

Amateur Swimming Association (Swim England) Limited Board Minutes

30 April 2021

Via Zoom

Present:

Sue Smith (SS) – Chair	Brian Havill (BH)
Neil Booth (NB)	Jane Nickerson (JMN)
Ali Breadon (AB)	Bernard Simkins (BS) – item 2.3 & 4
David Flack (DF)	Joan Wheeler (JW)
Caroline Green (CG) – from item 2.3	

Officers in attendance:

Richard Barnes (RB) - Director of Legal and Company Secretary
Marie Cooper (MC) - People Development Director
Rebecca Cox (RC) - Business Engagement Director
Jon Glenn (JG) - Learn to Swim and Workforce Director
Emma Griffin (EG) - Marketing, Communications and Operations Director
George Wood (GW) - Sport Development Director
Siân Breen (SB) - Senior Administration Officer

Min No:

1. **Welcome, Apologies and Declarations of Interest**

Apologies from SG.

Declaration of interest – item 4: JMN Swim England representative to British Swimming Board.

2. **Recovery Road Map**

2.1 **Financial Forecast**

BH updated on a number of points from the previously circulated paper:

- 935 pools open. Slightly larger percentage of the 65 currently known to remain closed are located in the north.
- 151 clubs up and running and confirmation from more clubs anticipated.
- Level X swimming recommenced on 22 April. All other disciplines will also have Level X competition element.
- £31,000 net commercial revenue generated by the Institute of Swimming during the period of pool closure due to online learning – a reflection of the adaptations made as a result of the pandemic.
- BH highlighted the 2019 monthly average net commercial revenue for Institute of Swimming and Swim England Trading was £76,000 and £251,000 respectively.

- Although April is historically a poor month for membership income, more has been received in 2021 than in previous years.
- £1.5 million now obtained from Sport England.
- The projection that Swim England will break even in 2021 has been communicated to the bank given this is likely to lead to a breach in loan covenants. At the bank's request, accounts will be split into two halves of the year.
- BH thanked the Board members that met with BDO during the audit.
- Following a successful finance meeting with the Members' Forum, consideration will be given to arranging a similar event in 2022.

BH confirmed a gradual increase in business levels is expected on a largely even trajectory, with the only exception being December which is historically quiet.

2.2 Financial Projections

BH explained that increase in expenditure was dependent on two factors, which would be reviewed monthly:

- Monthly award sales
- Monthly net commercial return in IoS

The completion of the March management accounts were in line with projections created from the February accounts. Staff return would also be monitored in line with external factors, such as further lockdowns, which could affect return of income. BH confirmed there was currently no significant matters of concern.

2.3 Recovery Plan

A team review demonstrated some staff were struggling to complete essential tasks during short-time working which was causing pinch points. The order of return was considered, with those involved in income generation – the warehouse team and Institute of Swimming short course coordinators – prioritised. The complexity of the situation was recognised and the internal process for deciding upon the specifics of staff return - department heads design a plan for review by their Senior Leader before final determination and agreement by JMN - was noted.

There was discussion on the need for balance in bringing staff members back, with communication – to staff and stakeholders – considered to be key. SLT confirmed the emphasis on using existing resources, with hours shared as much as possible between team members.

BS joined the meeting.

The list of potential priority projects was defined as including no new proposals, rather an increase in activity on work areas already in progress, or those paused at the beginning of the pandemic. Precedence within the list was understood to require dynamic assessment, with JMN holding an overarching view to provide approval. Major items requiring future expenditure would be brought to the Board for approval.

CG joined the meeting.

BH confirmed the financial goal for 2021 was to break even – only when income increased would additional expenditure be incurred.

The one page Recovery Road Map was approved and it was suggested the document be shared with all members of staff.

The Board unanimously agreed the recommendations within the Recovery Plan paper: the organisation will begin the return to contracted working hours and start to

commence additional projects on a priority basis, based on the following threshold figures:

- Monthly income £ 98,100 - 30% of Institute of Swimming 2019 gross income plus 30% of 2019 Swim England Trading turnover per month will allow for full contracted hours to half the team members.
- Monthly income £163,500 - 50% of Institute of Swimming 2019 gross income plus 50% of 2019 Swim England Trading turnover per month will allow for full contracted hours to the whole workforce.

It was agreed that not until all team members returned to contracted hours would there be a reopening of our offices at SportPark, which consequently may not take place for a number of months. The need to re-establish relationships as teams virtually come back together was highlighted and the potential to offer more blended working was a likely part of the future workplace. It was suggested that mandating a position should only be done where there is a legitimate business case.

BS left the meeting.

3. **Confirmation of the Nominations Committee for the role of Chairman**

The Board agreed the composition of the Nominations Committee: Caroline Green, David Flack and Sarah Gregory.

4. **Payments to Swim England representatives to British Swimming Board**

The Chair outlined a discussion at a recent meeting of the Home Nations Chairs regarding remuneration to Swim England representatives to the British Swimming Board. Views were sought from the Swim England Board on the matter in order to feedback to the Chair of the British Swimming Board.

BS rejoined the meeting.

The history of payment to independent Board members on sports Boards was outlined, noting the Swim England representatives were nominated on a voluntary basis and that remuneration now would detract from income spent directly on the sport.

The Board agreed payment should not be made to Swim England representatives to the British Swimming Board and that any payment to British Swimming Board members remains the responsibility of British Swimming to determine who, if any, members of their Board receive remuneration.

Action: SS to inform Maurice Wilkins on the Swim England Board's decision on remuneration to Swim England representatives to the British Swimming Board.