



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

**BRITISH SWIMMING BOARD  
Minutes of the meeting held on 9<sup>th</sup>-10<sup>th</sup> June 2017  
Radisson Blu, Glasgow**

<b>Present:</b>	Maurice Watkins	Chair
	David Sparkes	Chief Executive (CEO)
	Ray Gordon	ASA
	Alex Kelham	ASA
	Keith Ashton	ASA
	Maureen Campbell	SASA
	Fergus Feeney	WASA
	Craig Hunter	Independent Member
	Adele Stach-Kevitz	Independent Member
	Urvashi Dattani	Independent Member
	Graham Edmunds	Athlete Representative
	Ian Mason	Chief Operating Officer (COO)
	Ash Cox	Director of Legal Affairs (DOL)
	Kathreen France	Head of Finance (HOF)
	Wendy Lockton	Operations Manager
	Forbes Dunlop	Scottish Swimming (Friday only)
	John Mason	Scottish Swimming (Friday only)
	Graeme Marchbank	Scottish Swimming (Friday only)
	David Beattie	Scottish Swimming (Friday only)
	Andy Figgins	Scottish Swimming (Friday only)
	David Carry	Scottish Swimming (Friday only)

**Apologies:** Peter Littlewood Independent Member

**Min No**

**48. Welcome and Introductions**

48.1. The Friday evening session was a joint meeting between British Swimming and Scottish Swimming. The Chief Operating Officer welcomed everybody to the meeting and everybody around the table introduced themselves.

**49. Presentation by Forbes Dunlop, Chief Executive of Scottish Swimming**

49.1. Forbes thanked British Swimming for the opportunity to present to them and also for the partnership working that is currently in place. The main headings of the presentation were:

- Corporate Plan
- Vision – Everyone Can Swim
- Mission
- Strategic Objectives
- Principles and Values
- Facts and Figures
- Partnership
- Performance Partnership

- Events
- Developing the Partnership

- 49.2. Following the conclusion of the presentation the Board were invited to ask questions.
- 49.2.1. Detailed discussion took place with regards to the management of data on current members and also potential new members in order to further increase participation.
- 49.2.2. Discussion took place regarding the approach to find potential new partners. Scottish Swimming confirmed that despite securing a direct deal for Scottish Swimming they are completely committed to having a joined up approach with British Swimming and the other home nations in this area moving forward.
- 49.2.3. Discussion took place regarding Scottish Swimming's all-inclusive approach with Para Swimmers. Forbes confirmed that whilst this approach does have its logistical challenges they are confident this is the correct approach.
- 49.3. Forbes was thanked for his excellent presentation. All present were in agreement that the partnership with Scottish Swimming is extremely positive.
50. **Presentation by Ash Cox, Director of Legal for British Swimming**
- 50.1. Ash presented to the Board following the Independent Report in to the Duty of Care recently published. The headings of the presentation were:
- Introduction
  - Duty of Care – The Government and Quango
  - Duty of Care – The Board
  - Duty of Care – Sport
  - Duty of Care – Equality, Diversity and Inclusion
  - Duty of Care – Safeguarding
  - Duty of Care – Medical, Safety and Injury
  - Duty of Care – Mental Welfare
  - Duty of Care – Performance
  - Summary
- 50.2. Discussion took place regarding the culture of Swimming in Britain. All were in agreement that this should be driven by the sport.
- 50.3. It was agreed that there is a need for evidence based reporting when dealing with athletes and coaches. It was agreed education in this area is key.
- 50.4. Discussion took place regarding the role of the Board in this area. There were concerns this could prove to be extremely onerous in light of there being no guidance on how this will look in practice.
- 50.5. Discussion took place regarding Sudden Cardiac Arrest / levels and ages of Cardiac screening. It was agreed that other sports should be looked at in terms of at what age and level they are performing this testing.
- 50.6. Detailed discussion took place regarding the balance between athlete welfare and winning. The Board were in agreement that a pragmatic approach is required in this area.

- 50.7. Ash Cox was thanked for his informative presentation which had led to some very interesting debate.
51. **Welcome and Apologies**
- 51.1. The British Swimming Board continued on the Saturday morning. The Chairman welcomed everyone to the meeting and apologies were noted from Peter Littlewood.
52. **Declarations of Interest** – none declared
53. **Minutes of the Meeting held 7<sup>th</sup>-8<sup>th</sup> April 2017**
- 53.1. The Minutes were agreed as a correct record of the meeting.
54. **Matters Arising from the Meeting held 7<sup>th</sup>-8<sup>th</sup> April 2017**
- 54.1. Min 39.3 – The CEO updated the Board that since meeting with LEN at the Congress in Marseille in May a letter had been sent to further follow up on the matter of the potential contribution from LEN towards the European Championships. The CEO will follow this up further with LEN in Rome later in the month.
- 54.2. Min 40 – The COO updated the Board on work that had been done in terms of the potential review of part of the business operations. The Board were asked to advise how this matter should be progressed. Detailed discussion took place on this matter in terms of when this matter should be progressed. It was agreed that the review process should be commenced following the World Championships in Budapest but that the recruitment of a Commercial Director should be postponed until the new CEO takes up his position to allow him to form his own view on this post.
- 54.3. Min 42.3 – The Board were informed that due to uncertainty in terms of the current funding gap UK Sport had decided to not back the FINA Diving World Series in London 2018 but had encouraged British Swimming to look at this event in 2019 and 2020. Discussion took place on this matter in light of this decision meaning the divers have lost a key home competitive opportunity.
- 54.4. Min 43.3.2 – The DOL informed the Board that following constructive discussions with UK Sport the AGM will take place in November as planned. The DOL was commended for this.
55. **Report of the Chief Operating Officer**
- 55.1.1. The COO provided the Board with an extract from the UK Sport Grant Funding Offer outlining key areas of work and who is accountable for each area. The Board were informed that all funded sports have action plans in place to ensure all obligations are undertaken. Discussion took place on this matter and the Board agreed it is essential that the sports have evidence in place to ensure all areas have been covered.
- 55.1.2. Discussion took place regarding data protection in light of the new General Data Protection Legislation coming into force in May 2018. The DOL to bring back a report on this matter in due course.
- 55.1.3. Discussion took place regarding Cyber essentials, including Cyber essentials plus and the progress made in this area to date. The COO to update the Board accordingly at the next meeting.

- 55.1.4. It was requested that other options for circulating Board papers moving forward should be explored in order to protect data. The DOL to explore options.
- 55.2. **British Swimming Annual Report**
- 55.2.1. The Board were provided with a paper proposing the timelines for the production of the new Annual Report. The Board were invited to feedback comments on the proposal along with ideas for content and design. Detailed discussion took place. An update to be brought to the September Board meeting.
- 55.3. **British Swimming Strategic Plan**
- 55.3.1. The Board were provided with a paper proposing the content and layout for the new 4 year Strategic Plan and the Board were invited to comment and feedback accordingly.
- 55.3.2. It was agreed that the newly appointed CEO needs to be involved in the process as ultimately he will be driving the new Strategy. However, due to timing work needs to commence on this without delay.
- 55.3.3. Detailed discussion took place regarding the inclusion of partnership working in the new Strategy. All were in agreement this should be included with a focus on British Swimming leading and influencing Swimming in Great Britain with the home nations underpinning this work.
- 55.3.4. An update to be brought to the September meeting.
- 55.4. **Meeting with Performance Directors**
- 55.4.1. The COO updated the Board on a meeting which had recently taken place with the Performance Directors. This included an update on the current status in each sport in terms of its preparations for the 2017 World Championships.
- 55.4.2. The Board raised a query regarding whether the National Centres are currently working well with resources being appropriately deployed, particularly in the Para Swimming programme. Discussion took place on this matter and the Board were assured that following the recruitment of the Head Coach athletes based outside of the National Centre are receiving greater support whilst the centre is being utilised further for education and as a drop in centre for athletes as and when required. The Performance Director to present to the Board in November.
- 55.5. In light of the 2018 European Championships taking place in Glasgow, and therefore minimal cost implications, the Board were encouraged to attend them for part of their duration.
- 55.6. The Board were informed that confirmation has now been received from TYR in terms of their commitment to covering the cost of the rebrand of the imagery in SportPark. Quotes are being obtained to be approved by TYR. A question was raised as to whether this can be reciprocated in the home nations. Wales and England to send quotes to the Operations Manager who will pick this matter up with TYR. Scotland confirmed they did not require any rebrand of their offices.
- 55.7. Discussion took place regarding the PMG's. Feedback from the PMG liaisons was extremely positive, all were in agreement that these are now working very well with a much greater opportunity to be objective and influence.
- 55.8. Discussion took place with regards to the leading divers being withdrawn from the National Championships due to injury. It was however recognised that these

divers were still present at and engaged in the event. The Board expressed a wish for this to be included in the plan for future events should this situation arise going forward again.

55.9. The COO was thanked for his detailed report.

56. **Report of the Chairman**

56.1. **CEO Recruitment**

56.1.1. The Chairman thanked the Board for keeping the news of the recruitment of the new CEO under wraps until the press release went out. The Board were informed that Jack Buckner would attend the World Championships in Budapest for a short period of time and would also attend the Friday session of the September Board meeting.

56.1.2. Bearing in mind the new CEO does not take up his position until the 1<sup>st</sup> October 2017 the Chairman suggested the COO would take on the role as the Accountable Officer for the period between the CEO finishing and the new CEO starting. This was approved by the Board.

56.2. **ASA Contribution to British Swimming 2017-2021**

56.2.1. The Chairman updated the Board on discussions which had taken place on this matter at the previous meeting of the Chairs and detailed discussion took place.

56.2.2. The Board were in agreement that this situation is unacceptable, especially bearing in mind Wales and Scotland have not sought to make any reductions to their contributions. It was agreed that a meeting of the 4 CEO's needs to take place to finally agree how to move this matter forward. In the meantime the COO to review the services provided to the ASA and feedback to the Chairman accordingly.

57. **Report of the Chief Executive**

57.1. The CEO updated the Board that British Swimming has agreed final terms with Glasgow on the 2018 European Championships costs and it is hoped that the same approach will be adopted for 2019 and 2020.

57.2. The CEO drew the Boards attention to the significant investment British Swimming has built up with cities, stressing the importance of engaging with these cities in terms of the area of partnership working in the new Strategic Plan.

57.3. The CEO urged the Board to continue to engage with the IPC moving forward as it is expected there will be major changes later in the year once the new IPC President is appointed.

57.4. The CEO updated the Board on the latest status with regards to the potential new partnership with Swiss Timing/Omega and Hy-Tek. The Board were informed that at the recent meeting with the Performance Directors it was raised that there are concerns about how meet management is being delivered and also that the current rankings system is not fit for purpose. Detailed discussion took place on this matter and it was agreed that the COO would facilitate a meeting between the ASA CEO and the technical swimming team to discuss this further.

57.5. The CEO informed the Board that the Risk Register has been reviewed and updated but that in his opinion the greatest risk British Swimming now faces is

that of reputational damage. This matter to be picked up alongside the proposed review of an area of the business as discussed earlier in the meeting.

57.6. The CEO informed the Board that the China Swimming Association has approached British Swimming in terms of a partnership deal. Due to the current deal with the Japan Swimming Federation it was agreed to go back to the China Swimming Association and inform them British Swimming would like to consider a partnership with them in Diving but not Swimming. This was also the view of the Performance Directors in their recent meeting.

57.7. The CEO provided the Board with an update on the matter of the storage of medical data following a discussion on this topic at the recent meeting with the Performance Directors. The Board were reassured that athlete medical data is securely logged and backed up via the usage of the EIS database.

57.8. **Non Funded Sports Update**

57.8.1. The Board were provided with an update paper on the Synchronised Swimming programme and informed of the ASA's investment in the elite end of the sport for the next 4 years.

57.8.2. The CEO informed the Board that the Under 17's Men did compete in the LEN Junior Water Polo Championships in Manchester where they finished mid table. The Women's team have progressed through to the Finals in their equivalent event. The Board to be kept updated on their progress via the new CEO.

57.8.3. The Board were informed that High Divers will be in attendance at the FINA World Championships in Budapest following their invitation to the event from FINA. All High Divers have already received kit for this event.

57.9. The CEO updated the Board on changes to the Olympic Programme following the recent IOC Executive Board meeting. This includes 3 additional Swimming events and all Swimming finals will take place in the morning. The number of female water polo teams has also been increased.

57.10. The CEO was thanked for his informative report.

58. **Report of the Director of Legal**

58.1. The Director of Legal provided the Board with proposed amendments to the British Swimming's Articles of Association following the recently agreed UK Sport Governance Code Action Plan and the Board were invited to discuss and approve the proposals. The amendments were unanimously approved.

58.2. The Board were provided with a proposed Equality Public Commitment Statement outlining British Swimming's commitment to equality, diversity and inclusion to be included on British Swimming's website. The Board were invited to endorse and approve the Statement. The Statement was unanimously endorsed and approved.

58.3. The Board were provided with a draft Equality Policy for British Swimming with tracked changes to ensure the Policy is bespoke and relevant for the business. The Board were invited to appoint an Equality Champion. Adele Stach-Kevitz was appointed. The Board were invited to consider and approve the Equality Policy. The Policy was unanimously approved.

58.4. **UKAD**

- 58.4.1. The Director of Legal updated the Board on the correspondence recently received from UKAD with regards to their decision to not be present at any of the British Swimming (or Home Nation) events moving forward to conduct in-competition testing.
- 58.4.2. The Board were provided with a Schedule of Fees to give them an idea of the potential costs moving forward. Detailed discussion took place on this matter. It was agreed to carry out a risk assessment prior to each event in order to ensure that a tester is available for Swimming events where there is a chance of a World Record being broken which needs to be ratified by doping control.
- 58.4.3. A question was raised with regards to the anti-doping training which is currently in place. The Board were reassured that British Swimming has a UKAD approved programme in place which covers all of the home nations. Details to be sent to the Board.
- 58.5. Following on from the meeting and discussions which had taken place the previous evening regarding the Independent Duty of Care report the Director of Legal reassured the Board that a lot of work has already been undertaken in this area.
- 58.6. The Board were informed that FINA has paid British Swimming's costs of the case brought before CAS.
- 58.7. The Director of Legal informed the Board that British Swimming has received a draft Agreement for EIS's services to each discipline for the period 2017-2021 and amendments to the fee schedule have been proposed. This is currently with the EIS for consideration.
- 58.8. Following on from discussions which had taken place at the previous Board meeting the Board were provided with the relevant extracts from the Articles with regards to appointing a Proxy or Alternate.
- 58.9. The DOL drew the Board's attention to the strategic risk register, also referred to by the Audit and Risk Committee, and the separation of Child Safeguarding from Adults at Risk. Whereas, there may be some cross over in specific cases, each area has its own underpinning statutory framework, regulations, guidelines and specialist organisations.
- 58.10. **Two Confidential Minutes of the Meeting held 8<sup>th</sup> April 2017**
- 58.10.1. The Confidential Minutes were agreed as a correct record of the meeting.
- 58.10.2. The Board were verbally updated on both matters.
- 58.11. Discussion took place with regard to the correspondence recently received in relation to British Swimming's nomination for a post on the FINA Master's Committee. The correspondence had been sent to all of the Independent Directors. The DOL sent a copy of the correspondence to all Board members. The Board were provided with the background and detail regarding this matter. The Board discussed and noted the concerns outlined in the letter but unanimously agreed to continue to support the nominations which had been made to FINA. The British Swimming Masters Board liaison to report to the Home Country Masters Swimming Group.
- 58.12. The Board were provided with a copy of the Equality and Diversity Survey and

Staff Survey. An action plan for both surveys to be brought to the next Board meeting.

58.13. The DOL was thanked for his report.

59. **Report of the Head of Finance**

59.1. The ARC Minutes were approved. The Board were informed that Mike Power has resigned from this committee and the process to recruit a replacement has commenced. Craig Hunter and Robert James will also step down in due course.

59.2. The Board were provided with the end of year accounts for both British Swimming and World Class Programmes. The HOF is currently working closely with UK Sport in terms of getting the end of cycle reports signed off.

59.3. The HOF updated the Board on the 2017-2018 British Swimming budget outlining that the deficit had been reduced since the previous Board meeting. Discussion took place regarding the budget. The management team remain confident that a result of breaking even at the end of the year can be achieved. The HOF to endeavour to bring a balanced budget to the September Board meeting.

59.4. The Board were informed that the audit will take place during week commencing 19<sup>th</sup> June. The Board were provided with a copy of the Planning Letter relating to the audit of British Swimming Ltd and its subsidiaries.

59.5. Detailed discussion took place with regards to the Reserves Policy, one of the recommendations in the UK Sport Governance audit report. Particular attention was placed on what level of reserves are appropriate. It was agreed that the minimum should be 6 months of average operating costs and that the aspirational figure of 12 months should be removed. The HOF to make the appropriate adjustments and bring the final version to the September Board meeting.

59.6. **Matters Reserved**

59.6.1. Detailed discussion took place with regards to the Matters Reserved for Board Guidance and Schedule and the Authorisation Matrix, another of the recommendations in the UK Sport Governance audit report. The HOF confirmed that all of the suggested adjustments discussed at the April Board meeting and the recent ARC meeting had been incorporated.

59.6.2. Discussion took place with regards to the financial amount contained in the Policy in relation to legal matters with a suggestion made that this amount should be increased. Following the discussions it was agreed that provision should be made within the Policy whereby the Board are made aware of any indicative costs expected above the limit identified which are approved by the Chairman and CEO to ensure and enable timely responses to legal matters. The HOF to draft something and bring back to the September Board meeting.

60. **Report of the Head of Communications**

60.1. The report of the Head of Communications was noted.

60.2. The Board were provided with a Communications report from the British Swimming Championships 2017 which was very well received as it contained a lot of interesting information and detail. All were in agreement that British Swimming has huge potential to further increase activity in social media and on

the website particularly linked to events.

61. The Board noted that this was David Sparkes' last Board meeting, David to retire as a Director of British Swimming as of 30<sup>th</sup> June 2017. The Board thanked David for all of his valuable work over the last 23 years as the Chief Executive. It was noted that a special dinner had taken place the previous evening in David's honour at which presentations had been made to him.
62. Date of next meeting – **1<sup>st</sup>-2<sup>nd</sup> September 2017.**

There being no further business the meeting closed.