Matters Arising from the minutes of the meeting held 26 April 2014**

61.1. **Min 45.1 High Diving** – It was reported that there will be FINA protocols produced which will outline the criteria for participation in this sport.

61.2. **Min 46.1 Supplement Guidelines** – It was noted these had been completed and circulated.

61.3. **Min 48.5 British Swimming/ASA** - It was noted that the changes will be effective from 1st July.

- 61.4. **Min 46.4 UK Sport** – The DoWCO had taken the opportunity to engage in dialogue with UK Sport and as previously reported one of their emerging themes is to reduce the number of HPC's and to concentrate resources at the elite end of the sport. This has resulted in British Swimming reducing its HPC's from 5 to 2. Concern had been expressed by the Board regarding the number of athletes being based in 2 centres. On further investigation with the NPD and UK Sport, and looking at the specifics, the figures show 10 of 22 podium athletes in 2 centres with the target next year to be 13 from 22. There remains flexibility and scope for athletes to be in other parts of the country and it was acknowledged that it is not always appropriate for everyone to be centralised
- 61.5. There was general discussion on the actions taken by UK Sport on a number of issues and the lack of consultation and the moving of goal posts once targets have been agreed.
62. **Report of the Director of World Class Operations**
- 62.1. **Commonwealth Games Swimming Analysis** – The DoWCO had tabled a series of rankings in relation to the current standings of athletes. The Commonwealth Games will not only be a benchmark event for the home nations but also for British Swimming (in Olympic events only). It was recognised that this is a unique opportunity for swimming to get some good exposure with the advantage of a “home” Games and for new talent to emerge.
- 62.2. **IPC European Championships Analysis** – The benchmark event for Para-Swimming is the European Championships in Eindhoven in August 2014. Information on the background to preparation was given and targets have been agreed with UK Sport. The DoWCO advised there may be some impact on the medal target if some categories are not swum due to a lack of entries.
- 62.3. **Swimming Competition Review** – The Board were provided with additional information following the presentation by Ciaran O'Brien. The competition framework supports the aspirations of British Swimming and it is hoped to introduce a new event in 2015. It was acknowledged that this will have a ripple effect on the home nations and the DoWCO advised he would follow this up from the presentation given. The Board were very supportive of proposals to improve coach education.
- 62.4. **Health & Wellbeing Pilot** – A pilot programme has been developed in conjunction with the HR department with the aim of reducing sickness and stress. If successful this could be rolled out to other sports and other parts of the business. In discussion it was confirmed that this pilot is voluntary and had a 100% commitment from those participating from swimming. The Board were supportive of this initiative which was investing in staff and hoped that those participating would gain from it.
- 62.5. **PMG Independent Member** – The DoWCO advised on two candidates that had shown initial interest and it was agreed he pursue these.
- 62.6. **European Long Course Championships** – Members were reminded that it will not be a full team attending this event but a small team of seniors up to a maximum of 12 with an additional 12 junior athletes for development purposes. It was also noted that for the first time there is some Para-swimming attached to the event and a small British team will be competing.
- 62.7. **Bi-monthly Athlete Tracker** – The information provided was in addition to the usual Bi-monthly tracker and gave an overview on the current status of athletes in terms of a RAG rating.

- 62.8. **National Performance Centre (Para-Swimming)** – Good progress is being made on the development of the centre and work is continuing to secure a second apartment to provide the infrastructure to support the athletes.
- 62.9. **Diving** – The FINA World Series British divers won medals in all events finishing 6th overall (although 3rd on the total medals table). The Board were pleased to see young talent coming through and UK Sport were pleased with progress.
- 62.10. **Synchronised Swimming Management Group** – From the previous meeting the Board had agreed that Water Polo would not receive any funding. However, if the appeal is unsuccessful a decision needs to be taken regarding the approach for funding for synchronised swimming.
- 62.10.1. The DoWCO confirmed to the Board that there is no funding for synchronised swimming. The Board will receive a further update at the September Board when the Appeal against UK Sport should be concluded. It is anticipated, as with water polo, that self funding will need to be considered.
- 62.11. **Update on the Synchronised Swimming Appeal** – The HOLA updated the Board on the current position regarding the appeal process in respect of the withdrawal of funding for Synchronised Swimming. It was noted that the 10th July has been provisionally put in the diary for the hearing but has yet to be confirmed.
- 62.12. **Update on Water Polo** – Manchester City Council continue to work in partnership with us and the recent meeting held with them was extremely positive. They are looking for a growth in jobs, vibrant leisure facilities and a good sports programme which they believe will lead to companies investing in Manchester. They have a number of aspirations including a commitment for more success in the pool both swimming and Para-Swimming.
- 62.13. **Water Polo Group** - The meeting was attended by a number of people from across the water polo spectrum which resulted in a consensus that there is a need for a strategy, vision and for leadership in the sport.
- 62.13.1. It was agreed the group reconvene in 2/3 weeks time to work on these areas. Sam Greetham was agreed as the Chairman for the Group and Terms of Reference have been drafted for comment. In addition they also asked for representation from the BWPL, Eamonn O'Rourke from Manchester City Council and Judy Clayton to aid communication to the sport. In general it was recognised there is a lot of work to do and we hope to help them move this forward.
- 62.13.2. The group asked if it was possible to have some funding towards revisiting the British Championships and the CEO recommended this to the Board for the amount of £10k. This was for the budget year 2014/15 and was subject to Women clubs also taking up this opportunity. This was agreed.
- 62.14. **Planning Tool for the BPA** – The DoWCO advised that there are now a number of planning tools available which tracks information on individual athletes and elements of the sport's activities as a whole. It is hoped these will give a good comparison for the Board on the status on the journey towards Rio.
- 62.15. **Anti-Doping** – In response to a query regarding the monitoring of strikes the Board were advised that there is an officer appointed who carries out the anti-doping education and links in with UKAD. This officer keeps us informed of any strikes and, subsequent to the report circulated, it was confirmed this stands at 1.
63. **Report of the Chief Executive**
- 63.1. **IPC World Championships** - The Board were advised that an approach had been made by the BPA together with Mondelez who have offered to give value in kind in terms of support for the PR and Marketing campaign for the IPC World Championships.

- 63.2. **Item 4.1.2 – Free Schools.** Following recent discussion with Manchester they have expressed an interest in this initiative and talks continue to progress this. Tim Jones is leading on this for Loughborough who are offering 12 – 15 places for swimmers (an update to be provided to the Board in September).
- 63.3. **Item 4.2.1 High Diving** – A meeting has been held with the 3 British divers involved in the Sport at which the Athlete Director was also in attendance. The encounter was valuable to help us understand their expectations and to make clear to them that there would be no funding as this is not an Olympic sport. The CEO was confident there would be some mention of this made in the IOC review which will be reported on in November. The athletes have asked for some value in kind and the NPD has agreed this as it does not impact on his programme.
- 63.4. **Item 4.3.3 National Paralympic Day** - This was confirmed as being GB against the rest of Europe. Work continues on pulling the programme together and getting the right athletes in attendance. It was confirmed that the majority of funding will come from the BPA. It is hoped this will provide our athletes with valuable competition experience.
- 63.4.1. **Invicta Games** – This will be a high profile event and the ASA has agreed responsibility for this.
- 63.5. **European Championship 2018** – Glasgow has confirmed that they are considering bidding for this Championship and have the support of the Scottish Government. We are supporting them in terms of building their budget and developing their bid document. Timescales are tight as the bid needs to be submitted at the European Championships in Berlin. It was noted there was also a bid being put forward from Turkey. Should Glasgow win with their bid, there will be some issues to overcome if the referendum for independence for Scotland is successful.
64. **Report of the Head of Legal Affairs**
- 64.1. **Code of Conduct** – The HOLA advised that extensive consultation had taken place on the production of this document both externally and internally and we were now at a point at which all interested parties involved were comfortable. To accompany the document there will be a short guidance note produced and a programme of training for athletes implemented.
- 64.1.1. **The following key principals from the Term 2008 – 2013 remain:-**
- i. The terms on freedom of choice and the leverage of an £800 fine in the event that an athlete does not wear official supplier products;
 - ii. The number of appearances/promotional days required remains the same. The athletes are still required to provide up to 11 days to British Swimming and its sponsors and a maximum of 3 days to UK Sport for appearance days at promotional events.
- 64.1.2. **The principal changes to the Code for the Term 2012 – 2021:-**
- i. The Term – The Code will be in place until 31 December 2021 with a break clause option in December 2017. British Swimming will meet with the athletes' representatives on or around October 2017 with a view to deciding whether or not the Code can continue in its existing form without any changes through to 2021. If change is required then the parties will negotiate on a revised/updated four year agreement;
 - ii. Social Media Guidelines (based on the BOA/IOC Guidelines slightly adapted to fit British Swimming needs);
 - iii. Betting and Integrity Regulations (been in place for over 2 years and the athletes and team staff have received education in this area);

- iv. Introduction of kit meetings between British Swimming, the athletes and the official kit supplier for the duration of the current Kit Supply Agreement will be arranged on a best endeavours basis. Any new Kit Supply Agreement, subject to negotiation, will include provisions allowing for two meetings per annum with the CEO (or nominee) a representative from the Kit Suppliers and athlete representative(s);
 - v. Ability for athletes to raise concerns whilst on team duty with the Athlete Representative.
- 64.1.3. The Board agreed the Code of Conduct.
- 64.2. **British Swimming Disciplinary Procedures**
The HOLA reported that a document will be brought to the November meeting for consideration and that he is in the process of finalising the contents with the NPD's, CEO and DoWCO.
- 64.3. **Special Purpose Vehicle ("SPV")**
- 64.3.1. Further discussion took place on the creation of an SPV for the LEN European Championships 2016. Members of the Board expressed concerns regarding risk, budgets and directors liabilities. There followed a detailed debate on this matter which considered potential risks, sponsorship and lack of spectators.
- 64.3.2. In order to move this matter forward, as it was time critical, the Board agreed in principle to establish a British Swimming SPV for the purpose of the 2016 Championships. Detailed financial figures for the event and a further update will be provided at the next meeting. In the interim Adele Stach-Kevitz, Mike Power and the Chairman will provide assistance.
- 64.4. **People Report** – This was noted for information.
- 64.5. **Health & Well Being** – The HOLA advised he had spoken to HR and this project had been very well received.
- 64.6. **Equality & Diversity** – The document was noted.
65. **Finance**
- 65.1. The monthly management accounts were noted. A request was made for a one page commentary to assist with understanding the accounts.
- 65.2. **Support Services**
- 65.2.1. The CFO updated the Board to on the timeline and work undertaken to date in respect of support services and the paper circulated gave a resume of this.
- 65.2.2. The CEO advised that whilst we were nearing agreement some further forensic analysis is required as we have not yet achieved the KPI set by UK Sport. It is important that we understand fully that the service level we are getting from the ASA is appropriate to what we want.
- 65.2.3. It was recommended that the Board do not sign off the management charges at this time but allow the CEO, DoWCO, Kathryn France and the CFO to continue to work on these figures to make sure they are absolutely right. Total transparency on what we are getting and paying for to provide assurance to UK Sport that this matter is important to us. It was recognised that all parties wish to move this forward and therefore meetings will take place next week in order to complete this.
- 65.2.4. The Board also agreed to delegate authority to Robert James to sign off the final agreement which should be completed within the next 7/10 days.
- 65.2.5. At this point there were some discussions on the proposed structure and how the events would be facilitated in terms of staff and the commitment by the CEO in terms of line management and what the Board could do to help the CEO.

- 65.2.6. It was acknowledged that this issue is a complex one with a lot of change going on but it is anticipated we will go live with the changes from the 1st September.
66. **Event Budget Review**
- 66.1. To CEO gave background on how we are funding the events. Currently the deficit cost of staging our events is being met out of world class so the cost to the BS budget is zero. However British Swimming do make a 20k contribution to the Diving World Series and there is a 5K deficit cost on the British Masters. The events team have been challenged with removing this deficit and to give transparency to the cost of events.
- 66.2. The paper was noted and will include to 10k previously agreed for water polo.
- 66.3. **British Synchro Championships** – Further discussions will be held with the Group on this event.
67. **Communications Report**
- 67.1. Following the presentation by SMAM the DoC&M reported that currently under the existing structure monthly meetings take place to go through who they have met, to monitor what they will do and to work together to present a single front shop to the market
- 67.2. It was noted that there does appear to be some disconnect as the home nations have not necessarily had access to the list of potential sponsors that SMAM have spoken to and this may be useful when they have their own dealings so as to ensure they do not overlap any potential areas being developed by British Swimming.
- 67.3. It was emphasised that it is important we continue to work closely with the home countries to ensure we present a joint approach where the market requires. It was confirmed that at the partnership meeting the CEO's had agreed to work together in this area. The Board recommended that the list be shared with the home nations.
68. **LEN Congress 2014**
The Board agreed the following:
Delegates: Maurice Watkins and Simon Rothwell
Observers: Sam Greetham and Craig Hunter
69. **Meeting Dates for 2015**
6/7/8 February; 17/18 April (British Championships); 12/13 June; 4/5 September and 6/7 November (including AGM)
70. **Decisions made by email.**
- 70.1. To Board noted the agreement made by email for the proposal for reimbursement for the Athlete Director.
- 70.2. To note the agreement to the amendments to Article 12.2 of the Memorandum and Articles of Association – email from HOLA dated 3 June 2014 had been agreed. However, additional consideration was given to the wording “exceptional circumstances”. The HOLA recommended the wording remains as it gives rigour to the articles Following discussion it was agreed that the words “exceptional circumstances” remain but relocated to alleviate the concern raised.
- 70.3. **Date of Next Meeting** – 5/6 September 2014, Crowne Plaza.
- 70.4. **Recruitment Group** – To meet to discuss the replacement for Guy Davis.