

Minutes subject to approval at the next British Swimming Board Meeting

**BRITISH SWIMMING BOARD
Minutes of the meeting held 14/15 February 2014
Radisson Edwardian, Manchester**

Present:	Maurice Watkins	Chair	
	David Sparkes	Chief Executive	
	Simon Rothwell	ASA	
	Sam Greetham	ASA	
	Ray Gordon	ASA	
	Maureen Campbell	SASA	
	Robert James	WASA	
	Guy Davis	Independent Member	
	Craig Hunter	Independent Member	
	Mike Power	Independent Member	
	Adele Stach-Kevitz	Independent Member	
	Graham Edmunds	Athlete Representative	
	Staff:	Ian Mason	Director of World Class Operations
Ash Cox		BS Head of Legal Affairs	(Saturday only)
Ashley Beaveridge		Chief Financial Officer	
Chris Denny		Director of Marketing and Communications	
Cathy Lambert		Administrative Support	
By Invitation:	Forbes Dunlop	CEO, SASA	
	Chris Spice	NPD Swimming	(Friday only)
	Chris Furber	NPD Disability	(Friday only)
	Biz Price	NPD Synchronised Swimming	(Friday only)
	Graeme Thompson	NPD Water Polo	(Friday only)
	Alexei Evangulov	NPD Diving	(Friday only)

**Min
No**

18. **Welcome**

The Chairman welcomed Adele Stach-Kevitz, newly appointed independent member to her first meeting of the Board and Forbes Dunlop, CEO, Scottish Swimming attending for the strategy weekend.

19. **Declarations of Interest**

Received from Craig Hunter who had recently been appointed as the EIS representative to the UK Sport Audit Committee.

20. **Presentation by Chris Spice, NPD Swimming.**

21. The NPD for swimming provided an update to the Board and advised them on specific areas as follows:

- Restructure and refocus of the department

- World Class Programmes Staff Structure
- Review of 2013 KPI's
- 2014 Critical Success Factors
- National teams and squads performances
- Coaching and national programmes
- Race objectives
- Performance Pathway
- Sports Science and Medicine
- Sample performance funnels
- Athletes – more targeted resources
- Athletes – 3TP – (Tokyo Twenty Twenty Project)
- List of specific actions to be achieved by January 2015

22. The Board asked a number of questions throughout the presentation and requested a copy for information. The Board were generally pleased with progress but reminded the NPD that it was essential now to show positive progress towards Olympic medal success in 2016

23. **Minutes of the Meeting held 01/02 November 2013**

The minutes of the meeting held 01/02 November 2013 were agreed as a correct record.

24. **Matters Arising**

24.1. **Min 9.6.4 Whistle Blowing Policy** - The Chief Financial Officer advised that a new draft policy is in the process of being circulated for comment and will be brought to the next meeting for consideration by the Board.

24.2. **Min 10.3 Duel in the Pool** – The Chief Executive reported that this had been a highly successful event. Both the USA and the sponsors, Speedo, had been pleased with the delivery of the event in terms of profile and TV coverage.

24.3. **Min 10.5 Transfer of Nationality** – The transfer of nationality for Bethany Firth has now been completed and it is anticipated she will be eligible to compete in the next Paralympics.

24.4. **Min 11.1 World Class Funding Appeal** – The BS Head of Legal Affairs advised that a resolution had been reached in respect of the appeal and that this matter was now concluded.

25. **Presentation NPD Swimming**

Following the presentation by the NPD the previous evening the Board requested that the NPD, Swimming attend the Board meeting in November to provide an update.

26. **Report of the Director of World Class Operations**

26.1. **UK Sport Panel Financial Outcomes.**

26.1.1. **Diving and Para-swimming** - The Director of World Class Operations confirmed that following the Annual Investment Review funding remains unchanged in terms of the quadrennial investment for both these sports.

26.1.2. **Swimming** - It was noted that Swimming had also received a positive outcome by being permitted to reinvest funds from podium potential into the programme thereby maintaining the current level of funding for the quadrennial investment. Written confirmation regarding the conditions attached to the award is awaited. Annual reviews applicable to all sports will be held to ensure targets are being achieved.

- 26.1.3. **Water Polo and Synchronised Swimming** – The recent announcement stating the withdrawal of funding for these two sports had been totally unexpected. Work is progressing to submit representations on behalf of the two sports. However, the Director of World Class Operations reported that “at risk” letters had been issued to a number of staff directly involved and that there may be additional losses should the situation remain the same.
- 26.1.3. Significant work is being undertaken by the Legal Department, Chief Executive and the Director of World Class Operations to look at our options and to present the best case possible for reconsideration by the UK Sport Board.
- 26.2. **Performance Tracking Information**
- 26.2.1. Information on the Performance Tracking had been circulated to the Board. This matter will also be a standing agenda item for the Performance Management Groups. The Director of World Class Operations advised that regular PMG communication using relevant technology would hopefully provide the Board with the assurance that progress is being made.
- 26.3. **Performance Management Groups**
- 26.3.1. The action points from the recent PMG meetings as circulated were noted.
- 26.3.2. **PMG – Swimming** - The nomination for Dave Heathcock as Chair of the PMG Group for Swimming was agreed.
- 26.3.3. **PMG – Diving** – Adele Stach-Kevitz was agreed as the Board representative to the Diving PMG.
- 26.3.4. **PMG – Para-Swimming** – An independent member is being sought for this group.
- 26.3.5. **PMG – Board members succession planning** – It was agreed to defer this to the April meeting.
- 26.4. **Synchronised Swimming Post London Athlete Retirement** – The Director of World Class Operations updated the Board on the independent review currently in the process of being carried out. Some initial findings have led to some immediate changes and dependent on the outcome of the funding appeal further actions will be implemented.
- 26.5. **UK Sport Investment Principles** – The Director of World Class Operations advised the Board that following the UK Sport Board meeting in December the investment principles remain unchanged. However, they have endeavoured to align some of the principles and what this might mean for sports requesting or in receipt of World Class investment funding. Details on the attached Appendix 1.
- 26.6. **Consolidated Action Plan** – The plan was noted.
- 26.7. The report of the Director of World Class Operations was noted.
27. **Report of the Chief Executive**
- 27.1. **Item 4 Federation Collaboration** – Following on from the successful exchange programme to share knowledge and experience with the Royal Dutch Swimming Federation, the Chief Executive reported that as a result of this collaboration with Royal Dutch Swimming Federation funding has been received from the EU. The purpose of the funding is to allow collaborative and knowledge sharing with a further three Federations Denmark, France and Germany. An initial meeting will be held with those involved to develop an action plan for what we all would like to achieve through this investment.
- 27.2. **Item 5.7 – London Diving Centre.** An initial meeting has been held with the NPD, the

Coach, Chief Executive and Director of World Class Operations to formulate a mini strategy to populate the centre with divers.

27.3. **Item 5.11 Water Polo Conference, Mexico.** Due to recent events in respect of funding and the timescales for submitting an appeal the Chief Executive reported that there will be just one attendee, Fran Leighton, at this conference. Subsequent to the board meeting FINA invited the CEO to also attend at their cost which was accepted with the agreement of the Chairman.

27.4. **IPC Swimming –** The CEO advised that there will be a National Paralympic Day held in August. Swimming has agreed to a 1 day event of GB v Europe.

27.5. **Item 8.1 Partnerships –** Discussions continue with British Gas and it is understood an outline proposal will be presented to their Leadership Team in early March. The Chairman reported on the meeting he had had with the Chief Executive of British Gas which had been positive.

27.6. The Board requested a full briefing on the negotiations with British Gas for the April meeting.

27.7. The report of the Chief Executive was noted.

28. **British Swimming Influence**

28.1. British Swimming since implementing its international influence strategy has been very successful in gaining positions of influence on the international stage. Going forward consideration now needs to be given to how this success can be developed for the broader spectrum here at home. Succession planning should form an integral part of the strategy to ensure continuity of representation on such organisations as the BOA and to enhance our opportunities with other organisations.

28.2. It was proposed that a group be formed, with a view to a meeting in April (skype) to develop and plan a strategic approach and process on how we can expand our influence within the domestic market.

28.3. The nominated group were agreed as Mike Power, Sam Greetham, Simon Rothwell and Claire Whitfield.

29. **Report of the BS Head of Legal Affairs**

29.1. It was reported that due to the retirement of the current Chairperson of the Judicial Appeals Panel a replacement had been appointed. The new Independent Chairperson is Miss Rachel Kapila. The Board endorsed this appointment.

29.2. **British Swimming Judicial Appointments (2014)**

The following appointments were noted.

ASA	Mrs Terry Lambert	(Re-appointment)
ASA	Mrs Barbara Lancaster	(Re-appointment)
SASA	Mr John Anderson	(Re-appointment)
SASA	Mrs Margaret Somerville	(Re-appointment)
WASA	Mrs Annita Rees	(Re-appointment)
WASA	Mr Andrew Clemes	(Re-appointment)

The appointments are for a period of two years from the date of this meeting.

29.3. **Judicial Appeals Panel**

WASA	Mrs Jane Rees	(Re-appointment)
------	---------------	------------------

The appointment is for a period of four years from the date of the Board meeting.

- 29.4. Due to a retirement the following appointment was also noted.
ASA Mr Dan Gutteridge (Appointment)
This appointment will run until the end of 2015.
- 29.5. **UK Anti-Doping World Anti-Doping Code Implementation**
The BS Head of Legal Affairs advised that at the recent meeting of the World Anti-Doping Agency (WADA) in Johannesburg the code for 2015 had been approved. The code will come into force on 1st January 2015 and UKAD will be supporting NGBs in its implementation in the UK. Subject to a few sport specific variations to be agreed in consultation with UKAD it is intended that a new set of rules will be approved by the summer of 2014. Plans are being put in place to work with UKAD on a programme of education to ensure athletes are aware of and understand the new changes.
30. **Funding Appeal**
The BS Head of Legal Affairs gave further information to the Board on the withdrawal of the funding for Synchronised Swimming and Water Polo and the work being undertaken to lodge representations against this decision. The time-line for submitting information and the proposals supporting reconsideration of the UK Sport decision were outlined to the Board. The BS Head of Legal Affairs reiterated that everything is being done that can be to put forward the best possible representations to UK Sport.
31. **Transgender Appeal**
The BS Head of Legal Affairs advised that the panel meeting is scheduled for 18 February 2014 to consider this case.
32. **People Matters** – The report was noted.
33. **Equality & Diversity**
 - 33.1. The Chief Financial Officer circulated information to the Board and outlined the process going forward with a view to working towards the advanced standard. Work is ongoing to produce an action plan which will be reviewed by the Equality Steering Group next week.
 - 33.2. Concern was expressed again about diversity and encouraging people to join the Board. A number of schemes are being considered that encourage under-represented groups to be mentored in the hope that this will encourage participation at Board level. The Chief Financial Officer confirmed that a copy of the management action plan with a series of practical measures would be available for the next meeting.
 - 33.3. The proposal for Simon Rothwell to represent the Board on the Equality and Diversity Steering Group was agreed.
34. **Management Accounts** – These were noted.
35. **Budget 2014/2015**
 - 35.1. The draft budget for British Swimming as submitted was noted. The Board requested that going forward it would be helpful to have an overview on general observations on how the budget marries up with the business plan. Final proposed budgets for British Swimming and High Performance Swimming to be submitted for approval at the April meeting.
 - 35.2. It was agreed that Robert James would review proposed management charges from the ASA with the Chief Financial Officer.

36. Report of the Director of Marketing and Communications

- 36.1. The Director of Marketing & Communications noted that support would be required, as a matter of urgency, by him and his team for the NPD's for Synchronised Swimming and Water Polo in preparing the representations to UK Sport and to drive forward the PR and lobbying campaign.
- 36.2. The Board noted that British Gas would be considering their position on renewal of the sponsorship agreement in early March. Providing there was agreement to move forward the Director of Marketing and Communications agreed to clarify the process for each of the Home Countries to enable them to be fully involved in the development of the detailed offer. The Board were pleased with the progress to date and agreed that renewal was important to British Swimming.
- 36.3. The Board also noted that work continues to seek a replacement for the Kellogg's partnership, which it was agreed would not be easy in the current climate.
- 36.4. The Director of Marketing & Communications reported that Speedo had indicated an interest in an early renewal and variation to contract which was under consideration.
- 36.5. The Director of Marketing & Communications shared details of the audience figures from Sky on Duel in the Pool and confirmed that Sky had agreed to take 3 days live plus highlights from the British Swimming Championships and 1 day live plus highlights from the FINA Diving World Series.

37. High Diving

The Board noted the paper from the Chief Executive and supported his recommendation to have further discussions with the athletes involved and to report back to the Board without, at this early stage, making any firm commitments either way.

38. UK Sport Appeals

The Board were unanimous in their resolve to support the decision to challenge the recent UK Sport Funding announcement in both Synchronised Swimming and Water Polo. It was agreed that we should provide support to the NPDs to ensure we put forward our best possible and most compelling case to UK Sport.

39. Reflections on the weekend

The Board felt that the attendances of the NPDs had been for them a positive experience and one the Board should repeat. The Board were conscious that insufficient time had been given to the strategy due to commitment to the dealing with the representations process for UK Sport. It was therefore agreed that at the summer/autumn meeting further time could be committed to the strategy, hopefully alongside the NPDs, to address some of the common issues raised such as sustainable funding and elite coach development.

40. Governance

The Board agreed that the changes to the Memorandum and Articles of British Swimming needed to come forward to the next Board meeting. This would enable sufficient time to put these forward to the AGM in November and ensure term limitation of Directors was addressed fully.

4. We strive to make four-year investments to cover the complete Olympic/Paralympic cycle, but base these on an eight-year high performance development model

The high performance pathways in most sports can take as long as eight years for talented athletes to complete and finally reach the podium. Such pathways can only be developed systematically with long-term sustained investment.

Implications

- Podium level investment is awarded for athletes and teams judged capable of winning medals at the Olympics, and gold medals in the Paralympics, within four years
- Olympic Podium Potential level investment is awarded for athletes and teams deemed capable of reaching at least the standard needed to qualify for the next Olympics, **with the potential to achieve an Olympic medal at the following Olympic Games**
- Paralympic Podium Potential level investment is awarded for athletes and teams deemed capable of competing for a medal (**silver or bronze**) at the next Paralympics
- To make a viable case for investment, sports must identify the athletes they expect to nominate for all the athletes places they request, at both Podium and Podium Potential level, and provide evidence to show they meet the above criteria
- Final investment awards will therefore identify clearly the resource levels intended for Podium and Podium Potential level activity, expenditure against which will be monitored and reviewed regularly
- We will continue to work with HCSCs to ensure their investment in the underpinning talent initiatives of sports aligns with and complements ours in high performance

5. UK Sport World Class Programme investment is a privilege not a right

Investment is targeted at sports with medal potential which are achieving, or striving to achieve, excellence in the Olympic and Paralympic arena. Variations in our income (especially Lottery revenue) together with changes in performance potential and medal availability within sports, require us to review all awards annually to ensure that we maintain a *No Compromise* approach to investment in our best medal prospects.

Implications

- We will conduct annual reviews of all World Class Programmes against agreed milestone targets **and Key Performance Indicators (KPIs) the Mission 2016 framework of standards and action plans, plus any conditions of award** to ensure that the allocation of resources continues to reflect the optimum balance between current performance and future potential **and the probability of achieving Olympic or Paralympic medal targets.**
- We will realign investment in the light of
 - persistent under or over-performance by sports relative to investment levels
 - **intelligence which indicates changes in the relative risk of sports failing to achieve the lower end of their agreed Olympic or Paralympic medal target range**
 - **intelligence which indicates opportunities for sports to achieve at or beyond the upper limit of their agreed Olympic or Paralympic medal target range**
- **We will hold a rapid response budget to make time limited and conditional investments in sports where there is a need to initiate or drive significant change to address the risk of failure to achieve Olympic or Paralympic medal targets or leverage opportunities to exceed targets.**

- ***We will directly deliver interventions designed to accelerate change in the system and performance of a sport.***
- Investment is conditional on compliance by athletes, athlete support personnel and NGBs with the World Anti-Doping Code and the UK National Anti-Doping Policy, non-compliance will result in suspension, reduction or termination of investment and may affect eligibility for future investment

6. Our investment decisions reflect future medal potential using an approach which links resources directly to athlete places

We strive to ensure that funding for the essential components of training and competition is provided for athletes and teams most capable of reaching the podium. This is the heart of our *No Compromise* approach.

Implications

- Our investment in a sport is determined primarily by the performance profile of its athletes and the ***milestone-Olympic / Paralympic performance targets we believe they could achieve and the requirements of the system to support them***. We therefore award athlete places to sports, up to a set limit for each event, based on the ***relative strength of these performance profiles profile of athletes, teams, and strength of the programme***
- The financial value of an athlete place is generic and reflects the average cost of essential support for Olympic and Paralympic athletes at Podium and Podium Potential levels, applying value for money principles. This is the basis of the core athlete budget
- To reflect variations in programme operations, costs unique to individual sports, and varying levels of ability among NGBs to attract external income, sports have the option to evidence the requirement for additional investment over and above the core athlete budget up to a specified threshold by means of a sport specific budget