



Minutes subject to approval at the next British Swimming Board Meeting

BRITISH SWIMMING BOARD

Minutes of the meeting held on the 5th June 2020 via Zoom

Present:	Maurice Watkins	Chair
	Jack Buckner	CEO
	Alex Kelham	Swim England (Left the meeting at Item 48.2 and re-joined at Item 49)
	Keith Ashton	Swim England
	Jane Nickerson	Swim England
	Graeme Marchbank	Scottish Swimming
	Peter Littlewood	Independent Member (Senior Independent Director "SID")
	Adele Stach-Kevitz	Independent Member
	David Carry	Independent Member
	Corinne Cunningham	Independent Member
	Graham Edmunds	Athlete Representative (Joined at 14.35 during Item 45)
	Ash Cox	Director of Legal & Governance (DOLG)
	Kathreen France	Head of Finance (HOF)
	Wendy Lockton	Director of Business Operations (DOBO)
	Byron Vaughan	Executive Officer (EO)

Apologies: Fergus Feeney Swim Wales

41. Welcome and Apologies

41.1. The Chairman welcomed everyone to the meeting which was taking place via Zoom due to the current ongoing situation regarding Covid-19. Apologies were received from Fergus Feeney.

42. Declarations of Interest

42.1. None received.

43. Minutes of the meeting held on the 3rd April 2020

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

44. Matters Arising from the meeting held on the 3rd April 2020

44.1. 32.10 - This matter to be discussed later in the agenda under items for decision.

44.2. 34.2.2 - An update was provided in the sports updates in the CEO report.

44.3. 34.4.3 - Both ARC meetings had taken place and Minutes from both meetings were included in the Board pack.

44.4. 34.5 - The Board were informed that no confirmation on UK Sport funding had yet been received.

- 44.5. 34.7.7 - The Board were informed that the matter of home country contributions will be on the agenda for future Home Country Partnership and Chairman's meetings and will also be discussed later in the meeting.
- 44.6. 34.7.9 - The Board were informed that the Head of Finance will be providing a verbal update on the budget later in the meeting.
- 44.7. 35.3 -The matter of the implementation of the organisational percentage salary increase will be discussed at the next Rem Com meeting on the 12th June.
- 44.8. 36.1.1 - An update on the calendar had been provided in the CEO report.
- 44.9. 36.2.1 - The CEO to update the Board on the UK Sport Investment Process later in the meeting under Strategic Items.
- 44.10. 36.3.2 - The Board were informed that the CEO had been working on content plans with broadcast partners with the limited staff resources available bearing in mind a number of staff are currently on furlough.
- 44.11. 36.3.3 - The Board were informed that a lot of progress has been made in the area of return to training (RTT) as highlighted in the CEO report. This matter had also moved on considerably since the report was written.
- 44.12. 36.5.5 - The Board were informed that the matter of the availability of commercial rights is being picked up through the Aquatics in Britain work. The Board had been provided with a paper on this.
- 44.13. 36.5.7 - The Terms of Reference for the Commercial Group had been circulated to the Board and would be discussed later in the meeting.
- 44.14. 37.2 - As outlined in the Director of Business Operations report this matter was discussed and a Business Continuity Plan had been created.
- 44.15. 37.3 - The Board were informed that the risk register had been updated and the Board had received a copy of the latest risk register in the Board pack. The risk register to be reviewed and discussed later in the meeting in the Finance section.
- 44.16. 38.6.1 - The Board were informed that the CEO and Keith Ashton (KA) had discussed this matter. KA to update the Board later in the meeting.
- 44.17. 39.1 - An update on the Athlete Representative had been provided in the Director of Legal & Governance report.

- 44.18. 39.2 - The Board were informed that the next Chairs meeting will take place in September and as outlined earlier the home country contributions will be on the agenda for discussion.
- 44.19. 40.1 - The Board were informed that a review of the remaining 2020 meetings had been completed and plans adjusted for the remaining 2020 meetings. These will of course remain subject to developments in terms of Covid-19.
- 44.20. In relation to 32.9 Adele Stach-Kevitz queried whether there is confidence that all Para Swimmers will have an opportunity to be reclassified prior to the Paralympic Games. The CEO outlined that he is hopeful this will happen with the first opportunity for classification to possibly take place at a small IPC event in Manchester in December 2020.

45. Finance, Audit & Risk

45.1. Management Accounts

- 45.1.1. The HOF provided the Board with an overview of the Management Accounts and Commentary for the 12 Months ended 31st March 2020 for British Swimming Limited and World Class Programmes. The figures and commentary had already been reviewed and discussed at the May 2020 Audit and Risk Committee meeting. The Board were advised the actual annual operating deficit is £75k, which is £79k adverse to the annual budget. The resulting reserves position at 31st March 2020 is £534k.
- 45.1.2. The Board queried the management of the budgets in terms of underspend and overspend, particularly in relation to the Diving and Para Swimming programmes. The Board were informed that the HOF will measure underspend moving forward as had been agreed at the recent ARC meeting. The Board stressed the need for prudent spending.
- 45.1.3. The Board queried why expenditure exceeded income on sponsorship. The HOF confirmed that this was due to the recently reported situation with the kit sponsor.
- 45.1.4. A discussion took place on the need for a contingency for unexpected legal costs. It was agreed it would be prudent to have a contingency if possible.
- 45.1.5. The Board discussed the need for a contingency fund for commercial work. It was agreed that this matter should be considered moving forward.
- 45.2. The HOF confirmed that the Year 3 and Q4 reports for World Class Programmes and Artistic Swimming's Aspiration Award were submitted to UK Sport by the 30th April 2020 deadline. Revised forecasts for Year 4 were also provided.
- 45.3. The Board were advised that the Audit of Accounts for Year ended 31st March 2020 is scheduled to take place remotely during week commencing 22nd June 2020.

45.4. 2020/2021 Budget

- 45.4.1. The HOF updated the Board on the 2020/2021 budget. The Board were informed that British Swimming is availing itself of the Job Retention Scheme (“furlough scheme”) and modelling is taking place to ensure that British Swimming continues to utilise the furlough scheme through to 31 October 2020 and continues to review any amendments to furlough scheme guidelines.
- 45.4.2. The Board sought clarification on the current figure for savings to date in both the British Swimming budget and World Class Programmes. The HOF provided the Board with approximate figures.
- 45.4.3. The Board again stressed the necessity for prudent spending in order to maximise savings, in light of the uncertainty regarding funding moving forward. The Board requested an update on the 2020/2021 budget once further clarification on future funding had been received.

45.5. ARC Minutes

- 45.5.1. KA alerted the Board to the issue the ARC had discussed in relation to the lack of clarity on secured funding and the subsequent challenges in terms of the Board being asked to approve the accounts in November.
- 45.5.2. A query was raised on the apparent lack of corporate credit cards. The HOF outlined that whilst the limit of corporate credit cards had been reached other options are being implemented, like prepaid credit cards for example, which will relieve the need for cash floats.
- 45.5.3. KA updated the Board on the positive discussions on the risk appetite statement.
- 45.5.4. The Board were informed that a plan for the ‘deep dives’ had been agreed at the previous meeting. ‘Deep dives’ would not take place within the WC Programmes until after the Olympic and Paralympic Games as requested by the NPD’s.
- 45.5.5. KA congratulated the DOBO and the team on the Business Continuity Plan (BCP) which had been put together in a very short timescale. It was agreed that moving forward it is imperative the BCP is tested on a regular basis. Roles and responsibilities to be added to the BCP. DOBO advised the Board that they can be sent a copy of the BCP if they wish. AK requested a copy.

45.6. Risk Register

- 45.6.1. The Board had been provided with a copy of the latest risk register and the HOF highlighted the recent changes to the register.
- 45.6.2. The following comments were made:
S3 – The Board felt that the Residual Risk Score should be lower than the Inherent Risk Score in light of the Completed Mitigation Action Plan.

S6 - The Board felt that the wording of S6 should be reconsidered to include “Failure to maintain a “funding relationship with.....” in light of the current uncertainty with regards to current and future home country contributions.

S7 – The DOLAG to review the Residual Risk Score with the IT Team given the increased use of IT i.e. Zoom and Microsoft Teams et al. The ARC to consider at their next meeting.

S9 – The DOLAG to consider a higher Residual Risk Score given no out of competition anti-doping testing is being undertaken.

46. Chairman’s Report

- 46.1. The Chairman raised the matter of the home country contributions and updated the Board on the existing MOU and on the process if an agreement cannot be reached.
- 46.2. It was agreed not to discuss the home country contributions at the Board meeting to avoid any actual or potential conflict of interest. The matter will be dealt with by the CEO’s and the Chairs at their respective meetings.
- 46.3. The Chair, HOF and EO were asked to leave the meeting and wait in the zoom waiting room while a Confidential Paper was presented by the SID in conjunction with the DOLAG. This part of the meeting was Chaired by the SID and a confidential minute was taken by the DOLAG. The remaining Board Members had received the Confidential Paper the day before the meeting ready for discussion at the meeting. The Chair, HOF and EO returned to the meeting and the SID confirmed that the Nomination Group’s proposal relating to the Chairman’s Term was approved by the Board.

47. Strategic Issues

47.1. Covid-19

- 47.1.1. The CEO updated the Board on the processes currently in place which includes weekly calls with the Covid-19 working group. The group consists of staff from across the disciplines, organisation and home nations. The British Swimming CEO and CEO’s of the home countries continue to hold calls every 2 weeks.
- 47.1.2. The CEO updated the Board on the excellent and comprehensive work that had been completed in relation to the elite athletes’ return to training which had been led by Chris Spice and his team. The work was being used as a template for other sports and also by the home countries in preparation for their return to training.
- 47.1.3. The CEO advised the Board of the final ‘check and challenge’ meeting which had been completed just prior to the athletes returning to the pool and confirmed that a similar process would be implemented by Diving and Para Swimming prior to their return. As with Swimming the Board Liaisons would be involved in this process.

47.1.4. A discussion took place regarding the current challenge in that the Scottish & Welsh Governments are not allowing elite athletes to return to training as they are in England and how best this can be managed with the restrictions.

47.1.5. The CEO updated the Board that he is in constant contact with the travel agents and facility providers in relation to travel and camps. The CEO updated the Board on how he felt travel is going to be affected moving forward. The CEO has been in contact with the CEO's from Canada, USA & Australia all of whom are experiencing similar issues to British Swimming.

47.2 2024 Strategy

47.2.1. The CEO updated the Board on the UK Sport funding phase 2 process and outlined the positive feedback which has been received. The CEO feels British Swimming is positioned well for the next cycle of funding.

47.2.2. The CEO provided an update to the Board on the expectations in terms of the confirmation of future UK Sport funding and outlined possible scenarios. The Board sought clarification in terms of when British Swimming is likely to receive confirmation of funding. The Board to be kept updated once details have been received.

47.2.3. It was noted that UK Sport have provided clarification on the World Class and Progression funding.

47.3. Aquatics in Britain

47.3.1. The Board were updated on the Aquatics in Britain meeting which had recently taken place by Zoom. It was agreed that the home nations CEO group would keep monitoring and working through the objectives of the framework. It was recognised that some areas of the framework, like commercial, would be difficult to progress due to a current lack of product to take to potential partners but others including Pathway and Facilities should still be progressed.

47.3.2. It was agreed that the CEO would attend one home nation's Board meeting per year to seek their consultation and feedback on the Aquatics in Britain strategy.

47.4. Commercial Update

47.4.1. The CEO presented to the Board the British Swimming Commercial Strategy.

47.4.2. The headings of the slides were:

- British Swimming Commercial Goals
- Current Position May 2020
- Strategic Position
- How do we achieve this 2020
- How do we achieve this 2021
- How do we achieve this 2022 – 2024
- Resources required

- Target position – January 2024

47.4.3. A discussion took place on the commercial opportunities and challenges that will be faced going forward due to the impact of Covid-19 on businesses.

47.5. International Influence/Events Calendar

47.5.1. The CEO updated the Board that a number of calls have taken place, events are being rescheduled and the event calendar is being updated. A copy of the latest version of the calendar to be provided to the Board.

47.5.2. The CEO commented that the next quadrennial will be tough in particular 2022 when 3 major events (FINA World Championships, Commonwealth Games & European Championships) will take place. The Board queried if there will be any effect on revenue due to this situation. The CEO highlighted that this will not impact revenue but a main area of concern would be the travel related costs for 3 major events in the same year.

47.6. Athletics Review

47.6.1. The CEO reported back to the Board on the athletics review which had also been discussed at a recent SMT meeting. The CEO feels British Swimming is in a strong position. The Board felt it could be beneficial to have a more detailed discussion on the review to identify any areas for learning. It was agreed that the review would be further interrogated by the SMT and a summary would be brought back to the Board.

47.7. Points Arising from Executives Reports

47.7.1. The DOLOG updated the Board on the recent report in the Sunday Times. The DOLOG will keep the Board updated on this matter as it develops.

47.7.2. The Board queried if external legal costs had been incurred for this matter and whether British Swimming has legal insurance protection cover. Costs had been incurred as we are instructing specialists in the area and defamation insurance is unavailable.

48. Items for decision

48.1. 2023 World Para Swimming Bid

48.1.1. Chris Furber, Para Swimming Performance Director, joined the call and outlined to the Board the performance benefits for hosting this World event in Manchester a year ahead of the Paralympic Games in Paris.

48.1.2. The CEO informed the Board that Manchester City Council would be the underwriters of the event.

48.1.3. The CEO also informed the Board that the event being awarded to Manchester would also ensure that Manchester City Council place Manchester Aquatics Centre on the refurbishment list. A discussion took place with regards to whether the refurbishment was subject to the bid being successful and whether this commitment is still in place due to the current environment.

- 48.1.4. An extensive discussion took place about the investment that would be needed from British Swimming. The Board raised concerns of the investment in this event in light of the considerable uncertainty regarding future funding for the event and in general. The CEO presented the maximum level of risk to British Swimming outlining that there would be a requirement for the central British Swimming budget to contribute £35k to the event and in addition to this there would also be an expectation for British Swimming to cover 50% of the £100k commercial investment if sufficient commercial monies were not raised. Therefore the maximum risk to British Swimming would be £85k.
- 48.1.5. The Board recognised the opportunity the event could provide in terms of performance and also raising the profile of the sport.
- 48.1.6. The Board were asked to approve the bid to host the 2023 World Para Swimming Championships in Manchester.
- 48.1.7. The Board approved the bid but on the condition that the event does not require British Swimming accessing the reserves level beyond the agreed minimum level and that any shortfall in the commercial investment will be allocated to the central British Swimming budget. The bid will be subject to UK Sport backing the bid at their September 2020 Board meeting.
- 48.2. Athlete Representative
- 48.2.1. The DOLAG and the Athlete Representative (“AR”) updated the Board on the recommendations of how to proceed with the review of the future of the AR role. The Board was asked to consider three main points:
- i) the proposal for the Term of the AR to be made consistent with the Chair and Independent Representatives.
 - ii) to explicitly add the power to vote to the AR
 - iii) to establishing a working group that would include Graham Edmunds in his capacity as the current AR and two other Board members to work with the CEO and DOLAG and the AR on the details of the future of the AR role.
- 48.2.2. The Board unanimously approved the suggested new Term for the AR role (2x4+1 in exceptional circumstances). The draft amendment to the Articles will be taken to the September Board for approval.
- 48.2.3. The Board unanimously approved explicit reference for the AR to vote. The draft amendment to the Articles will be taken to the September Board for approval.
- 48.2.4. It was agreed that Graeme Marchbank and David Carry would represent the Board on the Working Group. Graeme and David were thanked.

48.3 2021 Meeting dates

- 48.3.1. Dates for the 2021 Board meetings were discussed particularly in relation to the Board considering one meeting to take place via Zoom. The Board recognised the important budget savings that one Zoom meeting per annum could present whilst not jeopardising the importance of meeting face-to-face and the opportunities this allows for wider discussions to take place. It was decided that the June 2021 meeting would take place via Zoom as the June meeting tends to require less strategic decisions.
- 48.3.2. The Board also discussed the options provided for the April 2021 meeting and it was agreed that the meeting would take place in Sheffield during the British Para Swimming International Meet.
- 48.3.3. All other dates and locations for the 2021 Board meetings agreed.

49. **Board Liaison updates**

49.1 Swimming

- 49.1.1. Both Alex Kelham and David Carry have both been involved in the thorough return to training process. Initially 72 of the 74 invited elite athletes invited to return to training showed willing.
- 49.1.2. Both Alex Kelham & David Carry will also be part of the next phase of return to training process.
- 49.1.3. Alex Kelham and David Carry are challenging Chris Spice in relation to communication to athletes and the criteria on which athletes are being invited back to training and when.
- 49.1.4. David Carry commented it is great to see swimmers back in the pool. Alex Kelham also reiterated these views.
- 49.1.5. Alex Kelham commented how useful and welcome it has been to be receiving the PLG reports.

49.2 Diving

- 49.2.1. Adele Stach-Kevitz updated the Board on Diving's plans to return to training. Diving's model is for there to be a more eased in approach as facilities become available. Athletes are continuing with S&C and gym workouts from home and there is regular Zoom interface between the athletes, coaches and medical teams. The delay to the Olympic Games could be seen as a positive to allow more training time for our syncho partnerships. The mood is one of excitement to get back to the pool. Adele confirmed that not being a host nation for the Diving World Series will mean British Swimming lose out on wildcard spots for the 2021 Diving World Series.

49.3 Para Swimming

- 49.3.1. Graham Edmunds updated the Board that the Para Swimming athletes are all positive and looking forward to getting back into the water. Despite Swimming already having returned to training the Para Swimmers are on the whole understanding of the situation in terms of facilities not being ready and also the need for extra caution due to specific individual risks.
- 49.3.2. Graham Edmunds advised there is a lot of input and engagement taking place between the athletes, coaches & PD who are watching with interest what swimming have done.
- 49.3.3. It was requested by Graham Edmunds for all aquatic disciplines to be involved with any communication in relation to athletes returning to training.

49.4. Artistic Swimming

- 49.4.1 Jane Nickerson updated the Board that the duet athletes are delighted to be back in the pool thanks to the support of Chris Spice and his team & the CEO.

49.5. Water Polo

- 49.5.1 The CEO advised on behalf of Fergus Feeney that the Water Polo Management group is progressing well with regular Zoom meetings taking place.

49.6. High Diving

- 49.6.1. Keith Ashton confirmed that he had an initial conversation with the CEO and it had been agreed there was a need to write a simple framework/strategic plan. It was recognised however that this may be delayed due to significant other challenges currently being faced in terms of Covid-19. There is a commitment to develop a High Diving Strategic Plan in the future however when time and resource allows.
- 49.6.2. Keith Ashton will check-in with the High Diving athletes

50. **AOB**

- 50.1. The CEO will keep the Board updated on any UK Sport developments.
- 50.2. Jane Nickerson advised the Board that as part of phase 3 lockdown easing measures to be announced around the 12/13th June by the DCMS they expect pools to be able to reopen for clubs followed by general swimming in July but this will be subject to government advice & rules.

51. **Date of next meeting**

The next meeting is due to take place on the 18th – 19th September in Manchester. This will continue to be monitored over the coming weeks as the situation develops in terms of easing of restrictions of Covid-19. The Board to be kept updated accordingly.