



Minutes subject to approval at the next British Swimming Board Meeting

**BRITISH SWIMMING BOARD
Minutes of the meeting 5th-6th September 2014
Crowne Plaza, NEC, Birmingham**

Present:	Maurice Watkins	Chair	
	David Sparkes	Chief Executive	
	Simon Rothwell	ASA	
	Ray Gordon	ASA	
	Maureen Campbell	SASA	
	Guy Davis	Independent Member	
	Craig Hunter	Independent Member	
	Mike Power	Independent Member	
	Graham Edmunds	Athlete Representative	
	Ian Mason	Director of World Class Operations	
	Ash Cox	BS Head of Legal Affairs	(Saturday only)
	Wendy Lockton	Administrative Support	
By Invitation:	Chris Spice	National Performance Director	(Friday only)
	Tim Jones	Head of Performance Pathway	(Friday only)
	Jeremy Beard	Auditor	(Saturday only In-part)
	Ashley Beaveridge	Acting ASA Chief Executive/ ASA Chief Financial Officer	(Saturday only In-part)
Apologies:	Sam Greetham	ASA	
	Adele Stach-Kevitz	Independent Member	
	Robert James	WASA	

Min No: Welcome and Introductions

71. The Chairman welcomed members to the meeting and introduced Chris Spice and Tim Jones who were attending the meeting to make presentations on the Overview of Performance for July/August and the Performance Pathway Strategy for 2014-2020.

72. Presentation by Chris Spice, National Performance Director

72.1. The Board following a successful summers performance congratulated the National Performance Director.

72.2. The National Performance Director gave a presentation covering the results over the summer period and an overview of the work that had taken place since the last presentation to the Board in November 2013.

72.3. The main headings were as follows:

- Who we are now
- PLG Goals for 2014
- Glasgow 2014
- Benchmark against Season's Best comparisons
- The Moment of Truth
- The Script

- Berlin 2014 – ELC
- Stand Out Summer
- Welcome to the new normal
- WCP Culture Development
- Culture Matters
- Innovate or be overtaken

72.4. The National Performance Director was thanked for the informative presentation and the Board took the opportunity to ask questions and clarify several points. Detailed discussion took place regarding starts and turns and it was noted that there has been a marked improvement in this area. Ongoing specific work will continue with identified individuals.

72.5. The Board noted that British Swimming now has 2 World Record Holders.

72.6. The Chairman fed back to the National Performance Director that the Bill Furniss' motivational speech to the athletes which took place in Berlin was excellent.

73. **Presentation by Tim Jones, Head of Performance Pathway**

73.1 The Head of Performance Pathway gave a presentation on the Performance Pathway Strategy 2014-2020. The presentation was an extension to that which was delivered at the June meeting and outlined the proposal for the Pathway Strategy and other related initiatives and projects and progress to date in this area. The presentation was designed to provide the Board with the assurance that the Pathway is the correct way forward.

73.2. The main headings were as follows:

- Context for Change
- Evidence-based approach
- Perceived Shortcomings
- Vision for a new system
- Underlying principles for a new system
- System Models
- Intervention details
- National Development Syllabus
- Training Camp Programme
- National Transfer Policy
- Domestic Competition Structure
- World Class Investment
- Final Thoughts

73.3. Detailed discussion took place regarding the proposed National Transfer Policy including how to sell the opportunity. It was noted that some athletes might chose not to move so there needs to be a mechanism to deal with this. It was agreed that the title of the National Transfer Policy needs rethinking.

73.4. The National Performance Director raised the question of holding a Summer British Championships and it was stated that there are currently no resources available to do so. Further discussion is required regarding this potential event however the Board stated they are happy to establish this event subject to finding the necessary resources.

73.5. Based on the presentation by the Head of Performance Pathway and the presentation by the Performance Implementation Manager in June 2014 the Board endorsed the Pathway Strategy. It was agreed that more discussions are required on this matter especially in light of the British Swimming and ASA split. The Board requested progress reports on this Pathway Strategy for each future Board meeting and also an Action Plan every 6 months including a separate paper on the refocused National Transfer Policy.

- 73.6. The Chairman thanked both the National Performance Director and the Head of Performance Pathway for the informative presentations.
74. **Declarations of Interest**
Discussions took place regarding items, which could potentially expose British Swimming, namely significant gifts. The Board were reminded that these are recorded in a gift register, which falls under the audit review.
75. **Year End Accounts**
- 75.1. The auditor, Jeremy Beard and ASA Chief Financial Officer, Ashley Beaveridge were welcomed to the meeting.
- 75.2. The Auditor confirmed that the audit had gone well and in line with the detailed planning that had taken place with the Finance team prior to the audit. The Auditor brought to the Board's attention the Audit Findings Report.
- 75.3. It was highlighted that the external audit should not be relied upon to give comfort that internal controls are in place and satisfactory. An external audit is not a thorough check on internal controls.
- 75.4. Risk areas are set out in a specific Section of the Report including how they are addressed and appropriate comments. It was noted that everything is in order in this area as per comments with nothing arising.
- 75.5. There was an emphasis for a system of control with regards to electronic banking as it was noted that there is more and more fraud occurring in this area. Detailed discussion took place regarding data and being IT protected against potential attacks.
- 75.6. It was noted that new accounting standards are coming into effect in March 2016 but these should not have a significant impact.
- 75.7. The Board were asked to approve the accounts to the end of March 2014. The accounts were **unanimously agreed** by British Swimming Ltd and HPS Ltd.
- 75.8. Staff left the meetings at this point for the Board to discuss the accounts with the Auditor. During this discussion the auditor impressed on the Board the importance of having clear lines of accountability in Finance from the team back to the Board.
76. **Annual Report**
- 76.1. Members of the Board expressed concerns that they had not had sufficient time to read the Annual Report. It was suggested that in future the Audit Risk and Probity meeting needed to take place at least 2 weeks prior to the Board Meeting to allow members of the Board sufficient time to thoroughly read the document. The Board were asked to feedback to the Chief Executive over the next 7 days once they had had chance to review the Report.
- 76.2. Detailed discussion took place regarding the format of the Annual Report and the timing of its publication. It was agreed that further discussion needs to take place on this matter.
- 76.3. It was agreed that the Chairman and Chief Executive should rewrite their Forwards sections to reflect the summer results.
- 76.4. It was agreed that the results of the Commonwealth Games should be included in the Annual Report in the Forwards plus a designated section covering the Games.

77. **Minutes of the Meeting held 21st June 2014**

77.1. The minutes were agreed as a correct record.

77.2. It was agreed that any matters arising were to be picked up under the specific sections.

78. **Report of the Director of World Class Operations**

78.1. The DoWCO reported the success of the summer in the major aquatic events, recognising it had been a great summer in terms of results across all of the World Class funded sports. The Board congratulated the athletes and staff for the excellent swimmers performances.

78.2 **Swimming Update**

78.2.1. The DoWCO highlighted the new emphasis on percentage of swimmers going faster and faster through the rounds. This has been the theme of the summer and excellent progress has been made and this is the type of approach we want to see from all competitors.

78.2.2. The DoWCO also highlighted that there has been a focus on the last 15m of races and as a result races are being won for the first time in this final stage rather than being lost.

78.2.3. There has been a change in the culture of the sport with young coaches being brought into the sport. This is refreshing to see and is an ongoing task.

78.3. **IPC European Championships Performance Analysis**

78.3.1. The DoWCO tabled a comprehensive set of data regarding a breakdown of medals across the classifications. It was shown that we have no competitors in classifications 1-4 and our best medal hit is in classification S14. That is a new phenomenon. Therefore in the high-end classifications we are doing well but winning zero medals in the low classifications.

78.3.2. There has been an encouraging breakthrough of a range of athletes who have been identified as potential multi medallists.

78.3.3. The High Performance Centre in Manchester is now seen as an attractive package and more and more athletes are gravitating there. There will be approximately 10-12 swimmers based at the Centre from January 2015.

78.3.4. It was noted that Para-Swimming achieved all of their targets in terms of total medals and gold medals at the Championships.

78.4. **UK Sport TID Action Plan**

78.4.1. A report showing the progress against UK Sport TID conditions was included. The DoWCO will continue to include this to the Board packs going forward as required to outline progress in this area for the Board. The appropriate technical staff meets with UK Sport every 2-3 months to monitor where we are against conditions.

78.4.2. Good progress has been made in terms of getting the management charges down to UK Sport's aspirational 10%. The Board's view however was whilst such targets are useful more emphasis should be placed on what added value specific services add to our strategic objectives rather than hitting a target.

78.5. **UK Sport Strategic Review**

78.5.1. UK Sport have started their review in terms of the funding arrangements for the next quadrennial. The Chief Executive and DoWCO have already been interviewed on certain aspects in relation to this. Formal dialogue will take place with each of the sports in the autumn. The views of our 3 funded sports will be coordinated to ensure that we have one corporate answer covering all of our sports for UK Sport on this matter.

78.6. **UK Sport 2016 Performance Evaluation**

- 78.6.1. A review of our three funded sports will take place in October/November 2014. Technical staff will attend these meetings as required. Discussion took place regarding who should attend these meetings to ensure the message is correct, particularly for Diving. It was agreed that the Chief Executive and/or the DoWCO would also attend each meeting.
- 78.7. **PMG Structure**
- 78.7.1. The current vacancies for Diving and Para-Swimming have still not been resolved. The DoWCO invited the Board to provide any suitable names to possibly pursue. Discussion took place regarding advertising these roles on the UK Sport and British Swimming websites as well as making contact with British Gymnastics, the BPA and EIS.
- 78.7.2. A review of the PMG's to be included on the November 2014 Agenda.
- 78.8. **Update on Diving.**
- 78.8.1. The DoWCO highlighted that this has been the best ever diving season. Diving had 3 priorities – FINA World Cup, Commonwealth Games and LEN European Championships. The results at the World Cup and Commonwealth Games were the best ever and the medal target of 2 medals at the European Championships was achieved.
- 78.9. **Update on Synchronised Swimming**
- 78.9.1. The results at the European Championships were disappointing.
- 78.9.2. There is an opportunity for recruiting a technical lead for Synchronised Swimming through ASA and HPS Ltd monies. This will be an ASA post. It was agreed this was the only way to support the Duet in their quest to qualify for the 2016 Olympic Games. This post will also have a technical input into the Beacon Programmes. Discussions are taking place with Aldershot regarding pool time for the Duet.
- 78.10. **Update on Water Polo**
- 78.10.1. Results at the European Championships were disappointing. The ASA are in the process of recruiting a consultant to write a strategy for Water Polo. This work will take place within the ASA.
- 78.11. **NPD Meeting**
- 78.11.1. The DoWCO outlined that an extensive agenda has been put together for the forthcoming NPD meeting due to take place in Edinburgh in September. This will be an opportunity to launch the new operational set up following the split between British Swimming and the ASA.
- 78.12. Discussion took place regarding the work that the Swimming Programme has undertaken in the area of analysing coaches stress levels at a major Championships. The DoWCO will circulate a report in due course on this matter once this work has been completed.
- 78.13. The Chairman thanked the DoWCO for the comprehensive reports.
79. **Finance Report**
- 79.1. The Board were happy with the Finance Report and it was noted that the commentary was an improvement on that which was previously circulated to the Board. The Chief Financial Officer was asked to feed this back to the Group Finance Manager.
80. **Risk Register**
- 80.1. It was noted that British Swimming no longer employs a number of individuals with responsibility for specific risks currently on the risk register. It was agreed this needs updating with someone from within British Swimming being made responsible for risks relevant to British Swimming.

- 80.2. Discussion took place surrounding the risk reporting. The Board felt that the risk reporting was going well and was of a high quality.
- 80.3. It was agreed that risk should be given a more committed part of the Board's Agenda with an annual review continuing to take place.
- 80.4. Rakesh Vaitha to be invited to attend the Board Meeting in February 2015.
81. **Report of the Chief Executive**
- 81.1. The Chief Executive outlined his delight regarding Glasgow hosting the 2018 European Championships. There is a huge appetite to do this in Glasgow following the success of the Commonwealth Games. It was agreed that British Swimming needed to be at the heart of the decision-making process regarding the Championships but not at risk financially. It was highlighted that it was too early to bring proposals to the Board at this meeting, preliminary discussions are due to take place in the near future so this matter will be raised again at the February 2015 Board Meeting.
- 81.2.1. The Chief Executive provided an overview of the new British Swimming staffing structure. The event itself and not British Swimming are funding 2 Events Officers. The transfer of staff from ASA to British Swimming was completed on 1st September 2014.
- 81.2.3. The Board requested further information regarding the numbers of staff employed by British Swimming and the breakdown of staff within teams shown on the structure. A full organisation chart will be presented at the next Board meeting in November 2014.
- 81.2.4. The Board expressed an interest in meeting the new members of the British Swimming team. The February 2015 meeting was identified as an opportunity for this.
- 81.2.5. Going forward British Swimming will now need to build their staff development programme as this will no longer be run in conjunction with the ASA.
- 81.3. The University of Swansea on a possible bid has logged an expression of Interest for the IPC European Swimming Championships 2018. A meeting is being organised with University of Swansea to progress this matter in the near future. Again it was noted this event would be delivered at no risk or cost to British Swimming.
- 81.5. It was agreed that the incumbent ASA Chief Executive Adam Paker needs to be added to the Board circulation packs for future meetings.
82. **Report of the Head of Legal Affairs**
- 82.1. The HoLA provided an overview of the Service Level Agreement between the ASA and British Swimming and the process to date.
- 82.2. **Articles of Association**
- 82.2.1. The HoLA outlined the proposed amendments to the Articles for the Board to approve in order for them to be presented and agreed at the AGM in November 2014.
- 82.2.3. Detailed discussion took place regarding the membership of the Board and the process of appointing new members. Board Members were invited to feedback to the Nominations Group.
- 82.3. **Special Purpose Vehicle**
- 82.3.1. The HoLA updated the Board on status of the SPV.
- 82.4. **Synchronised Swimming Funding Appeal**
- 82.4.1. The HoLA had already distributed the decision of the Independent Panel hearing the

Appeal and provided a verbal report on the outcome of the Funding Appeal.

82.5. **Travel Policy**

82.5.1. The Board noted the Policy.

82.5.2. HoLA to distribute by email a revised Funding Review Appeals Procedure for Board Members to approve as the next Board meeting takes place after the deadline for funding decisions.

83. **People Report**

83.1. This was noted for information.

84. **Communications Report**

84.1. The Board were invited to provide their views on what they would like to see at a regular Board meeting as part of the Communications report. It was agreed that a factual report including media coverage along with a wider based Communications report would be useful.

85. **IRSG Terms of Reference**

85.1. The draft of the Terms of Reference for this group were approved with the following modifications. Discussion took place regarding whether the Board decide which key technical officials should attend events. However, it was agreed that there are processes, which are in place, that work in this area and the group should focus on strategy in this area and monitor it is followed. Regarding nominations for key International posts it was agreed that going forward the group should make recommendations to the Board regarding nominations but the IRSG deal with the details.

85.2. It was agreed the Board would continue to identify candidates for LEN, FINA and IPC.

86. The Board expressed their thanks to Cathy Lambert for her support to the British Swimming Board.

87. **Date of Next Meeting – 7th/8th November 2014, Crowne Plaza**