



Minutes subject to approval at the next British Swimming Board Meeting

**BRITISH SWIMMING BOARD
Minutes of the meeting held on 7th & 8th February 2020
Deganwy Quay Hotel, Deganwy, Conwy**

Present:	Maurice Watkins	Chair
	Jack Buckner	CEO
	Alex Kelham	Swim England
	Keith Ashton	Swim England
	Jane Nickerson	Swim England
	Fergus Feeney	Swim Wales
	Graham Edmunds	Athlete Representative
	David Carry	Independent Member
	Ash Cox	Director of Legal & Governance (DOLG)
	Kathreen France	Head of Finance (HOF)
	Wendy Lockton	Director of Business Operations (DOBO)
	Chris Spice	PD Swimming (Friday only)
	Alexei Evangulov	PD Diving (Friday only)
	Euan Lowe	CEO Scottish Swimming (Friday only)

Apologies:	Peter Littlewood	Independent Member
	Adele Stach-Kevitz	Independent Member
	Graeme Marchbank	Scottish Swimming
	Allen Bewley	Chair Swim Wales (Friday only)

15. Welcome and Apologies

15.1. The Chairman welcomed everyone to the meeting. Apologies were received from Adele Stach-Kevitz, Peter Littlewood and Graeme Marchbank.

16. Presentation by Jack Buckner, CEO

16.1. The Chairman introduced Jack Buckner who was presenting to the Board on two key areas:

1. The UK Sport Paris 2024 Investment Process
2. The Swimming across Britain draft strategy document which had been circulated to the Board in advance of the meeting

16.2. The headings of the presentation were:

- Background
- UK Sport strategy feedback
- Swimming in Britain
- Swimming in Britain / Team GB
- Discussion
- Next Steps

16.3. UK Sport Investment Process

- 16.3.1. The CEO, Chris Spice and Alexei Evangulov provided the Board with an outline of the extensive work which the UK Sport 2024 Investment Process had entailed. Chris Spice outlined the challenge Swimming particularly have in terms of Swimming being a young sport.
- 16.3.2. The CEO updated the Board on the feedback which had been received following the Phase 1 submissions including the Organisational Health element of the submission. The Board were informed that the Chairman, CEO and Director of Legal and Governance are due to meet UK Sport in early March to further investigate and understand the feedback received on the Organisational Health component and also what impact, if any, this could have on the funding moving forward.
- 16.3.3.1. A discussion took place with regards to the co-funding element as British Swimming are currently not in a position to meet this requirement. The Board were informed that further work is underway in this area to explore what budget elements can potentially contribute to the 25% and what the proposal is if British Swimming are unable to meet this requirement. It was agreed that further clarification is required on this matter.
- 16.3.3.2. An update on this investment process to be brought to the April Board meeting.

16.4. Swimming across Britain Strategy

- 16.4.1. The CEO provided the Board with the background behind the draft Swimming across Britain strategy document. It was outlined that Ian Mason had been appointed to produce this piece of work following the discussion which had taken place at the June 2019 Board meeting where the Board had requested for there to be differentiation between the UK Sport investment process and a longer term strategy for Swimming across Britain. It was highlighted that the draft strategy had been put together following consultation with key individuals within each of the home nations in order to identify areas for collaborative working which would be of benefit to swimming in Britain. The Board were invited to discuss the document and look to agree the next steps.
- 16.4.2. The CEO provided the Board with an update on Project Content. The Board were in agreement that this project looks positive for the sport.
- 16.4.3. The CEO provided the Board with an update on the commercial deal which had been discussed at the previous Board meeting outlining that unfortunately this potential deal had not come to fruition. A detailed discussion took place on this matter with a view to identify learning from the situation.
- 16.4.4. A detailed discussion took place on the Marcomms element of the Strategy in terms of raising the profile of the sport moving forward. Some joined up work is already taking place, for example the proposal for a joint Olympic marketing plan. All were in agreement that there is an aspiration to do more of this in a collaborative way, including the potential for appointing an agency to build stories across Britain should some budget be identified to do so.
- 16.4.5. The health benefits of Swimming in relation to the positive impact on the NHS were discussed. It was suggested that consideration should be given to inviting the Health Ministers to the British Championships.
- 16.5.1. A discussion took place with regards to Events strand of the strategy document. The CEO outlined the challenges faced when hosting international events, particularly in relation to staffing pressure and financial risks. As a result of this the CEO expressed a wish to focus more on domestic events moving forward and to work with the home

nations to develop a collective longer term events plan.

- 16.5.2. The Board however recognised the benefit of hosting international events particularly from an international influence perspective.
- 16.5.3. The Board were provided with an update on the bid which is being pulled together for the 2023 World Para Swimming World Championships in Manchester. Manchester will underwrite this event which removes the financial risk from this event.
- 16.5.4. Chris Spice provided the Board with an overview of the proposal for the International Swimming League for the coming year and a detailed discussion took place on this matter. British Swimming continues to maintain a good relationship with ISL through Rob Woodhouse whilst supporting the swimmers to make good decisions.
- 16.6. Keith Ashton advised that payment can be received from the UK Government where overseas companies fail to pay UK companies.
- 16.7. The CEO introduced the facilities element of the Strategy which was supplemented further by a Facilities Strategy, which had also been circulated in advance of the meeting. The CEO provided the Board with an update on each of the major facilities within Britain and the discussions which had taken place to date with them. The Board felt the Facilities Strategy document was excellent and all were in agreement that there is merit in collaborative working in this area to further develop relationships with the key cities.
- 16.8. A discussion took place with regards to potential collaboration around operational and back of house costs. It was agreed that this way of working could be explored moving forward for some areas of the business, for example in Events, particularly across British Swimming and Swim England due to the location of both businesses.
- 16.9. A detailed discussion took place with regards to the potential of collaborative working in trying to secure future commercial partners. It was recognised that whilst some joined up work has been done in this area around the rights available across British Swimming and the home nations it was agreed that further clarity is required in order to formalise what rights are available to provide complete transparency in preparation for future discussions with potential partners. The CEO's were tasked with progressing this and also to consider the requirement of potentially tendering for an agency to represent all organisations moving forward, bearing in mind some of the home nations already have an agency in place.
- 16.10. The next steps were discussed and it was agreed that moving forward there is a need to identify the priorities in each of the areas of work which could have the biggest impact. The Board requested objectives and statement of intent for each of the key strands of the strategy. Each of the home nations were supportive of this collaborative approach moving forward.
- 16.11. The Friday session concluded.

17. Apologies

- 17.1. The Chairman welcomed everyone to the meeting on Saturday morning, which commenced at 08.30am and were informed that Fergus Feeney would be joining the meeting late. See Minute 21. In the absence of a second Home Nation Association Representative, in this case Swim Wales represented by Fergus Feeney, as apologies had already been received by Graeme Marchbank (Scottish Swimming) under the British Swimming Articles of Association the meeting was not quorate as two Home Nation

Associations are required to be in attendance. No decisions were made during Fergus Feeney's absence and he attended the meeting at 09.30am.

18. Declaration of Interest

18.1. None received.

19. Matters arising from the meeting held 7th-8th November 2019

19.1. 2.5.1 – The CEO had updated the Board in terms of the UK Sport submissions the previous evening.

19.2. 2.1.8 – The CEO provided the Board with an update on the broadcasting rights for the Olympic Trials.

19.3. 6.1 – The Chairman confirmed that the adjustment to the September Minutes which had been requested at the previous meeting had been made and the amended Minutes circulated accordingly.

19.4. 7.8 – The Board were informed that the Head of Finance will discuss the BDO on-site assurance process with the auditors at the audit planning meeting.

19.5. 9.9 – The CEO updated the Board on the latest situation with the kit sponsor following the incident at the World Championships in Gwangju. Discussion took place on this matter, particularly in relation to learning from the situation to ensure it is not repeated.

19.6. 11.2 – The Board were informed that anti-bribery and anti-corruption training is still being explored by HR with a hope for it to be implemented in 2020 but it is budget dependent.

20. 1. The Board were invited to discuss any reflections on the previous evening's session on the Swimming across Britain strategy.

20.2. The Board agreed that priority work areas identified in the Swimming across Britain strategy should be turned into strategic objectives by the CEO's in conjunction with Ian Mason. The objectives should have a vision and a way of being checked and challenged. It was agreed that there would be a further session on the strategy at the April Board meeting with a view for a revised document being brought to the June Board meeting.

20.3. Further discussion took place on producing a matrix of rights across British Swimming and the home nations to create a consolidated commercial offering to take to potential partners and sponsors. The Board were in agreement that the CEO's meet to discuss this with a view to tabling a consolidated rights matrix at the April Board meeting.

21. Fergus Feeney joined the Board meeting at 09.30am.

22. Minutes of the meeting held 7th-8th November 2019 and the AGM held 8th November 2019

22.1. Alex Kelham raise a query with regards to Minute 9.6. It was clarified that this point was referring to LEN and FINA Committees. The Minute to be adjusted and circulated accordingly.

22.2. The Minutes of both the Board meeting and the AGM were agreed as a correct record.

23. Finance, Audit and Risk

23.1. The Head of Finance had provided the Board with the Management Accounts and commentary for the 8 months ended 30th November 2019 which reported a £93k annual

deficit. The Board were provided with a summary of the major reasons for this deficit.

- 23.2.1. The Board were informed that the estimated deficit for the FINA Diving World Series 2020 was £30k after taking underwriting from UK Sport and London partners into account.
- 23.2.2. The Board sought clarification on the latest status of the Reserves and were informed that once the deficit has been taken into account the Reserves will be near to the lowest figure previously approved by the Board. Discussion took place on this matter.
- 23.2.3. Board attendance at events was discussed as a potential area for cost saving. It was agreed that there is at times a real benefit for Board members to attend some events, particularly from an international influence perspective. It was agreed that the cost of Board members attending events in their Board Liaison role could be considered as there may be a business case for the sports picking up these costs.
- 23.2.4. The CEO outlined that some difficult decisions will need to be made over the coming months in order to hopefully bring a balanced budget to the April Board meeting.
- 23.3. The Head of Finance informed the Board that the quarter 3 reports are due to be submitted to UK Sport later in the month whilst the Paris 2024 budgets are required for submission by the end of the month.
- 23.4. The Board were informed an audit planning meeting with Mazars, the auditors, is scheduled in February and ideally a Board member, preferably from the Audit and Risk Committee, should be present at the meeting.
- 23.5. A discussion took place with regards to the coronavirus. The Board were reassured that insurance policies are being explored and executives are keeping on top of the latest advice from Government on this matter.

24. Chairman's Report

- 24.1.1. The Chairman updated the Board on the appointment of a new Independent Board member and set out the process followed by the Nomination Group and information on the individual they have nominated to the Board for approval. The other member of the Nomination Group in attendance, Fergus Feeney, also provided the Board with information on the process followed and the individual nominated for approval. A discussion took place on this matter. The Board endorsed the nomination.
- 24.1.2. The Chairman to liaise with the HR Manager in relation to the Board Induction process.
- 24.2. The Chairman outlined a recent request by British Swimming's UK Sport Governance Manager to attend a Board meeting. A detailed discussion took place on this matter. It was agreed that UK Sport would be invited to the June Board meeting. The Director of Legal and Governance to invite UK Sport to this meeting.
- 24.3.1. The Chairman informed the Board that the Athlete Representative is coming to the end of his 8 year term. Graham Edmunds, Athlete Representative, highlighted to the Board the challenges that should be considered during the upcoming recruitment and appointment process. A detailed discussion took place. The Board were in agreement that this is an ideal opportunity to carry out a full review of the role. It was agreed that the Director of Legal and Governance would review the Articles with regards to the election process and also a possible adjustment to the Term. The Board to be provided with an update on this matter at the June Board meeting.

- 24.3.2. The Board commended Graham on the extensive work he had undertaken on the Athlete Code of Conduct.
- 24.4.1. The Chairman updated the Board on a matter which had been raised at the Chairman's meeting being the process of appointment to the British Swimming Board of the Home Nation Representatives and also payment for their services. The Chairman outlined the proposal which had been made at the Chairman's meeting which was for the creation of a special Nominations Committee formed of the Chairs of British Swimming and the home nations, with the British Swimming Chair as the Chair, and that this group would have the ultimate decision on Home Country Representatives on the British Swimming Board. The Board discussed the proposal and were in agreement that it was a sensible way to proceed.
- 24.4.2. It was also acknowledged that there is currently an anomaly in that two Swim England representatives currently do not receive any payment. The Board were in agreement that these individuals should be paid but there is a challenge in terms of who should pay. The Chairs to pick this matter up following their discussions on the matter at their meeting.

25. Points on Executives reports

- 25.1. The CEO updated the Board that Amy Moss had taken on the role in International Influence and is working on the LEN elections. The Board were informed that a dinner is being organised during the FINA Diving World Series and outlined that it would be positive to have a good Board attendance at this dinner. The Director of Business Operations to confirm with the Board the details for the dinner when finalised.
- 25.2. The CEO informed the Board of a crisis management plan which is being put into place for the FINA Diving World Series to deal with a potential challenge. Detailed discussion took place on this matter. The Board were satisfied with the action plan which is being put in place for this event.
- 25.3. A query was raised with regards to the Open Water Championships for 2020. The CEO updated the Board on the latest situation following discussions on this matter at the Swimming PIG meeting. Swim England will run the National Age Group Open Water Championships in 2020 which will also be used for selection for the World Junior Championships. Wales will look to host the event in 2021.
- 25.4. A discussion took place with regards to Brexit and how this may affect British Swimming moving forward, particularly in relation to staff recruited from overseas. The Director of Legal and Governance assured the Board that there is nothing in relation to this on the risk register which would cause immediate concern. A watching brief will be kept on this matter including communication with those employees that may be affected.
- 25.5. The CEO raised a concern to the Board on behalf of the PD with regards to the significantly lower funding being allocated to Para athletes compared to Olympic athletes for the Paris cycle.
- 25.6. The CEO suggested the Board contact himself or the Director of Business Operations if they would like to have sight of the detailed UK Sport Paris Investment submissions.

26. Items for Decision

- 26.1. The Director of Legal and Governance advised the Board that Malcom Hopes had been re-nominated by Swim England as their representative on the Judicial Panel and asked the Board to approve this nomination. The Board unanimously approved the nomination.

26.2. The Director of Legal and Governance informed the Board that he and the CEO had been invited by the BOA to comment on Rule 40 via their consultants, in this matter Deloitte. The Board to be kept updated.

27. Board Liaison Updates

27.1.1. A discussion took place with regards to the replacement of Urvashi Dattani as a Diving Board Liaison following Urvashi's retirement from the Board. The Board felt it would be prudent to hold off on appointing a second Diving Board Liaison for the time being.

27.1.2. A discussion took place with regards to Board Liaisons swapping sports. The Board felt that whilst it would be positive for Board Liaisons to get perspectives across all sports that they should remain within their Liaison sports as they have built up good relationships and trust within those sports.

27.1.3. The CEO was asked to bring back to the Board a proposal for the Board Liaison role incumbents following the Olympic and Paralympic Games.

27.2. Swimming

27.2.1. The Board Liaison updated the Board on a positive conversation with the PD. Both Board Liaisons will be attending the GBR1 event in Nottingham later in the month which will enable them to spend time with key programme staff.

27.2.2. The Board were informed that there are currently no major illnesses or injuries and no major loss of training within the programme which is extremely positive. A number of training camps have taken place over the winter period which have all gone well. The PD is confident of current medal predictions.

27.2.3. The Board were in agreement that the programme is making excellent progress and there are a lot of opportunities with a number of GB coaches coming through.

27.2.4. A discussion took place with regards to succession planning for key staff for the Paris cycle. The CEO confirmed that discussions are taking place on this matter and it will be picked up further through the Appraisal and PDR process.

27.3. Diving

27.3.1. As the Board Liaison was not in attendance at the meeting she had shared an update with the CEO in advance of the meeting which the CEO shared with the Board. Following on from previous discussions it was outlined that the PD is committed to maximising the chances of female qualification for the Olympic Games. A number of camps have taken place which have been successful and on the whole preparation for the Games is going well. The Board Liaison will be in attendance at the FINA Diving World Series.

27.4. Para Swimming

27.4.1. The Board Liaison updated the Board on a conversation he had recently had with the PD. The team had recently returned from a successful camp in Tokyo. The PD had flagged up challenges in terms of the UK Sport requirements as part of the Paris 2024 Investment process. The PD felt the requirements were particularly onerous which had taken himself and key staff away from pool deck for significant chunks of time.

27.4.2. The Board Liaison informed the Board the biggest risk is that of classification in terms of how many athletes require classification and also the impact on athletes and the medal count if classifications do not go well. The Board were reassured that systems are in place to support athletes should classification go against them. The Board to be kept updated as this matter progresses.

27.4.3. The CEO outlined that he felt the Para Swimming was in a very positive position. There is a lot of activity on the international front with Tim Reddish being a good ally. A bid to host the 2023 World Para Swimming World Championships in Manchester is being pulled together. The Board to be kept updated as this progresses.

27.5. Artistic Swimming

27.5.1. The Board Liaison informed the Board that Artistic Swimming have been offered an opportunity to put in an application for core and progression funding from UK Sport. This will give clout to approach Sport England with regards to possible further funding for the Artistic Swimming programme.

27.5.2. The Board Liaison provided the Board with an overview of the recent activity within the programme and also planned activity for the coming months in the lead up to the Olympic Games. The preparations are all looking extremely positive.

27.6. Water Polo

27.6.1. The Board Liaison updated that Water Polo is moving toward a much more positive state due to a number of contributing factors including the appointment of a consultant, the consultation roadshows led by Swim England and the hard work on the UK Sport submission. These have all been recognised and appreciated by the Water Polo community.

27.6.2.1. The Board Liaison outlined that a new Chair has been appointed for the Home Country Water Polo management group and meetings are being scheduled for the whole of 2020 which will be aligned to the Home Country Partnership meetings and Board meetings.

27.6.2.2. The Board Liaison stressed that moving forward it is paramount this group starts to make decisions on the competitive framework and squads. The Board Liaison will play an integral role in this progression until the management group are confident to move forwards with such decisions.

27.6.3. The Men's under 19 European Championships qualification tournament is taking place in Manchester in early April. It was felt there would be some merit in Board members attending the event to show a commitment to engaging with the Water Polo community.

27.7. High Diving

27.7.1. The Board Liaison outlined that there has been limited activity within High Diving due to the season.

27.7.2. The Board were informed that it is looking extremely unlikely that High Diving will be in the Paris 2024 Olympic Games, not even as an Exhibition sport.

27.7.3. The Board Liaison flagged a concern with regards to feeling like he is expected to make a decision on the possibility of funding for the athletes to attend training camps. It was agreed that further consideration is given to this matter in terms of roles and responsibilities and who is responsible for making decisions regarding whether to contribute towards High Diving camps moving forward.

27.7.4. The CEO updated the Board on a recent meeting with Plymouth who are supportive of High Diving and would be keen to increase this support if High Diving ever becomes an Olympic sport.

28. AOB

28.1. Jane Nickerson advised the Board that the license for Camelot lottery expires in 2023

and outlined the potential repercussions if Camelot loses the license. Swim England have added this matter to their risk register. British Swimming may wish to consider adding this to the British Swimming Risk Register. Jane Nickerson to circulate a note of this matter to the Board.

29. Date of next meeting – 3rd/4th April in Sportpark, Loughborough

29.1. The Director of Business Operations to ensure the coaches are happy for Board members to potentially pop down to the pool and if so circulate the training times in advance of the meeting.