



Minutes subject to approval at the next British Swimming Board Meeting

**BRITISH SWIMMING BOARD
Minutes of the meeting held 6th-7th November 2015
Crowne Plaza, NEC, Birmingham**

Present:	Maurice Watkins	Chair
	David Sparkes	Chief Executive
	Simon Rothwell	ASA
	Ray Gordon	ASA
	Alex Kelham	ASA
	Maureen Campbell	SASA
	Robert James	WASA
	Peter Littlewood	Independent Member
	Craig Hunter	Independent Member
	Mike Power	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

By Invitation (presentation only):

Chris Furber National Performance Director – Para Swimming

Apologies: None

Min No

1. Welcome and Introductions

1.1. The Chairman welcomed everyone to the meeting and introduced Chris Furber, Performance Director for Para Swimming, who was presenting to the Board on Optimising Performance in Rio 2016.

2. Presentation by Chris Furber

2.1. Chris Furber thanked the Board for the opportunity to present and outlined that the presentation would cover a reflection on what had been achieved in 2015 and also an overview of the steps that were to be taken in order to optimise performance in Rio.

2.2. The main headings of the presentation were:

- 2015 KPI's – V. Most Tactics
- 2015 KPI's – IPC Worlds
- 2016 KPI's
- 2016 Key Principles
- 2016 Challenges/Risks
- Marginal Gains

- 2.3. The Performance Director invited the Board to ask questions.
- 2.4. Discussion took place regarding the potential for mobility scooters in Rio to assist athletes when walking round the athlete village. It was agreed that work needs to be done with UK Sport, BPA and Imperial College in this area to try and find a solution to assist athletes, in particular multi medallists. It was stressed however that expectations should be carefully managed in the eventuality that it is not possible for such arrangements to be made.
- 2.5.1. The Performance Director was questioned on the predicted team size for Rio in terms of it potentially being the smallest team ever to have been selected for a Paralympic Games. The Board were assured that every athlete in the programme has been examined and that expanding the team size beyond the predicted number would not create any further medal opportunities.
- 2.5.2. Discussion took place regarding the selection of athletes who were on a steep trajectory in terms of performance. It was agreed that the selection policy provided sufficient flexibility to select such athletes if required. The Board expressed they were happy with this flexibility to select additional athletes.
- 2.6. The Performance Director was asked if any interim goals have been set for the lead up to Rio. The Board were updated in terms of the goals that are in place and how these goals are being monitored. The Board expressed they were happy with this.
- 2.7. Discussion took place regarding the host families in Manchester. The Board were assured that a good relationship had been maintained with the unsuccessful host families to ensure back up support if ever required.
- 2.8. Discussion took place regarding the lack of medals won in the first couple of days at the IPC World Championships. The Board were informed that this was partly due to athletes who should have medalled during the front end of the competition being injured but also that upon reflection some of the athletes may have not got their taper correct. The Board were assured that this has been recognised and plans were being put in to place to avoid this being repeated in Rio.
- 2.9. The Board were updated that remote visits are now firmly in place with all athletes not based in the National Performance Centre receiving 2 visits per macro cycle within their home programme from a member of the Para Swimming team.
- 2.10. Detailed discussion took place on the matter of athlete mindset. The Performance Director outlined to the Board the challenges Para Swimming face in terms of some results not being put on the rankings. The Performance Director and the Board were in agreement that the key is ensuring athletes are both physically and mentally prepared.
- 2.11. The Board asked the Performance Director if they could provide any further support. The Performance Director confirmed he is happy with the support he receives and that he feels comfortable to ask for further support if ever required.
- 2.12. The Performance Director was thanked for his informative and interesting presentation.
3. **Apologies**
 - 3.1. None noted

4. **Declarations of Interest** – None declared
5. **Minutes of the Meeting held 5th-5th September 2015**
 - 5.1.1. Discussion took place regarding Minute 50.1. This was following a concern that was raised at the recent meeting of the Swimming PMG in relation to the wording of this Minute regarding the Athlete Selection Appeals Procedure. It was suggested that the wording should explicitly outline the requirement for selectors to consult with the World Class Performance Leadership team, where applicable. It was agreed that although the Minutes from the previous meeting were not wholly representative of the actual wording contained in the Selection Appeals Procedure, the Procedure would be adjusted accordingly.
 - 5.1.2. It was agreed that the Head of Legal Affairs would amend the Procedure to reflect the discussions above and circulate as required.
 - 5.2. Mon 47.5 – The Chief Executive updated the Board on the proposal that had been put on the table in relation to the rebate from the ASA for office space. The Board confirmed they were happy with the proposal including the leasehold arrangement.
6. **Report of the Director of World Class Operations**
 - 6.1.1. The Director of World Class Operations invited the Board for further feedback on the presentation by the Performance Director for Para Swimming which had taken place the previous evening.
 - 6.1.2. The Board were in agreement that the presentation was the best they had ever seen from the Performance Director during his time with British Swimming. The Board highlighted the need to continue to support the Performance Director as required and also the need for the Performance Director to ask the Board for assistance whenever required.
 - 6.1.3. The Board expressed the necessity for the athletes based out with the National Performance Centre to continue to receive regular visits from Para Swimming Programme staff throughout their preparations for Rio 2016. It was agreed this area currently seems to be working well.
 - 6.1.4. Discussion took place regarding the age of the athletes within the Para Swimming programme. The Board were in agreement that the Performance Director has some significant management challenges due to the age of a number of the athletes and their impairment. It was felt that some work needs to be carried out in this area in relation to how best to manage this adolescent group of athletes.
 - 6.2. **Tokyo Medal Target**
 - 6.2.1.1. The Director of World Class Operations updated the Board in relation to the process for submitting the draft medal targets for Tokyo 2020 and invited the Board to discuss the draft targets that had been submitted as part of the Board papers.
 - 6.2.1.2. The Board confirmed they were happy with the suggested medal target for Swimming.
 - 6.2.1.3. Discussion took place regarding the suggested Diving medal target. The Board confirmed they were happy with the draft target. It was agreed that discussion needs to take place with UK Sport in terms of the potential impact on the medal

target should additional events not be added to the Olympic programme for 2020.

6.2.1.4. Detailed discussion took place regarding the Para Swimming medal target. The Board recognised it is particularly difficult to predict the medal target for the Paralympics due to the number of events in the programme changing each Games. The Board accepted the overall medal target but expressed they were uncomfortable with the increase in gold medals target and it was agreed that this would be reduced slightly.

6.3. **Diving Coaches Passes**

6.3.1. The Director of World Class Operations brought the proposal for fees for British Diving Coaches Passes to be introduced to the Board's attention. The Board agreed it was logical to bring this matter in line with the other sports.

6.4. **Rio Investment Meetings**

6.4.1. The Director of World Class Operations provided the Board with an update on the Rio investment meetings that had recently taken place outlining that all had been positive.

6.4.2. The Board questioned what mechanisms have been put in place to ensure that they are kept aware of all relevant matters in the lead up to Rio, particularly in relation to anything that may impact performance at the Games. It was agreed that the PMG's and the tracking documents are a useful mechanism to ensure the Board are up to date with the preparations for the Games.

6.5. The Director of World Class Operations informed the Board of the meeting which is taking place with the Performance Directors in November and shared the agenda for the meeting with them.

6.6. The Director of World Class Operations updated the Board that there is a need to confirm accommodation bookings in London for the LEN European Championships in the very near future in order to ensure that suitable accommodation is secured. It was agreed that the Operations Manager would circulate an accommodation request for the European Championships and the British Swimming Championships to all Board members in the near future.

6.7.1. The Director of World Class Operations confirmed the date of the 2016 British Swimming Awards Dinner with the Board and invited the Board to forward on any contacts for possible venues.

6.7.2. The Board expressed their thanks to the Awards Dinner working group on the excellent choice of venue and organisation of the event.

7. **Report of the Chief Executive**

7.1. The Chief Executive informed the Board that the bid for the European Junior Swimming and Diving Championships was for 2020 not 2019.

7.2. The Chief Executive updated the Board that LEN have now signed a contract with Glasgow for the European Sports Championships 2018.

7.3. The Chief Executive informed the Board that a number of ideas had been submitted to Plymouth City Council for the Mayflower 2020 event in Plymouth and it is looking positive that some of these ideas will be developed.

7.4. The Chief Executive informed the Board that a meeting had recently taken place

with London Marathon regarding a mass participation open water swim that is planned to take place in the Serpentine in September 2016. The Board were provided with an overview of the programme of events including the potential for the British Championships to take place as part of this event with athletes being paid to attend. Discussion took place regarding the commercial side of this event. The Board agreed this was a great opportunity and something which could be fed into the Swimming story should it come to fruition.

- 7.5.1.1. The Board were provided with an update on the 2016 LEN European Championships including an outline of the potential risks in terms of budget. The Board were reassured that monthly meetings are taking place to manage this risk and that the Board would be kept abreast of developments.
- 7.5.1.2. The social media surrounding the 2016 LEN European Championships was discussed. The Board were in agreement that this is going extremely well and expressed a wish for this to be picked up again following the Championships to keep the momentum going to Rio 2016.
- 7.6.1.1. The Chief Executive updated the Board on the good progress that had been made in relation to the Swimming Story. The Board were informed that the Swimming story would be rolled out in December and a further update would be brought along to the February 2016 Board meeting.
- 7.6.1.2. Discussion took place on this matter and it was agreed it is imperative that updates provided to all Boards on the Swimming story are aligned.

8. **Report of the Head of Legal Affairs**

8.1. **UK Sport Offline Self-Assurance Checklist 2015/2016**

- 8.1.1. The Head of Legal Affairs provided the Board with the UK Sport Offline Self-Assurance Checklist for 2015/2016. The Board were invited to critically assess the Self-Assurance and to raise any questions. The Board agreed to the “Full Assurance” evaluation.
- 8.1.2. The Board recommended that each Governance KPI requires an owner to take on its management. An update will be provided at the February 2016 Board meeting.

8.2. **Nationality Transfer – Emily Boyd, Diving**

- 8.2.1. The Head of Legal Affairs reported on a Sport Nationality Transfer application and asked the Board for approval to submit the application to FINA. The Board approved the submission of the application.

8.3. **“CAS”**

- 8.3.1. The Head of Legal Affairs updated the Board on the case before the Court of Arbitration for Sport (“CAS”). A hearing date has been set and the Board will be informed of the outcome as soon as the CAS Award has been issued.

- 8.4. The Board were informed of an athlete funding appeal that had been received within the Swimming programme. A response to the appeal was provided in accordance with the appeal procedure and as a result the athlete decided not to pursue the appeal.

- 8.5. All Board members who had not to date completed their online Equality and Diversity questionnaire were asked to do so.

9. **Report of the Head of Finance**

- 9.1. The Head of Finance provided the Board with an update of the predicted end of year forecast providing reasons for the deficit.
- 9.2. The Head of Finance updated the Board on the HPS management accounts for all sports up to the end of September 2015 including an explanation for variances.
- 9.3. The Board were informed that the Quarter 2 reports are due to be submitted to UK Sport by 11th November 2015.
- 9.4. The Head of Finance informed the Board that work has now commenced on the budget process for the 2016/2017 budgets.
- 9.5. The Board were informed that the application to open an additional bank account for the purpose of World Class Programmes has commenced and the Head of Finance will be asking existing signatories to sign the relevant paperwork in the near future.
- 9.6. The Head of Finance informed the Board she would be supporting the 3 World Class sports with their budget submissions for the next quadrennial cycle over the coming few months.
- 9.7. The Board were updated with regards to the accounts system that has been established for Swimming Championships 2016 Limited.
- 9.8. Discussion took place regarding which budget would pick up the cost for the "CAS" appeal. It was agreed this matter requires further discussion once the outcome of the appeal has been received.

10. **Report of the Head of Communications**

- 10.1. Discussion took place regarding media coverage for future events. The Board were reassured that discussions are taking place with various TV channels and this will continue to be pursued.

11. **Risk Report**

- 11.1.1. The Board were in agreement that with the exception of risk S3, the failure to attract commercial partners, good ownership is now in place for all identified risks and that new risks are being flagged up as soon as they arise.
- 11.1.2. Discussion took place regarding Risk S10 following earlier discussion on this matter in terms of the potential risk on the budget. It was agreed the Chief Executive would pick this matter up with the Group Internal Audit Manager with a view to adjust the scoring of this risk if deemed necessary.
- 11.1.3. Discussion took place regarding the potential change of the Group Internal Audit Manager's role going forward. The Board were in agreement this should be monitored going forward as the change takes place.

12. **British Swimming Annual Report**

- 12.1.1. The Chairman requested a list of the Directors and other relevant company information to be included at the start of the Annual Report.
- 12.1.2. Pending this adjustment the Board confirmed they were happy with the Annual Report and congratulated the group that had put it together on their good work.

13. **AOB**
- 13.1. The Chairman and Board thanked Mike Power for his excellent contribution to the British Swimming Board over the past 8 years.
14. **Date of next meeting** – 5th-7th February 2016, Pullman Hotel, London

There being no further business the meeting closed.