



**Minutes subject to approval at the next British Swimming Board Meeting**

**BRITISH SWIMMING BOARD  
Minutes of the meeting held 11<sup>th</sup> June 2016  
Mercure Hotel, Sheffield**

<b>Present:</b>	Maurice Watkins	Chair
	David Sparkes	Chief Executive
	Ray Gordon	ASA
	Alex Kelham	ASA
	Simon Rothwell	ASA
	Maureen Campbell	SASA
	Craig Hunter	Independent Member
	Peter Littlewood	Independent Member
	Adele Stach-Kevitz	Independent Member
	Graham Edmunds	Athlete Representative
	Ian Mason	Director of World Class Operations
	Ash Cox	Head of Legal Affairs
	Kathreen France	Head of Finance
	Wendy Lockton	Administrative Support

<b>Apologies:</b>	Urvashi Dattani	Independent Member
	Robert James	WASA

**Min No**

**47. Welcome and Apologies**

47.1. The Chairman welcomed everyone to the meeting and apologies from Robert James and Urvashi Dattani were noted.

**48. Presentation by Maria Ramos and Karen Thorpe**

48.1. Maria Ramos, Chair of British Swimming Synchronised Swimming Management Committee, and Karen Thorpe, Talent Development Manager for Synchronised Swimming, presented the 2016-2024 Synchronised Swimming Plan to the British Swimming Board. The main headings of the presentation were:

- Vision & Ambition
  - Strategic priorities for whole sport
  - Where we are now and where we want to be
  - Update Talent Pathway 2013-2016
  - 2016 England Programme
  - Competition Calendar 2016
  - Results – Age Group, Junior and Senior
  - Future Talent Pathway 2017-2021
  - Priority areas for the UK Sport submission
  - What it takes to win
  - The Plan to the Podium
- Working together within British Swimming

- Questions

- 48.2. The Chairman thanked Maria and Karen for their informative presentation and reassured them that as Synchronised Swimming is part of the British Swimming constitution British Swimming are keen to maintain this and continue to work positively with Synchronised Swimming going forward and support them where possible.
- 48.3. The Board congratulated Maria and Karen on the great job they had done during difficult times following the loss of UK Sport lottery funding to the sport.
- 48.4. Discussion took place regarding the difficulty in sustaining incremental progress in a subjectively judged sport. The Board were informed that part of the strategy to deal with this is to have a number of duets working together.
- 48.5. The Board suggested it would be useful to include as part of the presentation a comparison between where the sport is now compared to where it was prior to London 2012. It was agreed that sharing some of the information that was included in the Swimming Tokyo 2020 Strategy would be useful.

49. **Declarations of Interest**

- 49.1. None declared

50. **Minutes of the meeting held 16<sup>th</sup> April 2016**

- 50.1. The minutes were agreed as a correct record.
- 50.2. Min 34.5 - The Chief Executive updated the Board in relation to the new outfitting sponsor outlining that there were no significant issues. The Board were also made aware of the late request made by the Amateur Swimming Association for 15,000 pairs of goggles to be included as part of the agreement. This has been posed to the sponsor and a response is awaited. The Chief Executive informed the Board that he is confident the contract will be brought to a conclusion by the end of June 2016.
- 50.3. Min 37.3 – The Chief Executive updated the Board in relation to the latest situation with regards to bids outlining the continued reluctance of UK Sport to engage with British Swimming on any potential future events. Detailed discussion took place on this matter, particularly in relation to the FINA Diving World Series in 2017 which British Swimming are under contract with FINA to deliver for a third year. It was agreed this matter requires attention with UK Sport in order to be resolved and ensure that the contract with FINA is not breached.
- 50.4. Min 37.7 – The Board were updated on the meetings that have recently taken place between the Chief Executive and the cyber-crime detective and the Head of Finance for the ASA. It was agreed that British Swimming, along with WASA, would undertake a cyber-crime health check alongside the ASA.
- 50.5. Alex Kelham updated the Board on the meeting recently held with Discovery Channel. The Chief Executive updated the Board that the BOA are looking at potentially having a Team GB channel post Rio.

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

51.1. **Elite Coach Development**

- 51.1.1. A paper had previously been circulated to the Board which identifies the competencies required to be a top coach and the Director of World Class

Operations outlined the tremendous progress that has been made in this area. The Board requested sight of the competencies and it was agreed these would be brought to the next meeting.

- 51.1.2. The Board raised a question with regards to the management of Nigel Redman's time across all 3 sports and the Board were assured that British Swimming are comfortable Nigel's time can be effectively managed to provide this service to the 3 funded sports.
- 51.1.3. The Board were asked to endorse the proposed Elite Coach Development Plan and the Plan was unanimously endorsed by all Board members.
- 51.2. **2018 British Swimming Championships**
- 51.2.1. The Director of World Class Operations updated the Board on the logistical challenges in relation to the 2018 British Swimming Championships due to the Commonwealth Games taking place in Australia in April 2018. The Director of World Class Operations outlined to the Board a proposal for the British Championships to be staged as part of the Edinburgh International meet in March 2018 and the Board were asked to endorse this arrangement to allow forward planning to progress. The Board unanimously endorsed this proposal.
- 51.3. **Tokyo Strategic Plans**
- 51.3.1. The Director of World Class Operations updated the Board on the 3 separate meetings that have taken place with UK Sport in relation to this matter. The Board were provided with a breakdown of both the generic and specific feedback that had been provided to all 3 sports and the Director of World Class Operations highlighted some of the pertinent matters that had arisen.
- 51.3.2. The Board were made aware of the move by UK Sport to reduce NGB's dependency on public investment and their push for NGB's to increase responsibility for resourcing their Performance Strategy via Co-funding. Discussion took place in this area and it was agreed a strategy for Co-funding is required. The Board were informed that work is ongoing in terms of a paper on Co-funding and also a paper on VIK which will be submitted to UK Sport as part of the resubmission of cases for Tokyo investment following the Olympic and Paralympic Games.
- 51.3.3. The Board were informed that UK Sport will confirm their requests for sports to re-submit any part of their case for Tokyo investment based on performance by Monday 5<sup>th</sup> September for Olympic sports and 26<sup>th</sup> September for Paralympic sports and that sports will have 4 weeks to turn this around and respond.
- 51.3.4. The Director of World Class Operations highlighted the budget feedback that had been received from UK Sport as part of the Tokyo process.
- 51.3.4.1. The Board were informed that UK Sport recognise good progress has been made in reducing central costs but there is a need to further reduce these costs going forward. Discussion took place on this matter particularly in relation to the IT services currently received from the ASA. It was agreed to investigate options in this area moving forward.
- 51.3.4.2. Discussion took place with regards to the request from UK Sport to reduce the contribution of the programmes towards National Domestic competitions. The Board were in agreement that progress has been made in this area with income streams now in place for events.

- 51.3.5. The Board were asked if they required any further clarification on the Tokyo 2020 investment process and the Board confirmed they were happy with the information which had been provided. The Board acknowledged the huge amount of work that has been completed as part of these plans for 2020 investment and congratulated the staff that had been involved in this process.
- 51.4.1. The Director of World Class Operations informed the Board that UK Sport have approached Chris Furber advising Para-Swimming to adjust their medal target down following a full review of the rankings by the UK Sport intelligence team. The Board had a robust discussion around this matter and an agreement was reached that the UK Sport recommendation to reduce the medal target should be accepted. This decision was based on a reflection of the results from the 2015 World Championships and 2016 European Championships alongside the valuable additional information that had been received from the UK Sport intelligence team.
- 51.4.2. As a result of the above the revised medal target for Para-Swimming will be adjusted to 35-45 medals.
- 51.5. The Board were provided with detailed reports from the major Championships that had recently taken place. The Board were in agreement that results were extremely encouraging but the key thing for the Performance Directors is ensuring focus is maintained through to Rio.
- 51.6. The Director of World Class Operations updated the Board on the provisional plans for the Performance Foundations programme outlining this is initially a 4 year programme unless further investment is made available to fund it beyond the initial 4 years.
- 51.7. The Chairman requested for the Board to have a detailed look at the performance tracking documents across all of the sports and raise any issues with the PMG's.
- 51.8. The Director of World Class Operations was thanked for his informative and detailed report.
52. **Report of the Chief Executive**
- 52.1. The Chief Executive provided the Board with an overview of results over the previous few months stressing the importance of managing expectations in the lead up to Rio Olympic and Paralympic Games.
- 52.2. The Board were provided with an update on the meeting which had been recently held with Manchester Metropolitan University. Manchester Metropolitan University are keen to have a memorandum of Understanding with British Swimming and the Board agreed this was a good opportunity for British Swimming.
- 52.3. The Board were informed that there has still been no meeting with Sport England on England Talent following the publication of the Sport England Strategy. The Chief Executive will keep pushing for this meeting to take place.
- 52.4.1. The Chief Executive updated the Board on meetings which had recently taken place with the BOA and Sally Hancock with regards to a future Commercial Strategy in securing a commercial partner for Swimming. The Board were

informed that a strong recommendation that came out of this meeting was for Swimming to have an individual employed in house with the remit of identifying and securing a commercial partner as their prime role. Discussion took place on this matter and the Board were in agreement that this is the correct way to proceed.

52.4.2. The Chief Executive to develop a job description and person specification for this role and bring to the November Board meeting. The ASA were working on a draft Commercial Strategy.

52.4.3. The Board were informed that a decision needs to be made by September with regards to the future working relationship with Lagadere. The Board may need to respond by email on this matter in light of there being no September 2016 meeting.

52.5. The Chairman updated the Board in relation to work that has recently taken place in terms of key staff retention.

#### 52.6. **LEN European Championships**

52.6.1. The Chief Executive updated the Board on the extremely positive feedback that had been received following the conclusion of the LEN European Championships including the excellent working relationship with LEN. The Board were informed that no significant issues occurred during the event.

52.6.2.1. The Chief Executive informed the Board that a number of lessons had been learnt from the LEN European Masters Swimming Championships. However, it was noted that all feedback received concerning the field of play had been extremely positive.

52.6.2.2. It was agreed that a further discussion to decide where Masters sits within British Swimming is required moving forward.

52.6.3. The Board congratulated the staff and volunteers that worked during the Championships, in particularly the Masters Championships.

#### 52.7. **Non Funded Sports**

52.7.1. The Chief Executive provided the Board with a paper covering the non-funded sports. As part of this the Board were informed that High Diving will be presenting a paper to the LEN Bureau at their next meeting proposing to start a European High Diving cup in 2018 and 2019 with a view to also have High Diving included in the European Championships in 2020. It was made clear that activity within this sport is clearly on the rise. However, a number of things are still yet to be clarified, for example if LEN will cover athletes expenses to these events as FINA do for World events.

52.7.2. Discussion took place regarding the Synchronised Swimming presentation which had taken place earlier in the meeting. The Board were in agreement that the presentation requires a greater focus on the elite end as ultimately this is what UK Sport will be interested in.

52.8. The Board were provided with a paper on the changes in the IPC and opportunities and discussion took place on this matter. The Board were in agreement that it would be beneficial to secure a representative on the BPA Board and that this should be taken forward as an item to the International Influence Group.

- 52.9. The Chief Executive updated the Board on the success of the recent LEN Congress held in London. The Board were in agreement the outcome of the congress is a step in the right direction in terms of international influence for British Swimming.
- 52.10. **Succession Planning**
- 52.10.1.1. In light of the re-election at the LEN Congress of the Chief Executive to the position of General Secretary of LEN and the decision for the Chief Executive to represent LEN in the FINA Bureau the Chief Executive informed the Board that as a result he would no longer be able to be the Chief Executive of British Swimming as of June 2017, hereby providing the Board with the 12 month notice period required.
- 52.10.1.2. The Chairman provided the Board with an outline of the proposed plan in terms of recruiting a replacement Chief Executive and reassured the Board that this process would be managed accordingly to ensure preparations for Rio are not disturbed.
- 52.10.2. The Chairman confirmed that he had been invited to serve another term as Chairman of the Board of British Swimming. He had been very pleased to accept the invitation to remain as Chairman for a further four year term expiring at the end of 2020 and thanked the Board for this.
- 52.10.3. Detailed discussion took place with regards to the Board members who were due to come off the Board in November 2016 particularly in relation to Craig Hunter. The Board unanimously agreed to make a recommendation to the nominations committee for Craig to remain on the Board for another term of office through to 2020 in order to retain his technical and business knowledge and also from an international influence point of view in light of Craig's status within LEN.
53. **Report of the Head of Legal Affairs**
- 53.1.1. The Board were provided with an update on the successful appeal against an IPC Classifiers decision in relation to a para-swimmer. The Head of Legal Affairs is still awaiting written reasons for this decision and will circulate to the Board upon receipt.
- 53.1.2. The Head of Legal Affairs informed the Board of the IPC's intention and subsequent decision regarding an employee of British Swimming who is also an IPC volunteer following the appeal process. A letter has been sent to the IPC requesting an explanation and the suspension of the interim measures.
- 53.1.3. A discussion took place regarding the above and the Board were in agreement that all efforts should be made to support the employee.
- 53.2. The Board were provided with an update on Governance and were informed that British Swimming will undergo an Onsite Governance Audit, which accords with UKS Funding Conditions and will be independently conducted by Moore Stephens. As a result self-assurance will not be required this year. Government has now released its Sport Governance Charter and we are waiting to receive the Governance Code.
- 53.3. The Head of Legal Affairs drew the Board's attention to a recent communication received from UKAD regarding reduced resources to carry out in-competition

testing. The Board were advised that the Head of Legal Affairs is working closely with UKAD to determine what impact this may have on British Swimming Events.

- 53.4.1. The Board were provided with a copy of the People Report.
  - 53.4.2. The Board were informed that the date for the Equality pre assessment meeting has been rescheduled to allow the outcomes of the Equality report to be fully digested.
  - 53.4.3. The Board were provided with a copy of the results from the Staff Survey and the Head of Legal Affairs highlighted the main positives and negatives. Moving forward the Senior Management Team will ensure these issues are picked up in the Staff Day Agenda proposed for December 2016.
54. **Report of the Head of Finance**
- 54.1.1. The Board were provided with the British Swimming and HPS Management Accounts for year ended 31<sup>st</sup> March 2016. The Head of Finance outlined to the Board the main deficits and variances along with the reasons for these.
  - 54.1.2. The Board requested a copy of the Head of Finance's report on the Management Accounts. The Head of Finance to circulate this following the meeting.
  - 54.2. A discussion took place regarding the MOU and home country contributions and how they vary going forward. This was now with the Chairmen to take forward.
  - 54.3. A detailed discussion took place regarding the European Championships budget. As a result of this discussion the Board were unanimous that the return on investment in these Championships is immeasurable for British Swimming and all decisions made were fully supported by the Board.
  - 54.4.1. The Board were provided with a copy of the Audit Planning Letter for the Year End 31<sup>st</sup> March 2016 and a discussion took place regarding the approval of the accounts in light of there being no British Swimming Board meeting in September 2016. It was agreed for the Accounts to be approved at the November 2016 meeting. The Auditor to be invited to attend this meeting.
  - 54.4.2. The SPV accounts to be approved at the next SPV Board meeting in July 2016.
55. **Report of the Head of Communications**
- 55.1. The Board were informed that the new British Swimming website is continuing to attract strong interest.
  - 55.2. Some of the Board requested copies of the CRM reports going forward. The Head of Communications was asked to contact Board members individually to confirm who would like to receive these reports and to distribute these reports accordingly moving forward.
56. **Report of the Group Internal Audit Manager**
- 56.1. The new risks that had been added to the Risk Register were highlighted to the Board. The Board were in agreement that this area continues to work very well.
  - 56.2. Discussion took place regarding the Safeguarding risk. It was agreed this risk will be monitored with a view to it potentially being lowered going forward.

56.3. A discussion took place regarding a failure to secure co-funding being included in the risk register, not just the failure to attract commercial partners. This area to be considered moving forward.

57. Date of next meeting – 4<sup>th</sup>-5<sup>th</sup> November 2016, Kingsway Hall Hotel, London

There being no further business the meeting closed.