



Minutes subject to approval at the next British Swimming Board Meeting

**BRITISH SWIMMING BOARD
Minutes of the meeting held 4th-5th November 2016
Kingsway Hall Hotel, London**

Present:	Maurice Watkins	Chair (Saturday only)
	David Sparkes	Chief Executive
	Ray Gordon	ASA
	Alex Kelham	ASA
	Simon Rothwell	ASA
	Keith Ashton	ASA (Saturday only)
	Maureen Campbell	SASA
	Robert James	WASA
	Fergus Feeney	WASA
	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	Operations Manager

By Invitations (presentations only):

Chris Spice	National Performance Director – Swimming
Alexei Evangulov	National Performance Director – Diving
Chris Furber	National Performance Director – Para Swimming

By Invitation (Year End Accounts & Audit Findings Report only):

Jeremy Beard	Auditor
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Apologies: Urvashi Dattani Independent Member

Min No

1. Welcome and Introductions

1.1. In the absence of the Chairman, who was busy on FINA business, Robert James was invited to act as the meeting Chairman and welcomed everyone to the meeting, in particular Fergus Feeney who was attending his first official Board meeting to represent Swim Wales.

1.2. Chris Spice was welcomed to the Board. Chris was presenting to the Board on Rio 2016 results.

2. Presentation by Chris Spice – National Performance Director - Swimming

2.1. Chris Spice thanked the Board for the invitation to the meeting and for the opportunity to present.

- 2.2. The main headings of the presentation were:
- 2013-2016 Turnaround Improvements
 - Seasons Best at the Benchmark Meet
 - Rio Headline KPIs
 - Headline KPIs
 - Rio 2016 – SB/PB Comparison by Nation
 - 12 Records : 13 athletes – 50% of team
 - We are a fingertip sport
 - Rio analysis: 7 x 4th place
 - Rio Analysis: 4th vs. 3rd
 - Apollo
 - Coach Survey findings
 - Psychological Readiness
 - Athlete Views
 - ‘So what, now what’
 - Some Learnings
 - Toward 2020
- 2.3. Discussion took place regarding the focus on personal and season’s best times. It was agreed that this system is working extremely well.
- 2.4. It was agreed that a debrief should take place with the BOA in order to share thinking of what worked well and what not so well. All were in agreement that the BOA had done a good job.
- 2.5. Discussion took place regarding how to capture the positive work and culture in the programme to ensure this is not lost if and when personnel change. It was agreed that succession planning and the documentation of everything is key.
- 2.6. Chris was asked if there is anything the home countries could do to assist the programme going forward. It was agreed that increasing the talent base is an essential role for the home countries.
- 2.7. Chris was thanked for the presentation and congratulated on the excellent results over the summer. Chris was asked to pass this message on to his team on behalf of the Board.
3. **Welcome and Apologies**
- 3.1. The Chairman joined the meeting on the Saturday morning and welcomed Keith Ashton from the ASA to his first Board meeting. Apologies were noted from Urvashi Dattani.
4. **Declaration of Interest** – None declared
5. **Year End Accounts and Audit Findings Report**
- 5.1. The auditor, Jeremy Beard was welcomed to the meeting.
- 5.2. 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.
- 5.3. The Head of Finance and her team were thanked for their assistance and support throughout the process.

- 5.4. The Board were informed that a meeting with the Audit and Risk Committee (“ARC”) had previously taken place at which the accounts and audit findings report had been gone through and discussed in great detail by the committee.
- 5.5. The auditor highlighted to the Board some of the key points from the audit findings report and informed the Board that nothing of concern had been raised.
- 5.6.1. The Board were made aware of the emerging issues which could be found at the back of the report, particularly in relation to cyber-crime. The Board were encouraged to further consider this matter moving forward.
- 5.6.2. The Chief Executive updated the Board in relation to workings with the ASA on the matter of cyber-crime providing the Board with assurance that careful consideration is already being given to this matter.
- 5.7. The issue of timely provision of expenditure invoices to the finance team was raised. It was agreed this matter would be picked up at the next Senior Management Meeting.
- 5.8. 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.
- 5.9. 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.

6. **Minutes of the Meeting held 11th June 2016**

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

7. **Matters Arising from the Meeting held 11th June 2016**

- 7.1.1. The Board requested an update with regards to possible future funding for Synchronised Swimming. The Chief Executive updated the Board on a meeting which had recently taken place with Sport England and UK Sport on this matter and also on discussions that had taken place at the partnership meeting the previous day.
- 7.1.2. Discussion took place on this matter and it was agreed that the application should remain on the table with UK Sport and in the meantime the Chief Executive to explore with FINA the possibility of securing Olympic Solidarity money to help support the duet athletes.
- 7.1.3. A suggestion was made for the Chairman to write to the Minister on this matter in light of the current campaigns to get more women into sport. It was agreed to await a formal final response from UK Sport prior to possibly proceeding in this manner.
- 7.2. Min 52.2 – The Board were provided with an update in terms of the Memorandum of Understanding with Manchester Metropolitan University (“MMU”). A further meeting with MMU to take place to discuss further specific details.
- 7.3.1. Min 52.4.1 – The Board were informed that, following a meeting in Rio, it had been decided to delay the recruitment of an individual within British Swimming with the remit of identifying and securing a commercial partner as their prime

role.

7.3.2. The Board were provided with an update on the recent meetings which had taken place with 5 potential commercial partners. This matter to be picked up at the next commercial group meeting taking place the following week. The Board to be kept informed as things progress.

7.4. Min 54.2 – The Board were informed that the MOU is now with the home countries and that the home countries have been urged to get feedback to the Chairman in the near future.

8. **Presentation by Alexei Evangulov, National Performance Director - Diving**

8.1. The Chairman welcomed Alexei to the meeting.

8.2. Alexei presented to the Board on Diving's performance in 2016 with specific focus on the Olympic Games in Rio.

8.3. The main headings of the presentation were:

- Warm Weather Camps and Technical Drawbacks Correction
- British Diving Team in Rio
- European Championships 2016
- Rio Medallists
- Rio Missed Opportunities
- Moving Forward

8.4. Discussion took place regarding mixed synchro events and the possibility of this event being added to the Olympic schedule. It was noted that event schedules for Tokyo would be finalised in early 2017.

8.5. It was agreed that planning for the Tokyo cycle needs to commence without delay, particularly in terms of identifying and securing a suitable training and holding camp venue.

8.6. Discussion took place regarding increasing the number of female divers. A suggestion was made to consider utilising Robin Cousins to assist divers with their routines.

8.7. Alexei was thanked for his presentation and the Board formally congratulated Alexei and his team on the performances in London and Rio.

9. **Presentation by Chris Furber, National Performance Director – Para Swimming**

9.1. The Chairman welcomed Chris to the meeting.

9.2. Chris presented to the Board on the performance in Rio at the Paralympic Games. The main headings of the presentation were:

- Rio Paralympic Performance
- Rio Paralympic KPI's
- Debrief Process
- What went well?
- What were/are the opportunities?
- What will we change?
- Any questions?
- Where are all the S1-S5?

- Cultural embedment

- 9.3. Discussion took place on the matter of coach education and coach development. It was agreed that some work is still required in this area and that there are a number of benefits of sports working together.
- 9.4. Discussion took place on the use of social media during major events. It was agreed caution is required in this area.
- 9.5. The Board asked if Para Swimming can learn from other sports in terms of parental engagement. The National Performance Director confirmed discussions have taken place with other sports on this matter in order to put together a parental strategy.
- 9.6. Discussion took place on the lower classifications and identification of talent in the S1-S5 groups. It was highlighted that there has been an identified reduction in cases that would cause lower classifications which is affecting the resource pool.
- 9.7. Chris was thanked for his presentation and the Board again formally showed appreciation for the hard work and great results by Chris and his team.
10. Having witnessed all 3 presentations by the National Performance Directors the Board reflected on the fantastic performances over the summer period across all 3 sports and it was agreed that all expectations had been exceeded.
11. **Report of the Director of World Class Operations**
- 11.1. The Director of World Class Operations formally recognised the great success of the summer across all sports highlighting that everybody had played a role in this success from athletes and team staff to central and operational staff.
- 11.2. **Open Water Camp Guidelines**
- 11.2.1. The Board were asked to formally accept the open water camp guidelines which had been previously circulated. The guidelines were unanimously approved.
- 11.2. 2. Discussion took place in terms of whether these guidelines should be shared with the insurers. It was agreed that the guidelines would be shared but that the insurers would expect British Swimming to regulate the guidelines.
- 11.3. **Tokyo Funding Process**
- 11.3.1. The Board had previously been provided with feedback in relation to phase 5 outcomes across all 3 funded sports. The Director of World Class Operations confirmed that none of the sports is required to attend a further panel meeting.
- 11.3.2. The Board were informed that the medal range for Diving for Tokyo had been accepted but Swimming had been asked to review their targets. The Board have final sign off on these targets before they are submitted to UK Sport. Discussion took place on this matter and it was agreed to put forward a revised medal target of 5-7 medals, increased from the original 4-6. The Director of World Class Operations to bring back to the Board the final suggested proposed target for endorsement once discussions on this matter have concluded with UK Sport.
- 11.3.3. The Board were informed that Para-Swimming have also been asked to review their Tokyo 2020 medal targets but a business case has been put forward outlining why British Swimming believe the target should not be adjusted. The

Board will be formally asked to endorse the targets if they do have to change.

- 11.3.4. The Board were informed that confirmation of funding for the next quadrennial will be announced on 9th December 2016.
- 11.4. The Board were provided with an update on the efficiency review that had recently been undertaken by KPMG on behalf of UK Sport. The Board to be updated on this matter once the report has been received.
- 11.5. The Board were provided with a copy of the elite coaching competencies. The Director of World Class Operations updated the Board that a meeting with Para Swimming and Diving had recently taken place and there is a strong willingness for all 3 funded sports to be involved in this aspect.
- 11.6. A paper outlining the UK Sport funding and medal target comparisons for both the Olympic and Paralympic Games had previously been circulated and the Director of World Class Operations provided the Board with an overview of what the document demonstrated. This paper to be brought back to the Board at the February meeting with funding amounts included following the confirmation of Tokyo 2020 funding in December.
- 11.7.1. The Director of World Class Operations provided the Board with an overview of the co-funding for Swimming and Diving moving in to the next cycle. The Board were informed this is a moveable feast and efforts are constantly being made to secure further income streams.
- 11.7.2. It was agreed to circulate to the Board the Partnership working document which the Director of Events and Sponsorship has put together.
- 11.8. The Board were informed of the provisional timings for the February 2017 Strategy and Board meeting. It was agreed the NPD's would attend the strategy sessions and that the Home Country CEO's would be invited as usual. Further details to follow in due course.
- 12. **Report of the Chairman**
- 12.1. The Chairman updated the Board in terms of staff retention outlining that meetings had been carried out with the key people and contracts going forward were being concluded.
- 12.2. The Chairman updated the Board on the proposed new job role and title for the Director of World Class Operations and a proposed new title for the Head of Legal Affairs. The Board endorsed these changes and formally thanked both individuals for all of their hard work. Ash Cox to start utilising his title with immediate effect.
- 12.3. Discussion took place with regards to the Minutes from Remco meetings in terms of if they can be circulated to the Board. It was agreed to implement the circulation of these Minutes going forward but that salary figures should be taken out prior to circulation.
- 12.4.1. The Chairman provided the Board with an overview on the progress so far in terms of the recruitment for a new CEO. The suggested person specification for the post will be circulated to the Board in the near future and the Board were invited to come back with comments once reviewed. The Chairman to provide the Board with regular updates on progress made in this matter. Potential

recruiter firms would be interviewed.

12.4.2. The Board were informed that once appropriate candidates have been identified that arrangements will be made for all Board members to meet the candidates as it is deemed essential the Board are involved in the decision making for this position.

12.5. Discussion took place regarding succession planning and subgroups. It was agreed that the inclusion of previous Board members on subgroups helps to retain knowledge and expertise in the sport.

13. **Report of the Chief Executive**

13.1. The Board were informed that UK Sport have now agreed to engage in dialogue with British Swimming regarding the European SC Championships in 2019. The Chief Executive and Director of Events and Sponsorship are putting forward a bid for some funding for this event.

13.2. The Chief Executive updated the Board that UK Sport and London have agreed to consider the possibility of hosting the 2018 Diving World Cup event. Further discussions to take place and the Board to be updated as this matter progresses.

13.3. The Board were informed that due to budgetary challenges the IPC World Series event which the IPC are looking to establish has been rejected.

13.4. The Chief Executive informed the Board that the contract with the new outfitting sponsor is close to signature and also advised the Board of the provisional plans for the proposed launch.

13.5. The Chief Executive provided the Board with an update on governance in light of the new Governance Code which is due to be shortly released from Government. A report to be brought to the February Board meeting along with an action plan for any changes which need to be made.

13.6. The Board were provided with an update in terms of a recent meeting with UK Sport regarding the European Championships. The Board were informed that Kathreen is working around the VAT challenges and is confident that these can be resolved and there is a possibility of claiming further money from LEN to assist British Swimming with the event costs.

13.7. **Unfunded Sports**

13.7.1. The Chief Executive informed the Board that Water Polo had recently received an invitation from FINA to attend the FINA Junior World Championships and that the invitation had been passed on to the ASA to deal up.

13.7.2. The Chairman informed the Board that a meeting of the recently established FINA High Diving Committee had taken place.

13.8. **Long Term International Events Strategy**

13.8.1. The Chief Executive provided the Board with an overview of the Long Term International Events Strategy. The Board were asked to endorse the strategy which they unanimously did. An update to be provided to the Board at the February Board meeting where the Director of Events and Sponsorship will present the Strategy.

- 13.9. **Committees and Management Groups**
- 13.9.1. The Board were asked to approve the Terms of Reference for the British Swimming Sports Medicine Committee which had been previously circulated. The Terms of Reference were approved.
- 13.9.2. The Board were provided with a copy of the Terms of Reference for the Home Country Masters Swimming Management Group and the Partnership Water Polo Management Group.
- 13.9.3. It was requested for the Terms of Reference for the Partnership Synchronised Swimming Management Group to be brought to the February 2017 Board meeting.
- 13.9.4. Discussions to take place at the February 2017 Board meeting with regards to which Board member will sit on each of the discipline management groups.
14. **Report of the Head of Legal Affairs**
- 14.1.1. The Head of Legal Affairs updated the Board in relation to the UKS Onsite Audit Report and informed the Board that British Swimming's overall audit outcome is Green (previously Green-Amber). Green is defined by YKS as "There is a robust governance, finance and control framework in place to support the organisation in pursuing its objectives and ensuring UK Sport funding is properly managed and accounted for".
- 14.1.2. The Board's attention was drawn to the four recommendations made in the Audit Report and were asked for feedback on these recommendations.
- 14.1.3. The Board's attention was drawn to the recently released "Code for Sports Governance" and in particular the provisions of Tier 3 and the overarching principles of the Code. The Chairman, CEO and Head of Legal Affairs will be working closely with UKS in the coming months to ensure British Swimming is in compliance as we move forward. The Head of Legal Affairs will provide an update to the Board at the February meeting.
- 14.2. The Terms of Reference for the Contracts Approval Group ("CAG") had been previously circulated and the Board were thanked for the helpful offline comments they had provided. The Board were invited to discuss and approve the proposed Terms of Reference. Minor amendments were suggested and the CAG Terms of Reference are to be taken at the next Board meeting in February 2017 together with other TOR's currently being drafted.
- 14.3. **CAS**
- 14.3.1. The Head of Legal Affairs provided the new members of the Board with an overview of the CAS case with IPC. The Board were informed that the Chief Executive has now written to the IPC CEO to agree to draw a line under this matter and agree how best to move forward together. The Board will be kept updated.
- 14.3.2. The Board were informed that British Swimming are waiting for a response from the CAS Finance Director in relations to the costs award issued by the CAS Panel. The Head of Legal Affairs to continue to chase.
- 14.4.1. The Board were informed that an additional British high diver is being invited to events by FINA. The same regulatory process will apply with this athlete as with the other 2 high diving competitors whereby they are required to sign a revised

code of conduct before they can compete at FINA/LEN Events.

- 14.4.2. Alex Kelham requested sight of the revised code of conduct. The Head of Legal Affairs to send a copy.
- 14.5. The Head of Legal Affairs provided the Board with an update on the British Swimming Equality Audit Action Plan. A further update to be brought to the February Board meeting.
- 14.6. The Head of Legal Affairs provided the Board with the Staff Satisfaction Survey Results and confirmed that a review of the results was being undertaken to identify an action plan to implement going forward.
- 14.7. The Board were provided with an update on the litigation between a number of Master competitors, Swimming Championships 2016 Limited (“SC2016”) and British Swimming. A joint statement has been released by British Swimming and SC2016, which formed part of a settlement agreement that was in the process of being concluded.
15. **Report of the Head of Finance**
- 15.1. The Head of Finance updated the Board on the ARC meeting which had taken place previously and outlined the purpose of the ARC to the Board.
- 15.2. The Head of Finance provided the Board with an overview of the variances in the British Swimming accounts including the reasons for these variances.
- 15.3. Detailed discussion took place regarding the shortened commentary on World Class Programmes. It was agreed further discussion is required on this at the February 2017 Board meeting. The CEO to contact the Chair of the ARC to discuss this further prior to the next meeting.
- 15.4. The Board were informed that the Quarter 1 reports had been signed off by UK Sport and the Quarter 2 reports are due for submission in November.
- 15.5. The Board were informed that the draft 2017/2018 British Swimming budget will be produced in November with the World Class budget process agreed following the funding announcements on 9th December 2016.
- 15.6. The Head of Finance provided the Board with an update on the Swimming Championships 2016 Limited budget.
- 15.7. The Board were informed that all UK Sport World Class Programmes grant monies are now being received in the new Coutts account and it is hoped that by the end of the year HPS will become a dormant company.
16. **Report of the Head of Communications**
- 16.1. The Board were provided with an update on the arrangements during the Olympic and Paralympic Games.
- 16.2. Following the high press interest on the sports during the Olympic and Paralympic Games the Board recognised the challenge is to keep this going.
- 16.3. Discussion took place surrounding increased social media interest once TYR are on board, particularly in relation to data protection. The Head of Legal Affairs to look into this matter in terms of whether a disclosure is required.

17. **Report of the Group Internal Audit Manager**
- 17.1. The Board recognised that in general terms risk has moved towards green.
- 17.2. Discussion took place with regards to VAT in terms of whether it should be added to the risk register. It was agreed that VAT should be added as an operational risk.
- 17.3. Detailed discussion took place regarding whether TUE's should be added to the risk register in light of the recent media interest in this area. Following the discussions it was felt this matter is sufficiently covered under the anti-doping risk.
18. **ARC Terms of Reference**
- 18.1. Discussion took place regarding the members who should serve on this Committee. It was agreed further discussion is required on this matter at the February 2017 Board meeting and that a discussion along these lines should also take place with UK Sport.
- 18.2. It was agreed to adopt the Terms of Reference in the meantime with further discussions to take place in February.
- 18.3. The Minutes of the ARC meeting which had taken place on 14th October were formally approved by the Board.
19. **British Swimming Annual Report**
- 19.1. The British Swimming Annual Report was formally approved by the Board.
20. Robert James and Simon Rothwell, who were both attending their final meeting, were formally thanked for their hard work and excellent contribution to the British Swimming Board.
21. **Date of Next Meeting** – 10th-11th February 2016, Pullman Hotel, London

There being no further business the meeting closed.