



Minutes subject to approval at the next British Swimming Board Meeting

**BRITISH SWIMMING BOARD
Minutes of the meeting held 7th-8th April 2017
Genting Hotel, Resorts World, Birmingham**

Present:	Maurice Watkins	Chair
	David Sparkes	Chief Executive
	Ray Gordon	ASA
	Alex Kelham	ASA
	Maureen Campbell	SASA
	Fergus Feeney	WASA
	Craig Hunter	Independent Member
	Peter Littlewood	Independent Member
	Adele Stach-Kevitz	Independent Member
	Urvashi Dattani	Independent Member (Saturday only)
	Graham Edmunds	Athlete Representative
	Ian Mason	Director of World Class Operations
	Ash Cox	Head of Legal Affairs
	Kathreen France	Head of Finance
	Wendy Lockton	Operations Manager

Apologies: Keith Ashton ASA

Min No

36. Welcome and Apologies

36.1. The Chairman welcomed everyone to the meeting and apologies were received from Keith Ashton for the duration of the meeting and Urvashi Dattani for the Friday evening session.

37. Declarations of Interest

37.1. The Chairman informed the Board that he is a Director on the Lancashire County Cricket Club Board, the proposed venue for the 2017 British Swimming Awards dinner.

38. Minutes of the Meeting held 11th February 2017

38.1. The Minutes were agreed as a correct record of the meeting.

39. Matters Arising from the Meeting held 11th February 2017

39.1. Min 28.5.1 – The Board agreed that in addition to those individuals outlined Craig Hunter would also go to the FINA World Championships in order to attend the Swimming Technical Congress as well as some of the swimming events as part of his role on the PMG.

39.2. Min 31.8 – The Board were informed that a decision had now received in relation to the British Para-Swimming Funding Appeal which was in favour of British Swimming. The Board thanked the Director of Legal for his work on this matter.

- 39.3. The Board requested an update on the current situation with regards to the potential contribution from LEN towards the European Championships. It was agreed the CEO and Chairman would pick up this matter during the LEN Congress in Marseille in May. The Board to be kept updated as this matter progresses.
40. **Report of the Chief Operating Officer**
- 40.1.1. The Chief Operating Officer provided the Board with a paper outlining a review of part of the business operations with a view to integration on the basis of increased business income streams.
- 40.1.2. A detailed discussion took place on this matter and the Board raised a number of areas for consideration and clarification.
- 40.1.3. The Board identified the potential need for an individual with strong commercial skills who would ultimately be responsible for identifying increased income streams. Discussion took place on the issues faced by British Swimming including the lack of budgetary resource currently available for this role but also the need to invest in such a role to increase the likelihood of commercial income.
- 40.1.4. The Board discussed in detail the benefits and challenges faced by the business and agreed that any decision emanating from the proposed review should be delayed and considered at future Boards in 2017. This decision was based on timings with the pending performance programme including the World Championships and the impending recruitment of a Chief Executive. In the meantime further work to be carried out by the Chief Operating Officer on specific descriptions, person specifications and a clear market testing process.
- 40.1.5. It was identified that the management of reputational matters was a key issue that needs to be taken into account as part of the review. It was agreed this needs further thought and should be built into the thinking moving forward.
- 40.1.6. Discussion took place regarding the move of the ASA to pursue a sponsor independently from British Swimming. The Board were all in agreement that British Swimming needs to re-engage with the ASA on this matter in order to try and move forward on this in partnership. A partnership approach would ensure maximum investment for the sport.
- 40.2. **KPMG Report and Efficiency Savings**
- 40.2.1. The COO provided the Board with an update on discussions that have taken place with UK Sport on this matter since the last meeting and also on the decision by UK Sport to reduce programme funding in line with the efficiency savings made to date.
- 40.2.2. Discussion took place regarding the circulation of the report and it was agreed that there was a need for strict confidentiality. Following the passing of time the original report, which was considerably amended, was unreliable. The Directors had not had sight of the report.
- 40.2.3. The COO informed the Board that British Swimming should submit a proposal for further potential savings to UK Sport by December 2017, outlining the areas where potential savings could be made.
- 40.2.4. Discussion took place regarding the report and the potential savings. The Board

expressed a wish to better understand the rationale as to why UK Sport have made the decision to reduce programme funding in line with efficiency savings rather than the money going to the front line, as was originally understood to be the case.

40.3. The Board were provided with the targets for the 2017 World Championships for the 3 funded sports outlining that if these targets are not met funding could be up for review again.

40.4. The COO updated the Board on the recent Mission East UK Sport conference which he had recently attended. The Chairman informed the Board that he had recently attended by invitation a UK Sport workshop on culture.

41. **Report of the Chairman**

41.1. The Board were provided with an update on the recruitment of the new CEO. The following were not present - David Sparkes, Ian Mason, Ash Cox, Kathreen France and Wendy Lockton.

41.2. **ASA contribution to British Swimming: 2017-2021**

41.2.1. The Board were provided with a copy of a letter recently received from the ASA Governing Board Chair relating to their proposed reduction in the contribution to British Swimming for the period 2017-2021. Detailed discussion took place on this matter.

41.2.2. The Board expressed concerns that the ASA have appeared to have acted in a unilateral manner rather than in the spirit of partnership and it was agreed that this matter should be kept on the agenda for the Chairman's meeting due to take place in June.

41.2.3. The Director of Legal was asked to consider British Swimming's legal standing. The Director of Legal to collaborate with the Chairman on this matter prior to the Chairman's meeting in June.

41.2.4. Discussion took place regarding what the ASA should be invoiced for whilst the matter is still being disputed. It was agreed for cash flow purposes to proceed with invoicing for the discounted amount on a without prejudice basis.

42. **Report of the Chief Executive Officer**

42.1. The CEO updated the Board on the negotiations that are still underway with Glasgow in terms of the European Championships 2018 outlining that a detailed conclusion is expected in the near future.

42.2. The Board were informed that Glasgow has successfully been awarded the 2019 European Short Course Championships in full agreement with Scottish Swimming. This was well received.

42.3. The CEO informed the Board that there is a significant funding gap in terms of the FINA Diving World Series in London 2018. In addition to this London are becoming reluctant to be involved in the bid and stringent UK Sport conditions means it is looking like this event will be ruled out despite it being viewed by the Diving NPD as an important event in the preparation for Tokyo.

42.4. The Board were informed that Swiss Timing/Omega have expressed an interest in becoming a partner offering VIK at events. The Board were informed that High Tec have also approached the CEO and are keen to open dialogue in

terms of providing support in meet management. The Board to be kept updated as discussions with these companies continue.

- 42.5. Discussion took place regarding the non-attendance of the Para swimmers at the recent IPC World Series event held in Copenhagen. It was agreed that this issue would be raised at the next PMG event to ensure that competitive opportunities are not being missed.
- 42.6. **Non-funded sports update**
- 42.6.1. The CEO informed the Board that the contract and arrangements for the LEN Men's Junior Water Polo Championships is in hand, currently awaiting written confirmation from Manchester City Council that they will cover the cost of this event.
- 42.6.2. The Board were informed that the ASA have recently been awarded £400,000 from Sport England for Synchronised Swimming for the next quadrennial but this is the last funding the sport will receive.
- 42.6.3. The CEO informed the Board that FINA have offered British Swimming 2 places for the Synchronised Swimming seminar in Budapest during the World Championships and this matter has been passed on to the ASA to pick up.
- 42.7. The CEO confirmed that the high divers have now signed up to the British Swimming code of conduct. The Board were also informed of a potential high diving venue near Liskeard, Cornwall which is currently being used as a training base for some divers.
- 42.8. The CEO updated the Board on Birmingham's interest in bidding for the Commonwealth Games 2022. This information has now been passed on to the ASA which is an exciting opportunity in terms of English swimming.
- 42.9. **International Influence**
- 42.9.1. The Board expressed their congratulations to Forbes Dunlop on his recent appointment to the BPA Board which is a great example of partnership working. The CEO informed the Board that he is continually working with the Director of International Influence to put plans in place to get other key people on Committees and Boards.
- 42.9.2. The CEO informed the Board of UK Sport's decision to reduce funding in the area of international influence. Moving forward consideration as to how international influence can be funded is therefore required.
43. **Report of the Director of Legal**
- 43.1. **Confidential Minutes of the Meeting held 11th February 2017**
- 43.1.1. The confidential Minutes were agreed as a correct record of the meeting.
- 43.2. The Director of Legal updated the Board on progress made in identifying and securing insurance coverage. The Board were informed that a bespoke, sole insurance policy for British Swimming was not financially viable and as a result insurance was secured alongside the ASA and the other Home Nations. A positive example of partnership working. The precise figures, which will be in the form of savings when compared to the previous insurance provision, will be fleshed out in due course. It was proposed that any savings are treated as insurance reserves in the event of a non-recent abuse claim being received where coverage is disputed.

- 43.3. **Governance**
- 43.3.1. The Director of Legal informed the Board that extensive work has been undertaken on this matter alongside the Chairman, CEO and COO in order to agree a Governance Action Plan with UK Sport by the required deadline. It was noted that in reality British Swimming had until the 6th April 2017 to reach an agreement with UK Sport on the Governance Action Plan to enable British Swimming to meet its financial obligations having been notified by UK Sport on 28th March 2017. As a result the Governance Recommendations, following the Governance Gap Analysis provided at the February 2017 Board meeting, will be taken to the June 2017 Board meeting. The Director of Legal informed the Board that there are no significant changes to the Gap Analysis paper produced at the February 2017 Board meeting save for one small addition, which was contained in his report.
- 43.3.2. The Board were informed of the current timing challenge that the Director of Legal is working with UK Sport on in terms of UK Sport's requirement to have the British Swimming AGM completed by 31st October 2017 instead of the scheduled 4th November 2017. The Director of Legal has provided UK Sport with strong logistical reasons, to be determined by UK Sport, as to why this is a challenge for British Swimming including, logistical arrangements and additional cost associated with a change of date and is currently awaiting a response from UK Sport. The Board to be kept updated as this matter progresses.
- 43.3.3. Ray Gordon asked the Director of Legal if a substitute can be sent from a home country should a home country representative Board member be unavailable to attend a meeting. The Director of Legal confirmed that the process was covered in the British Swimming Articles. The Director of Legal will provide details and the relevant Articles to Ray Gordon.
- 43.4. The Board considered two confidential reports from the Director of Legal in respect of independent processes.
- 43.5. **People Matters**
- 43.5.1. The Board were informed that 73% of completed appraisals have now been received. The Report was noted.
44. **Report of the Head of Communications**
- 44.1. The report was noted by the Board.
- 44.2. The Board noted that the current British Swimming strategy only runs to the end of 2017 and clarification was sought in terms of the plans for a new strategy for 2018 and beyond. The Board were in agreement that a new strategy is required. The new CEO to be tasked with implementation.
45. **Report of the Head of Finance**
- 45.1.1. The Head of Finance provided the Board with an update on the British Swimming and WCP Management Accounts for the 11 months ended 28th February 2017 outlining the forecast deficit and reserves.
- 45.1.2. Discussion took place regarding the contribution from Glasgow towards the 2018 European Championships in Glasgow. The Head of Finance should discuss this further with the Director of Events and Sponsorship and the CEO for Scottish Swimming.

- 45.2. **Draft British Swimming Budget 2017-2018**
- 45.2.1. The Board were presented with the draft British Swimming budget for 2017-2018 and detailed discussion took place. The Board expressed concern regarding the deficit budget situation.
- 45.2.2. Detailed discussion took place with regards to the potential to reduce the deficit and find further efficiencies.
- 45.2.3. The Board requested the British Swimming Senior Management Team to be challenged with identifying a balance return and reducing the deficit.
- 45.3. **Reserves Policy**
- 45.3.1. The Head of Finance presented the Board with a draft Reserves Policy, which UK Sport have recommended British Swimming needed to have in place by June 2017. The Board were asked to consider this policy in terms of the minimum level of reserves they would be happy to have in place and also what process British Swimming should have in place should there be a need to go below the minimum level.
- 45.3.2. The Board were in agreement that the policy was a good document and that it should be taken to the next ARC meeting in May with a proposal to the Board brought to the June Board meeting.
- 45.4. **Matters reserved for the Board guidance and schedule**
- 45.4.1. The Board were provided with a schedule of matters reserved for the Board and comments were welcomed.
- 45.4.2. It was requested that the budget authorisation levels should be included as an appendix to the schedule. The Head of Finance to bring this to the June 2017 meeting.
- 45.4.3. The Board were in agreement that the schedule was a good working document and was agreed in principle. The document to be taken to the next ARC meeting in May to be looked at in finer detail with some refinements possibly being taken out. The Head of Finance to bring this to the June 2017 meeting.
- 45.5. The Head of Finance updated the Board that consideration is being given to forward hedging contracts to fix the sterling value of overseas accommodation payments to avoid the risk of higher costs resulting from further exchange rate reductions. The Board confirmed they were happy for the Head of Finance to pursue exploring what rates British Swimming can obtain but not speculating.
46. **Report of the Group Internal Audit Manager**
- 46.1. The Board questioned the risk report circulated in terms of the SMT having not reported any significant change in the organisation's risk profile since the last report to ARC in January.
- 46.2. Discussion took place on this matter and the Board agreed they would feel more comfortable in this area if the Group Internal Audit Manager has an update meeting with each member of the SMT prior to each Board meeting not just ARC meetings.
47. Date of Next Meeting – 9th-10th June 2017, Radisson Blu, Glasgow

There being no further business the meeting closed.