



Minutes subject to approval at the next British Swimming Board Meeting

**BRITISH SWIMMING BOARD
Minutes of the meeting held 4th-5th September 2015
Crowne Plaza, NEC, Birmingham**

Present:	Maurice Watkins	Chair
	David Sparkes	Chief Executive
	Simon Rothwell	ASA
	Ray Gordon	ASA
	Alex Kelham	ASA
	Forbes Dunlop	SASA
	Robert James	WASA
	Peter Littlewood	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
	Wendy Lockton	Administrative Support

By Invitation (presentation only):

Chris Spice	National Performance Director - Swimming
Tim Jones	Head of Performance Pathway
Chris Rogers	Torchbox
Ged Barker	Torchbox

Apologies: Maureen Campbell SASA (Joined as observer by Skype for items 41 and 42)

Min No

38. Welcome and Introductions

Chris Rogers and Ged Barker from Torchbox were welcomed to the meeting and introduced to the Board.

39. Presentation by Torchbox

39.1. Chris Rogers thanked for the Board for the invitation to the meeting and for the opportunity to present.

39.2. Chris Rogers presented the Board with an overview of the work which Torchbox have carried out over the past 2 months in relation to the discovery phase in the creation of a new British Swimming website. The main headings were:

- The objectives
- Agenda
- The story so far
- Building a design vision
- Influences
- Addressing your business objectives
- Deliver commercial income

- 39.3. Torchbox welcomed questions from the Board.
- 39.4. Discussion took place regarding the deadline for the new website to be launched. It was agreed that it was imperative the website is launched prior to the Olympic Trials in April 2016.
- 39.5. Discussion took place regarding the content development for the website and a question was raised regarding if there is sufficient resource to manage this. The Board were updated that the Head of Communications has been asked to prioritise what he thinks is achievable in this area.
- 39.6. Discussion took place regarding how the new website may be seen as a way a potential new partner may be able to leverage them self through the sport, especially in light of the swimming story that is currently being developed. It was agreed that Torchbox should discuss this matter with the team working on the development of the Swimming Story to ensure they are working synonymously.
- 39.7. The Board were asked if they are comfortable with how the new website is progressing. The Board confirmed they are happy with the way the website is developing.
- 39.8. Torchbox were thanked for their informative and interesting presentation.
40. The Chairman informed the Board that Melanie Beck would not be in attendance to present her paper on High Diving due to other commitments.
- 40.1. The Board was provided with a general update on the sport in terms of its current place in the swimming world and the likelihood of High Diving featuring at future FINA and LEN events. The Board was provided with information of the selection process for the World Championships.
- 40.2. The Board was asked to comment on the paper with a particular focus on potentially bringing High Diving into the British Swimming Articles of Association.
- 40.3. Discussion took place regarding the requirement for an age restriction for the sport. It was highlighted that FINA does not impose a minimum age, just performance criteria in order to compete. It was agreed that should the sport be accepted into the British Swimming constitution a clear process will need to be in place to identify athletes who are at a level where they can safely participate in the sport. The Board were in agreement that it is imperative the Home Nations put an infrastructure in place that can successfully get athletes to the correct standard to allow them to participate safely.
- 40.4. Detailed discussion took place regarding possible future UK Sport funding for the sport. It was outlined that should High Diving be introduced to the Olympic programme for Tokyo 2020 that UK Sport may chose to fund the sport. However, due to the small number of athletes involved in the sport it is likely a different approach would be taken to that currently seen with the other aquatic sports.
- 40.5. The Board were in agreement that British Swimming should start to build a relationship with the High Diving athletes and that this relationship should be the same as that with the Synchronised Swimming and Water Polo athletes whereby going forward they will receive kit and logistical support from the British Swimming office. It was identified that in return athletes would be required to sign the British

Swimming Code of Conduct.

40.6. The Chairman asked the Board if they are happy to introduce a notice of meeting to the Home Nations to further discuss bringing High Diving into the British Swimming constitution. The Board were unanimous in agreeing to proceed in this way. The Head of Legal Affairs was asked to consider this further as a change may not be required to the Articles of Association.

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

41.1. The Chairman welcomed Tim Jones, Head of Performance Pathway to the meeting.

41.2. Tim Jones presented an update on the Performance Pathway to the Board. The main headings were:

- 20/20 Vision
- Pathway Implementation Group
- R.A.R.E Policy
- National Development Syllabus
- Responsive 'OFF THE BLOCKS' website
- Domestic Competition Structure
- Ensuring effective change
- Performances at the British Summer Championships
- UK Sport Pathway Health Check

41.3. Tim Jones welcomed questions from the Board.

41.4. Discussion took place regarding the potential for utilising the new British Swimming website as a resource in synergy with the Off the Blocks website. It was agreed this would be ideal assuming controlled access was in place.

41.5. A question was raised regarding how feedback would be provided to those coaching fraternities that showed regression at the British Summer Championships. It was outlined how feedback would be provided to those clubs in order to try and improve this statistic going forward.

It was also agreed that to encourage coaches to utilise the web based resources being developed would require a marketing campaign and it was important these resources compliment the certification of coaches.

41.6. Tim Jones was thanked for his informative presentation and the Board were in agreement that a lot of positive work had been done in this area since Tim last presented to the Board 12 months ago.

42. **Presentation by Chris Spice, National Performance Director**

42.1. The Chairman welcomed Chris Spice to the meeting who was presenting to the Board on progress made since 2013 including an overview of the 2015 World Championships in Kazan. The main headings of the presentation were:

- The train has left the station
- PLG Goals for 2015
- Kazan 2015 – overall
- Kazan 2015 – Olympic events
- Benchmark meet Season's Best
- Gold standard
- World leading to world changing

- WIP
- We win in Rio before we get to Rio
- WCP Cultural Development

42.2. Discussion took place regarding the perceived loss of momentum on the last day of competition at the World Championships in Kazan. The Board were reassured that this has been recognised and plans are being put in place to ensure this is not repeated in Rio 2016.

42.3. The Board recognised the dramatic positive change in the team culture over the past 2 years.

42.4. Chris Spice was congratulated on what the team has achieved and it was recognised that British Swimming has never been in this position before in terms of results at a major Championships. The Board were in agreement that Chris Spice has done an excellent job since 2013. It was highlighted however that Kazan is only part of the journey towards Rio 2016 and Tokyo 2020.

42.5. The Board advised Chris that they were available as a resource to assist Chris with the preparations for Rio 2016 and will assist in any area possible to avoid Chris and his team being distracted from their roles in the lead up to the Olympic Games.

43. **Apologies**

43.1. Apologies were noted from Maureen Campbell.

44. **Declaration of Interest** – None declared

45. **Year End Accounts and Audit Findings Report**

45.1. The auditor, Jeremy Beard was welcomed to the meeting.

45.2. The auditor provided the Board with an overview of the thorough process that had been carried out in relation to the Year End Accounts and Audit Findings Report.

45.3. The Head of Finance provided the Board with an overview on the British Swimming and HPS Ltd statutory accounts.

45.4. The auditor took the Board through the Audit Findings Report highlighting the key points from the report.

45.4.1 The auditor suggested at the request of the Chief Executive there is a tightening up of the credit card usage policy. It was agreed this matter is already in hand with the new credit card policy ready to be circulated.

45.4.2. Discussion took place on certain aspects of the returns which the auditor dealt with.

45.4.3. The auditor outlined to the Board that if for any reason they felt the reserves are getting too high a decision can be made to show a designated reserve. The Board agreed that from a cosmetic point of view this may be helpful.

45.4.4. The Board were informed of the Special Interest Group and were advised that they are welcome to attend these meetings if they wish. Any Board member wishing to attend a meeting should liaise with the Head of Finance.

- 45.5. Discussion took place regarding internal audits and it was recognised that there is currently no capacity for this. The Board were in agreement that this will need to be reviewed going forward and the Audit Probity Committee will look at this when it has been formed. It was agreed that Terms of Reference for the Committee need to be established. Meanwhile any requirements for internal audit would be dealt with on a case-by-case basis as in similar organisations.
- 45.6. The Letters of Representation for British Swimming and HPS Ltd were brought to the attention of the Board. The Chairman signed these letters on behalf of the Board.
- 45.7. The Board were asked to approve the accounts to the end of March 2015. The accounts were **unanimously agreed** by British Swimming Ltd and HPS Ltd subject to minor clarification on the notes.
- 45.8. Staff left the meeting at this point for the Board to discuss in a private session with the auditor any issues arising from the audit process. The Board were satisfied on any points raised.
46. **Minutes of the Meeting held 12th-13th June 2015**
- 46.1. The Minutes were agreed as a correct record of the meeting.
47. **Matters Arising from the Meeting held 12th-13th June 2015**
- 47.1. Min 31.5.1 – The Chief Executive provided the Board with an update on the creation of the Swimming Story. The importance of getting the ASA, Swim Wales and Scottish Swimming on board with the project was identified as being business critical and to this end it was agreed it is imperative that all Home Nations meet to discuss this as a matter of priority.
- 47.2. Min 29.2 – The Director of World Class Operations updated the Board in relation to the number of confirmed attendees at the Awards Dinner. The Board were informed that voting for the awards is now live on the website. It was agreed that the list of attendees and non attendees would be circulated to the CEO and Chairman to finalise the top table and the presentation of the awards. The Board were informed that the date of the 2016 Awards Dinner is on the agenda for the forthcoming Senior Management Team meeting in October.
- 47.3. Min 30.9 – The Director of World Class Operations reassured the Board that progress had been made in terms of the plans and final booking for the Diving Olympic Holding Camp. The Board were informed that the final decision on the location to be selected for the Holding Camp would depend on if a temporary roof is to be fitted to the Diving pool in Rio. The Chief Executive was tasked with asking FINA directly if a roof would be fitted or not to enable the final decision on the Holding Camp venue to be made.
- 47.4. Min 30.10 – The Director of World Class Operations informed the Board that a top up order for tickets for the Olympic Games would be submitted to FINA in the near future.
- 47.5. Min 33.2 – The current situation in relation to the rebate from the ASA for office space was outlined to the Board. It was agreed that the Chief Executive and Robert James should meet with the ASA to discuss this matter and agree a solution.

48. **Report of the Director of World Class Operations**
- 48.1. **Paralympic Games**
- 48.1.1. The Board were asked to discuss and agree which Board member on the Para Swimming PMG would attend the Paralympic Games. Detailed discussion took place on this matter. It was agreed that Ray Gordon would attend the Games through his role as a Board member on the Para Swimming PMG. In addition it was agreed that Graham Edmunds would also attend as it was viewed by the Board it would be a good opportunity for continued professional development for Graham's future role in International Influence.
- 48.2. **Overview of results from summer period**
- 48.2.1. The Director of World Class Operations highlighted the excellent results achieved over the summer period. The Board offered their congratulations to all athletes and staff across the three sports.
- 48.2.2. **IPC World Championships**
- 48.2.2.1. The Director of World Class Operations brought the Boards attention to the paper on the results from the IPC World Championships highlighting that most Key Performance Indicators had been achieved. It was also identified however that there is still capacity for the programme to further improve in Rio.
- 48.2.2.2. Discussion took place regarding low representation in some of the classifications. It was agreed there needs to be a strategy in place to tackle this matter. The Home Countries all agreed to assist in this regard.
- 48.2.2.3. The Board agreed they were keen to support the Para Swimming programme in the lead up to Rio 2016 and requested that Chris Furber be invited to present at the November Board meeting with a focus on what the programme is going to do with the athletes to support them in their preparations for Rio.
- 48.3. **FINA World Championships - Swimming**
- 48.3.1. The Board had previously been updated on the excellent results at the FINA World Championships during the presentation by Chris Spice. In addition to this the Director of World Class Operations reiterated again the big change in the culture within the team. It was noted that this has permeated down to the Junior level as seen at the European Games in Baku where the behaviour of the team was excellent and commented on by other nations.
- 48.4. **FINA World Championships - Diving**
- 48.4.1. The Director of World Class Operations highlighted the excellent set of performances the Diving team had achieved in Kazan. It was noted however that some of the medals were won in non Olympic events. The Board agreed the Diving team look to be on course to achieve their medal target in Rio but as with Para Swimming there is a necessity to ensure detailed planning is in place for a small cohort of athletes.
- 48.5. **Tokyo Investment Process**
- 48.5.1. The Director of World Class Operations updated the Board on the progress to date on the Tokyo Project Plans. It was agreed the 3 National Performance Directors would attend the February 2016 Strategy weekend to present their plans to the Board prior to submitting their final plans to UK Sport in March 2016.
- 48.6. The Director of World Class Operations was thanked for his report and thorough papers.

49. **Report of the Chief Executive**
- 49.1. The Chief Executive updated the Board in relation to the work being carried out alongside the Home Nations on the development of performance criteria to be used when sending Synchronised Swimming and Water Polo teams to major Championships. The Board agreed this is imperative in terms of focusing the team's minds during the Championships and also ensuring British Swimming are not held liable for any fines incurred for non attendance.
- 49.2. The Chief Executive updated the Board on the agreement with UK Sport to release the money for the European Championships 2016. The Board were asked if they were happy for the Chief Executive to sign, on behalf of the Board, confirming British Swimming is happy to underwrite the event up to £250k. The Board confirmed they were all happy to proceed in this way.
- 49.3. The Board were asked if they were happy to nominate Forbes Dunlop to sit on the Organising Committee for Glasgow 2018. The Board confirmed they were happy with this nomination.
- 49.4. The Chief Executive invited the Board for their views on the suggested KPI's in relation to the Risk Register. Discussion took place regarding the first KIP and it was agreed that this requires some fine tuning prior to the KPI's being submitted to UK Sport. The Chairman and Head of Legal Affairs were tasked with reviewing this KPI.
- 49.5. All Board members were invited to email any comments on the draft response to the Government's Consultation on a new Strategy for Sport to the Chief Executive. The Board agreed the Chief Executive would sign this off once it had been approved by the Chief Executives for England, Scotland and Wales.
50. **Report of the Head of Legal Affairs**
- 50.1. **British Swimming Team Selection Appeal Procedure**
- 50.1.1. The Head of Legal Affairs produced a paper to the Board outlining the outcome of Senior Management discussions on this issue together with proposals. The Board were invited to discuss the proposals and provide their decision on each proposal.
- 50.1.2. The Board agreed:
- i. The important of communication with athletes prior to issuing a selection decision, where practicable;
 - ii. That selectors must provide written reasons to an athlete in the event of an athlete submitting a Notice of Appeal against non-selection / non-nomination.
 - iii. That a fee of £500 will be levied and applied to the Procedure in the event an athlete applies for Leave to Appeal;
 - iv. That the Procedures application shall continue to apply to all levels of team selection where a British Team is being selected. However this would be kept under review.
- 50.2. The Head of Legal Affairs provided the Board with an update following FINA's recent decision not to ratify the World Records attained at the European Championships in 2014. The Board were informed that British Swimming has issued a Statement of Appeals to the Court of Arbitration for Sport ("CAS") and an Appeal Brief will also be submitted in accordance with the CAS code seeking the ratification of those World Records.

50.3. The Head of Legal Affairs drew the Board's attention to the KPI's in place to evaluate the performance of SMAM of its obligations under the Agreement with British Swimming. The Board were reassured that progress has been made since the last Board meeting in terms of identifying potential new partners and sponsors. The Board agreed this is a key time and British Swimming now has a window of opportunity to progress this further following the successful results over the summer.

50.4. The Board recorded their gratitude for Len Badcock's contribution to British Swimming as Chairman of the British Swimming Judicial panel for many years following the sad news of his passing.

51. Report of the Head of Finance

51.1. The Board were asked for their views on the second opinion received from haysmacintyre on the VAT impact of merging the affairs of HPS Ltd with those of British Swimming. The Board were in agreement that the best way to proceed was to merge the companies.

51.2. The Chief Executive provided the Board with an overview of the background behind the Norma Thomas fund. The Board were in agreement that this money should be handed over to the Swimming Trust to administer to allow them to decide how much to award each year to the Diver of the year with the view of spending the capital over a number of years.

51.3. The Head of Finance informed the Board that the UK Sport Quarter 1 reports had been signed off by UK Sport and that an End of Year forecast would be brought to the next meeting.

51.4. The Board were informed that the British Swimming Finance team have now completed their move to the 3rd Floor at SportPark.

52. Report of the Head of Communications

52.1. The Board noted the report of the Head of Communications. No comments were raised.

53. Risk Report

53.1. The Chief Executive reassured the Board that British Swimming is doing everything it can to mitigate risks. The Board expressed they are happy with how things are working in this area.

54. The Board were updated on the recruitment plans for maternity cover for the Director of Events and Sponsorship.

55. The Board expressed interest in holding the February 2016 Strategy weekend in London.

37. Date of Next Meeting – 6th-7th November 2015.

There being no further business the meeting closed.