



Minutes subject to approval at the next British Swimming Board Meeting

**BRITISH SWIMMING BOARD
Minutes of the meeting held 3rd February 2018
Pullman Hotel, London St Pancras**

Present:	Maurice Watkins	Chair
	Jack Buckner	Chief Executive
	Ray Gordon	ASA
	Alex Kelham	ASA
	Keith Ashton	ASA
	Maureen Campbell	SASA
	Fergus Feeney	WASA
	David Carry	Independent Member
	Peter Littlewood	Independent Member
	Adele Stach-Kevitz	Independent Member
	Urvashi Dattani	Independent Member
	Graham Edmunds	Athlete Representative
	Ian Mason	Chief Operating Officer
	Ash Cox	Director of Legal
	Kathreen France	Head of Finance
	Wendy Lockton	Operations Manager

By Invitation (Presentation only):

Chris Furber	National Performance Director – Para Swimming
Chris Spice	National Performance Director – Swimming
Rebecca McCreath	Director of Events and Sponsorship
Forbes Dunlop	CEO – Scottish Swimming
Jane Nickerson	CEO – Swim England

Min No

20. Welcome and Introductions

20.1. In the Strategy session the Chairman thanked Maureen Campbell, who was attending her last Board meeting before retiring from the Board for all of her hard work and positive contribution to British Swimming.

20.2. The Chairman welcomed everyone to the meeting, particularly David Carry, the nominated Independent Board member, subject to the Board's approval later in the proceedings. No apologies had been received.

21. Presentation by Tim Jones, Head of Performance Pathway

21.1. The Chairman welcomed Tim Jones to the meeting who would be presenting to the Board on "The Talent Gap".

21.2. The main headings of the slide were:

- The Talent Gap
- Combined Male & Female - GBR Market Share trend
- Direction of travel of our major competitors

- Things aren't always as they seem... There is plenty of good news!
- Mean ranking position of GBR swimmers – by Gender
- Mean ranking position of GBR swimmers collectively
- British Junior Teams Season Best % rates in main event
- We need to mitigate any unnecessary risk
- Underlying trends
- World Class Podium Potential numbers
- % of major international juniors teams made up of non-World Class swimmers
- So where is the problem?
- What are we doing to guard against the gap?
- Expenditure by British Swimming on non-World Class swimmers by Home Nation and Year
- Total expenditure by British Swimming
- What are our options to redress the imbalance?
- Pathway projects - update

- 21.3. The Board sought clarification on whether some of the issues which Tim had highlighted in his presentation had been picked up as part of the Culture Health Check in terms of the talent gap, a good example being the drop of 35 athletes from the Podium Potential Programme. Detailed discussion took place on this matter and the Board raised concerns in terms of the impact this may have on the future programme, something which UK Sport and Sport England should be made aware of. The CEO informed the Board that a CEO group of some sports in the country has been formed to collectively work through and lobby on issues like this. It was agreed this issue should also be included on the risk register.
- 21.4. Discussion took place regarding the importance of exposing junior athletes to different types of events and environments to help prepare them to make the transition on to a Senior team for a major event. The Board were in agreement it is imperative that athletes get exposure at such events wherever and whenever possible but recognised the challenges faced in terms of opportunities and budgets available for such activities.
- 21.5. Discussion took place regarding the reduction in juniors performances at the end of season meet. Athletes and coaches should be aiming to set season's best times at this event, which is the culture in the Senior programme. It was felt that there may be a number of reasons for this decrease in performance which need further research in order to be addressed.
- 21.6. Tim was thanked for his interesting and informative presentation.
22. Declaration of Interest – No declarations of interest were received. All Board members were asked to sign and return the Conflict of Interest Declaration Form to the Director of Legal / Company Secretary.
- 23. Minutes of the Meeting held 3rd-4th November 2017**
- 23.1. The Minutes were recorded as a correct record of the meeting.
- 24. Minutes of the 2017 Annual General Meeting of British Swimming Limited**
- 24.1. Discussion took place regarding the Minute under Special Resolutions regarding the UK Sport Governance Code. The Board felt the Minute was a true reflection of the discussion which had taken place on this matter.

- 24.1. The Minutes of the Annual General Meeting of 2017 were approved.
- 25. Report of the Chief Operating Officer**
- 25.1. Performance Management Groups (PMG's)**
- 25.1.1. The Board were provided with a paper outlining the background, context for review and potential options going forward in relation to the PMG's. It was felt a review of these groups across all disciplines was required due to the increased scrutiny which all sports are now under. The paper contained the views of various individuals in terms of their perceptions of the value of the PMG's and the Board were asked to debate these views and determine the future format of the PMG's, if they were to continue.
- 25.1.2. The CEO expressed it was his view that the PMG's reinforce the sports to work in silos and that instead a mechanism to encourage sports to work better together with a common culture as one team should be encouraged. The CEO advised that he had seen little evidence of the positive work done by the PMG's since taking up his role.
- 25.1.3. The Chairman reinforced the need for the Board to retain involvement and visibility in the sports, whether that be through the PMG's or a different mechanism.
- 25.1.4. Discussion took place on this matter and all were in agreement that it is imperative the Board remain closely involved in the sports but that the time is right to review the PMG's utilising the new vision and values, as discussed at the Strategy session the previous evening, as a platform for doing so.
- 25.1.5. It was agreed that the CEO would give this matter further consideration and that it would be further discussed at the forthcoming NPD's meeting later in the month. A proposal was to be circulated to the Board when ready prior to the next Board meeting in June 2018. In the meantime the PMG's were to continue to function as they currently are until a time when the arrangements are formally changed.
- 25.2. UK Sport Culture Health Check Action Plans**
- 25.2.1. The Board were provided with a copy of the Action Plans for the 3 funded sports. The Chief Operating Officer assured the Board that each of the sports have plans in place to address the key issues highlighted as part of this process and actions have been identified to overtake these issues. The Chief Operating Officer will bring an updated version of the Action Plans to the June 2018 British Swimming Board meeting.
- 25.2.2.1. Discussion took place on the Action Plans particularly in relation to mental health. The Board queried if there is a need for British Swimming to have a welfare officer in place. The Director of Legal explained to the Board that in relation to safeguarding there are process and systems in place in British Swimming which provided some reassurance to the Board on this matter.
- 25.2.2.2. This matter to be further discussed at the forthcoming NPD meeting under the heading Welfare Issues.
- 25.3. The Chief Operating Officer informed the Board that negotiations are still ongoing with the current preferred holding camp venue at Yokohama. The NPD is hoping to bring this to a conclusion in May following his next visit there as part of the BOA delegation. The Board to be kept updated as this matter progresses.

- 25.4.1. The Board were provided with a hypothetical table based on World Rankings following the rearranged World Para-Swimming Championships which British Swimming did not attend due to the earthquake in Mexico that occurred shortly before the World Para-Swimming Championships. The purpose of the table was to understand how British Swimming may have performed and provide an indication where British Swimming may currently stand in the World Rankings. This was well received by the Board.
- 25.4.2. The Board were provided with an update on the funds received following the decision to not attend the rearranged World Para-Swimming Championships and the steps taken to mitigate committed costs.
- 25.5. The Board were informed that good progress is being made in the area of the outreach programme in Para-Swimming with those athletes in outreach programmes being in receipt of the same support as those based in Manchester National Centre. The Chief Operating Officer informed the Board that the NPD has plans for the numbers in the centre in Manchester to increase but failing this a review will be required in terms of the best use of resources into the centre.
- 25.6. The Board asked if the Para-Swimming Action Plan was still in existence or if it had been morphed into the UK Sport Health Check Action Plan. The Board were informed that the Para-Swimming Action Plan is still in existence as a stand-alone Action Plan as per the latest version circulated to the Board in December 2017. The actions outlined on the Action Plan are being tracked.
- 25.7. The Board noted the progress which had been made in relation to athlete tracking since the previous Board meeting.
- 25.8. The Chief Operating Officer alerted the Board that British Swimming may not send a team to the FINA World Short Course Championships. The reason being that the team are likely to be attending an event in Japan which the NPD deems will be more beneficial in terms of preparations for Tokyo 2020. Discussion took place on this matter. Whilst the Board understood the limited relevance of short course competition they did have concerns that there may be a political fallout if British Swimming do not attend this event. The Chief Operating Officer to keep the Board informed as this matter progresses.
- 25.9. The Chief Operating Officer informed the Board that Swim England have been invited to attend a joint Board meeting with British Swimming in June. The Board were in agreement this will be an ideal opportunity to work in conjunction with Swim England, who will have a new Board in place by then. Consideration to be given to Tim Jones and Craig Nicholson presenting at this meeting on the talent programmes.
- 26. Report of the Director of International Influence**
- 26.1. The Board noted receipt of the new style report which was well received and requested a similar report for all future Board meetings.
- 26.2. In addition, the Board expressed the view that the section contained in the report regarding the focus on activities in the first quarter of 2018 was of particular interest to them. The Board requested for future reports to focus on the next 12 months and not just the first quarter to provide them with the opportunity to provide assistance and influence in this area where possible.

26.3. The CEO updated the Board on a meeting he had with Tim Reddish regarding Para-Swimming and also informed the Board that he is intending on meeting the IPC in April.

27. Report of the Chairman

27.1 The Board were asked to formally approve the nomination of the Nomination Group of David Carry to the position of Independent Member of the Board. The Board unanimously approved the Nomination.

27.2. The Board were advised of the Nomination Groups recommendation to re-appoint Adele Stach-Kevitz for a second 4 year term as an Independent Member of the Board and were asked to approve their nomination. The Board unanimously approved the nomination.

28. Report of the CEO

28.1. The CEO thanked the Board for their comments and feedback on the proposed new Strategy, which he had presented to them the evening before.

28.2. The Board were provided with an update on the extensive work which is taking place in terms of the 2018 European Championships in Glasgow. The Board were reminded that there is no financial risk to British Swimming for this event.

28.3. The CEO updated the Board on the work that has been undertaken in relation to the Para-Swimming Action Plan and were reassured that the Action Plan and Programme has moved on a lot since the November 2017 meeting. The CEO and Chief Operating Officer continue to work closely with the NPD in terms of his development plan.

28.4. Discussion took place regarding the review of the Athlete Representative role on the British Swimming Board. The CEO has spoken to a number of sports regarding this matter. A paper to be brought to the June 2018 British Swimming Board meeting to recommend how this role will operate moving forward.

29. Report of the Director of Legal English Institute of Sport

29.1. The Director of Legal informed the Board of the significant progress which has been made in relation to the negotiations with the English Institute of Sport (EIS) since the previous meeting. The Board were reassured that a point has been reached whereby British Swimming has the usual commercial protection on TUPE provisions. The Board, upon the Director of Legal's recommendation, were happy to move to signature.

29.1.2. The Director of Legal to produce a paper for the NPD's on this issue.

29.2. Judicial Appointments

29.2.1. The Director of Legal informed the Board that Blair Prentice has been re-nominated by Scottish Swimming as their representative on the Judicial Appointments Panel for a term of three years from the date of the Board meeting. The Board were invited to confirm this appointment. The Board unanimously approved this appointment.

29.2.2. The Board were made aware of the appointments which had recently been confirmed for both the Judicial Panel and Judicial Appeals Panel. The appointments had been made based on nominations received from each of the Home Nations.

- 29.3. **UK Sport Eligibility Process**
- 29.3.1. The Director of Legal provided the Board with a detailed verbal update on this process in particular the ongoing discussions between British Swimming and UK Sport and the reasons for the position being taken by British Swimming. Detailed discussion took place on this matter. The Board confirmed they were in agreement with the position adopted and were supportive of the approach. The Director of Legal to keep the Board updated as this matter progresses.
- 29.4. The Director of Legal updated the Board on the Equality Advanced Standards pre-assessment meeting at UK Sport which he had recently attended with Swim England. Discussion took place on this matter and the Board recognised the importance of achieving the advanced standards and are supportive of the collaborative work in this area.
- 29.5. **General Data Protection Regulations (GDPR)**
- 29.5.1. The Director of Legal provided the Board with a broad verbal update on GDPR outlining the potential impact on parts of all organisations in relation to current Data Protection working practices.
- 29.5.2. Detailed discussion took place on this matter particularly in relation to sensitive data. The Director of Legal identified the work required in this area and potential resources challenges. It was agreed that the mechanism of circulating the Board papers would be reviewed with the IT team.
- 29.5.3. The Board were reassured that work is underway in this area in particular in relation to audit and employee training to ensure British Swimming is adequately prepared for compliance with the GDPR when it takes effect.
- 29.6. **People Report**
- 29.6.1. The Board were updated on the Leadership Training 'Empowering our manager to lead fairly and within the law' which had recently been attended by 20 British Swimming line managers. Feedback received from the course has been very positive.
30. **British Swimming Awards Dinner 2018**
- 30.1. The Chief Operating Officer updated the Board on the options available in terms of both the date and venue for this event. Detailed discussion took place on this matter. The Board agreed to move the November Board meeting, which will also impact the AGM, to the weekend of the 16th/17th November to coincide with the proposed Awards Dinner and for the meeting and Dinner to take place at Lancashire Cricket Club as per 2017. The Board to be kept updated as this matter progresses.
31. **Report of the Director of Events and Sponsorship**
- 31.1. A number of the items included in the report of the Director of Events and Sponsorship had been discussed by the Board at their strategy session the evening before. The Board expressed a wish for further details to be included in the report in relation to marketing and communications, for example athlete appearances. The Board also felt it would be beneficial for the home nations to be made aware of such appearances to ensure collaborative working.
32. **Non-Funded Sports Update**
- 32.1. The Board continue to be committed to supporting the non-funded sports where possible. As had been discussed at the Strategy session the evening before the

Board are keen for all non-funded sports to be part of the British Swimming vision moving forward. It was noted however that the non-funded sports have their own strategies and agendas which do not necessarily align with the British Swimming vision and values which can be challenging.

32.2. Artistic Swimming

32.2.1. The CEO updated the Board on recent meetings with Artistic Swimming. The CEO informed the Board that Artistic Swimming are being included in the work with Two Circles and that a bid for some money to use for officials training within the sport is being made.

32.3. Water Polo

32.3.1. Fergus Feeney updated the Board on a recent meeting which had recently taken place with Water Polo. A working group has been set up which has pulled together an action list focusing on aligning Water Polo with the new British Swimming vision and values where possible. The working group is also playing its part in terms of FINA changes and trying to align with LEN.

32.4. Masters Swimming

32.4.1. Discussion took place with regards to Masters Swimming. Further to his comments at the Strategy session the previous evening, the CEO felt it may be worth considering, in due course, how Masters Swimming could be built into British Swimming as he felt Masters Swimming could potentially provide British Swimming with a massive opportunity.

33. Finance, Audit and Risk

33.1. Audit and Risk Committee (ARC)

33.1.1. The Chair of the ARC provided the Board with an update on the ARC meeting which had taken place the previous month, which the CEO had attended.

33.1.2.1. Risk

33.1.2.2. Discussion took place with regards to the change in how the risk report is now managed and the potential gap as a result of the recent internal changes. The Board were informed that going forward this matter will be managed internally by the Senior Management Team, as agreed at a meeting the previous day, will have a greater ownership of the risks in their areas of work. The CEO and Head of Finance to further discuss this matter and bring to the Board a recommendation of how this will be managed going forward. This to include a recommendation for a risk appetite statement for the organisation.

33.1.3. The Board were provided with a paper regarding the audit partner review. The Chair of the ARC proposed that the current audit partner was retained until the audit for the current financial period had been completed, following which the current audit partner and other firms who specialise in Sport are invited to tender for the audit. Discussion took place on this matter following which the Board confirmed they were happy to proceed in this way.

33.1.4. The Chair of the ARC informed the Board that the recruitment process has started for the new ARC member who will be independent of the Board. The Board to be kept updated as the recruitment progresses.

33.1.5. The Board were informed that no transactions over £100,000 had taken place since the previous meeting

33.2. The Head of Finance provided the Board with an update on the British

Swimming and World Class Programme Management accounts for the 8 months ended 30th November 2017. The income from LEN has been included in the accounts, although has not yet been received. The Board were informed that the entry fees from the Para-Swimming World Championships have now been refunded and a loss has occurred due to the exchange rate.

33.3. **2018/2019 British Swimming Budget**

33.3.1. The Head of Finance presented the 2018/2019 budget to the Board. The main headings of the slide were:

- British Swimming 18/19 Budget Highlights
- Operating Statement Summary
- Income Summary
- Significant Income Variances
- Expenditure Summary
- Events Expenditure
- Budgeted SLA Charges from ASA
- Overall Threats and Opportunities

33.3.2. Further discussion took place in relation to the initial discussions which had taken place at the Strategy session the previous evening regarding the CEO's inclusion of some commercial revenue in the 2018/2019 budget. The Board were reassured that they would be involved in any big decisions in this area which are required moving forward in accordance with the financial policies.

33.3.3. The Board sought clarification on whether any financial provision has been made in the 2018/2019 budget for costs incurred as part of the GDPR. No financial provision has been made, this situation will be reviewed accordingly as the audit and work in this area progresses.

33.3.4. The Board were asked to approve the 2018/2019 budget. The Board unanimously approved the budget.

34. The Board noted that Jenny Gray has recently been awarded a Paragon Award. The Chairman to send Jenny a letter of congratulations.

35. Date of next meeting – **8th-9th June 2018 at Old Trafford Lancashire Cricket Club, Manchester**

There being no further business the meeting closed.