



Minutes subject to approval at the next British Swimming Board Meeting

BRITISH SWIMMING BOARD
Minutes of the meeting held on the 11th & 12th June 2021
Emirates Old Trafford Cricket Club, Manchester

Present:	Maurice Watkins (MW)	Chair
	Jack Buckner (JB)	CEO
	Alex Kelham (AK)	Swim England
	Keith Ashton (KA)	Swim England
	Jane Nickerson (JN)	Swim England
	Graeme Marchbank (GM)	Scottish Swimming
	Fergus Feeney (FF)	Swim Wales
	Adele Stach-Kevitz (AS)	Independent Member
	David Carry (DC)	Independent Member
	Corinne Cunningham (CC)	Independent Member
	Graham Edmunds (GE)	Athlete Representative
	Peter Littlewood (PL)	Senior Independent Member (Friday only)
	Ash Cox (AC)	Director of Legal & Governance (DOLAG)
	Kathreen France (KF)	Head of Finance (HOF)
	Wendy Lockton (WL)	Director of Business Operations (DOBO)
	Chris Spice (CS)	Performance Director Swimming (Friday only)
	Byron Vaughan (BV)	Executive Officer (EO)
Apologies:	Peter Littlewood (PL)	Senior Independent Member (Saturday only)

50. Welcome and Apologies

50.1.1. The Chairman welcomed everyone to the meeting, which was the first Board meeting all Board Members had attended in person since February 2020 due to the Covid-19 pandemic. No apologies were noted on the Friday evening.

50.1.2. The Chairman congratulated both Jane Nickerson and Mel Marshall for being awarded MBE's in the Queen Birthday awards.

51. Olympic & Paralympic Update – Jack Buckner & Chris Spice

51.1.1. The CEO updated the Board on the successful events held in the UK as part of the preparations for Tokyo, two events in Manchester, one in Sheffield, one in London and one in Glasgow.

51.1.2. The CEO commented on how effectively the Home Nations and British Swimming are working together as seen through the delivery of these events.

- 51.1.3. CS gave an update to the Board on both the Swimming teams preparation for the Olympic Games and their performance in Budapest.
- 51.1.4. CS advised the Board how 70% of the team going to Tokyo will be attending their first Olympic Games. The team is a young team and the extra year due to the postponement of the Games has in fact been a real benefit to these young up and coming swimmers.
- 51.1.5. CS expressed his thanks to all partners for providing and supporting the opportunity to be able to host events in the UK as part of the team's preparations for Tokyo.
- 51.1.6. DC asked what the biggest risks are for Tokyo. CS advised the biggest risk is the travel to Tokyo. CS outlined that the swimmers will be undertaking more Covid-19 testing than what is actually required in order to try and mitigate risk as much as possible.
- 51.1.7. CS advised how all Swimming team members will have had both doses of the Covid-19 vaccination before they travel to Japan and confirmed that all Swimming team members have been happy to be vaccinated. CS advised how the BOA expect 95% of Team GB to be vaccinated.
- 51.1.8. A discussion took place around the logistics in the athlete's village during the Games. CS advised the dining hall is an area of concern along with transportation between the village and the venue.
- 51.1.9. FF queried if there is sufficient insurance cover in place. The DOLAG advised that as the Olympic team travels under the jurisdiction of the BOA the insurance cover falls under their auspices. The CEO added UK Sport is aware of risks.
- 51.1.10. GM queried if the recent announcement that Britain will not set a medal target for the Olympic and Paralympic Games was having an impact on the team. JB updated that as the announcement has only just been made it is unclear at this stage what impact it could have, if any.
- 51.1.11. KA queried in additional PPE will be ordered for the Games. CS advised this had already been done, as was trialled in Budapest where an over cautious approach was taken.
- 51.1.12. CS advised the Board that there had been less illness over the past year with the least days lost in training over the last 10 years due to the Covid-19 precautions undertaken. CS outlined that the health team had done a wonderful job.
- 51.1.13. MW congratulated CS and his team on the great results and positive Olympic preparation.

52. Water Polo & SLA Presentation – Fergus Feeney

- 52.1.1. FF presented the Water Polo Future SLA and delivery structure to the Board. The headings of the slides were:
- British Water Polo Leadership Group Future SLA and Delivery Structure – May 2021
 - Background/Context
 - Service Level Agreement
 - Governance Structure
 - Key Next Steps
- 52.1.2. FF updated the Board on the funding allocated to Water Polo by UK Sport for the Paris cycle outlining that the UK Sport National Squad Support Fund is for Sports who may one day medal at an Olympic Games.
- 52.1.3. FF advised how the target is for Water Polo to be a contender for Tier 1 UK Sport Funding in the future and to have a team represent Great Britain at an Olympic Games.
- 52.1.4. A detailed and positive discussion took place regarding the new national squad future Service Level Agreement and the management of the sport. It was proposed that British Swimming engage with Swim England with regards the delivery of the National Squad & Talent Programme for GB Water polo but still with engagement and contribution from Swim Wales and Scottish Swimming. The Board were happy with this approach which is in line with similar models seen in other sports.
- 52.1.5. FF reaffirmed how it is important that the funding is utilised to its maximum for the squads.
- 52.1.6. KA asked how much support, if any, can be provided by other disciplines to support Water Polo. The CEO advised shared support services are currently being discussed at SMT level. JB outlined the challenge for British Swimming is that they don't have any excess resource. JB outlined that in an ideal world British Swimming would have a pot of money to assist non funded sports but unfortunately this is not currently possible.
- 52.1.7. JB updated the Board on the positive discussion which had taken place recently with regards to having an independent Chair for the British Water Polo Leadership Group.
- 52.1.8. The HOF queried how the reporting to UK Sport would be managed. FF confirmed British Swimming would need to submit quarterly reports to UK Sport. The HOF confirmed that reporting from British Swimming to UK Sport for Water Polo can follow the same format for reporting as used for Artistic Swimming.
- 51.1.9. MW thanked FF for the informative presentation.

53. The meeting continued on Saturday morning. An apology was received from Peter Littlewood.
54. **Declaration of Interest**
54.1. None received.
55. **Minutes of the meeting held 9th – 10th April 2021**
55.1. The Minutes were agreed as a correct record of the April 2021 meeting.
56. **Matters Arising from the minutes of the meeting held 9th – 10th April 2021**
56.1.1 32.1.4. – The Board were informed that the CEO has scheduled a meeting with the Home Nation CEO's in August and has also contacted UK Sport to discuss the matter of co-funding through the Home Nations with them.
- 56.1.2. 37.1.6. – The Chairman updated that the ARC had discussed a potential name change for the safeguarding risk. An overview of this discussion can be found in the ARC Minutes.
- 56.1.3. 37.1.8. – The Chairman confirmed that a Board WhatsApp group has been set up. A watching eye will be kept on this to ensure its effectiveness. The CEO expressed some nervousness about this and clarified the purpose of the group. The Board were all in agreement.
- 56.1.4. 38.1.3. – The Board were informed that a session on the 4 year budget is scheduled for the November 2021 Board Meeting.
- 56.1.5. 39.1. – The Chairman updated the Board that the Nominations Committee had met the day prior to the Board meeting. The Chairman will update the Board as part of the Chairman's Report.
- 56.1.6. 39.3. – The Chairman updated that no update on the matter of payment for non-remunerated Board members had yet been received by Swim England and that provisional plans are for this to be discussed at the next Chairs meeting to take place in September.
- 56.1.7. 40.4.2. – The Chairman updated that Equality, Diversity & Inclusion will continue to remain on the British Swimming Board agendas. BAME has been removed from the title as requested at the previous meeting.
- 56.1.8. 40.4.6. – The Chairman updated that he had met with the CEO to discuss next steps in terms in EDI and an update would be provided later in the meeting.
- 56.1.9. 40.6.4. – The DOLOG provided an update on the Board Terms of Reference ("TOR") confirming that the amendments discussed at the previous meeting have been made and the document recirculated. Since then two further minor amendments have been proposed (i) AGM – change "re-appointment" to

“appointment”; and (ii) explicitly identify that the TOR refer only to British Swimming and not any subsidiary. The TOR were approved.

56.1.10. 49.1. – The arrangements for the June Board meeting had been made for the Board to meet in person in Manchester.

56.1.11. AK queried what the latest situation was with regards to classification and JB provided the Board with an update. The Board were reassured on this matter.

57. Finance, Audit & Risk

57.1. Head of Finance Report

57.1.1. The HOF provided the Board with an overview of the 12 month management accounts to the 31st March 2021 and explained the variances within the figures.

57.1.2. The HOF updated the Board that UK Sport have now confirmed British Swimming can carry forward all requested amounts, including Diving who wish to carry forward more than the 5% originally agreed. GM queried how UK Sport Funding carry over can be used. The HOF confirmed UK Sport have specified that the funds carried forward should be spent on Olympic preparations but some flexibility is allowed.

57.1.3. The HOF outlined that the ARC, at their recent meeting, had agreed no contingency would be put aside in the 2021/2022 budget for legal costs and that no furlough would be included. The ARC had agreed that the 2021/2022 budgets would remain as they were when presented at the April 2021 British Swimming Board meeting but moving forward there would be a detailed update on variances at each Board meeting.

57.1.4. The HOF updated the Board on the BDO audit process. The HOF expressed disappointment that the auditors had shared the draft audit report with UK Sport before British Swimming had received it and had the opportunity to respond to any matters. The CEO added that it had not been an easy process.

57.2. ARC Minutes May 2021

57.2.1 The minutes of the May 2021 ARC meeting were discussed. CC summarised for the Board the main discussions from the ARC meeting these being:

- 1) It had been agreed that Mazars would be re-appointed as it was felt there would be no real benefit from changing auditors at this stage.
- 2) A detailed discussion had taken place with regards to the risk register.
- 3) It was recommended that independent members on sub-Committees should complete a conflict of interest declaration form as per Board members.

57.3. Risk Register

57.3.1. The Board were provided with the latest Risk Register. The HOF confirmed the Risk Register had been updated following the May 2021 ARC meeting. The HOF highlighted the risks that had been updated.

- 57.3.2. AS raised query with regards to Cyber-crime and the rising risk in Industry and the potential reputational risk. The HOF and CEO updated the Board on a recent meeting with Kalpesh Parmar from the Swim England IT team highlighting that there is a lot of work underway in this area including bitesize training for all staff.
- 57.3.3. A discussion took place with regards to S10 and athlete welfare and the Board recognised the challenge of sufficiently capturing this risk whilst still keeping it focused. The DOLAG updated the Board on some training which is being put into place for athlete welfare. The DOLAG also updated that an action plan is currently being created with UKAD and this will be shared with the Board in due course.
- 57.3.4. It was highlighted by the Board that the mitigations against S11 need to be reviewed. GM felt that the current mitigations were more commentary rather than actions to mitigate the risk and the risks should be broader than they are currently. It was agreed this would be reviewed.
- 57.3.5. CC updated that the potential for starting a completely fresh Risk Register had been discussed at the ARC but it had been agreed this would not be considered until after the Olympic and Paralympic Games.

58. Chairman's Report

- 58.1.1. The Chairman updated the Board on the recent FINA Congress which entailed a hybrid voting system with some delegates voting in person at the FINA General Congress in Doha (QAR) while others voted remotely, as did the Chairman & CEO.
- 58.1.2. The Chairman provided details to the Board of Husain Al Musallam being elected as the new FINA President and details of the new Bureau for the period 2021-2025.
- 58.1.3. The Chairman updated on the changes expected within FINA which includes a reform Committee at FINA as well as a new Athletes Commission.
- 58.1.4. The Chairman outlined a positive feeling within FINA with regards to it being the start of a new era.
- 58.1.5. The Chairman expressed his delight at the performances in Budapest.
- 58.1.6. The Chairman updated the Board on the Nominations Committee meeting which had taken place prior to the Board meeting. The Chairman highlighted that a number of Board members are due to retire from the Board during 2022 and requested that those affected Board members consider their position in terms of whether they would wish to remain on the Board, if able to do so. The Chairman also updated that PL is keen to stay involved despite current health issues. The Chairman updated that the Nominations Committee had also had a good discussion about EDI and it was felt that now is a natural time to factor this into future discussions by the Nominations Committee. A detailed discussion took place and it

was agreed that there is a need for a strategy for the recruitment of replacing Board members in light of the above.

59. Strategic Issues

59.1. Covid-19

59.1.1.

The CEO informed the Board that the weekly Covid-19 calls, which have been ongoing since February 2020, have been stopped as operational groups are now working effectively and processes and procedures are in place. GE stressed that Covid-19 numbers are currently rising and warned caution. The CEO reassured the Board that Covid-19 planning remains forefront and the weekly calls will be reinstated if needed.

59.1.2.

The CEO advised that the five events which have been held in the UK had not had any Covid-19 related issues, which is testament to the processes put in place by all involved.

59.1.3.

The CEO explained how the biggest risk is around travel which is an area outside of British Swimming's control but teams remain vigilant in mitigating risks where possible.

59.2. 2024 Strategy and UK Sport Strategy

59.2.1

The CEO advised the Board that the current focus is on the teams performing in Tokyo. The CEO acknowledged that British Swimming is not currently where they would like to be with UK Sport financially and envisages this will become a factor post Tokyo. The CEO highlighted that a particular challenge could be if athletes with medal potential, including relay swimmers, are not able to be put on a programme as a result of a lack of funding. It was agreed this could be an interesting debate in September post-Olympic and Paralympic Games.

59.2.2.

A discussion took place on what the next steps might be with regards to funding post Tokyo. The CEO expressed the necessity to work closely with the Home Nations on a joint campaign for the replenishment of talent. The CEO will keep the Board updated as the situation develops.

59.2.3.

A detailed discussion took place on how British Swimming can prepare for this discussion and how to position itself politically with UK Sport for future funding negotiations. A suggestion was made to maximise the opportunity of the Olympics and Paralympics to show the good work British Swimming has been doing. It was agreed that the CEO would spend some time with the comms teams to get the right narrative in place ready for this discussion.

59.3. Aquatics in Britain Strategy

59.3.1.

The CEO confirmed that a date had been agreed for the Home Nations and the CEO to meet in person on the 16th August to reassess the strategy.

59.4. Equality, Diversity and Inclusion

- 59.4.1. The DOLAG advised the Board that a new Code of Sport Governance is due from the Department Culture Media & Sport and advised on the timeline for this.
- 59.4.2. The CEO advised he has been in communication with other NGB's who are going to share their EDI plans.
- 59.4.3. AK highlighted that EDI is red in the Board action plan. The DOLAG hopes the new Governance code will assist in updating the action plan and help gain a better understanding of what British Swimming can deliver in this important area.
- 59.4.4. It was agreed that EDI needs to continually to be prioritised. AS will bring to a future meeting some observations on trans policies as IOC and FINA provide details.

59.5. Tokyo Planning and Update

- 59.5.1. The CEO provided an update on the discussions with the BOA in relation to Rule 50. The CEO confirmed that the BOA have confirmed there will be no sanctions for athletes who protest during the Games and reassured the Board that athletes are being prepared on how to respond to potential situations through extensive scenario planning and determining what stance the team should take. The CEO was asked if all lines of communication can be shared with Home Nations communication teams. The CEO added that at the time of the Board meeting no official position had been received from the IOC or FINA with regards to sanctions for protests.
- 59.5.2. The CEO updated the Board on the British Swimming and Home Nation marketing activity which is being put in place for the Games. The CEO outlined that the campaign is about recruitment and retention of clubs swimmers and is being targeted at clubs to drive down the pathway.
- 59.5.3. The CEO updated the Board on the planning which is underway to host a Virtual British Swimming watch party during the finals of the Games. The current proposal is for four slots during the Games. The Board expressed a wish to be invited to this event. The CEO to keep the Board updated on the development of this initiative.

59.6. Weight Management

- 59.6.1. The CEO provided details to the Board on British Swimming's Body Mass and Composition Monitoring Strategy which has been developed with athletes.
- 59.6.2. A discussion took place about the possibility of creating similar documents to be used by British Swimming and the Home Nations for other sensitive areas, this linked in to the discussion which had taken place earlier in the meeting in relation to risk S10 and athlete welfare.

59.7 Points arising from Executive Reports

- 59.7.1. The CEO gave an update to the Board on the latest Kit Partner discussions. The CEO is working closely with the Home Nations on this tender. The CEO agreed to keep the Board updated on this matter as it progresses.
- 59.7.2. The CEO updated the Board on the GB Sports Media Platform that will become the home of Olympic and Paralympic Sports coverage in Great Britain in 2022.
- 59.7.3. KA queried if there is an opportunity this year to encourage Olympians to support Paralympians as they will unlikely be on holiday during the Paralympic Games, as they would usually be, due to Covid-19 restrictions. The Board agreed it could be valuable to explore this from a 'One Team, Winning Well, In Water; perspective.

60. Items for Decision

- 60.1.1 A discussion took place regarding the locations for the remaining 2021 Board meetings. The Board were keen to meet in person for the September meeting to provide the best opportunity to review performances post-Olympic and Paralympic Games. It was agreed that the September Board would be held in person and the November Board meeting, including the AGM, would be held virtually.
- 60.1.2. The DOBO proposed the dates and venues for the 2022 Board meetings which saw a mix of face to face and virtual meetings. A discussion took place regarding striking the right balance between saving money and also providing the best opportunity for detailed discussions and robust conversations, particularly in light of a number of Board members coming to the end of their term in 2022. A number of options were discussed. The proposed 2022 dates and venues were approved by the Board.

61. Board Liaison updates

61.1. Swimming

- 61.1.1. DC & AK updated that they continue to have regular weekly or Bi weekly updates with CS. In terms of an update DC and AK did not have much further to add following the PD's extremely informative and helpful update which had been provided the previous evening.
- 61.1.2. A discussion took place with regards to the Marathon Swimming programme and strategy. The Board requested for an update on the Marathon Swimming strategy through to Paris 2024 to be provided at a subsequent meeting.
- 61.1.3. JN commented that Open Water is an area to improve on for talent within Swim England.

61.2. Diving

- 61.2.1. AS advised the Board that at the FINA Diving World Cup held in Tokyo the team qualified all remaining 3 female spots for Olympics and finished 2nd on the medal table. The Diving team have qualified all spots available to them for the Tokyo Olympic Games which is the first time this has ever been achieved. The FINA Diving

World Cup was the team's first International competition since the start of the pandemic.

61.2.2. AS commented on how there is a lot of young talent progressing well and a number of young athletes have qualified for the Olympic Games which is positive for the future.

61.2.3. AS informed the Board that the team's performance in Budapest at the LEN European Aquatic Championships was good but athletes struggled with fatigue due to the back to back competitions in Tokyo and Budapest.

61.3. Para Swimming

61.3.1. GE updated the Board on the team's performance during the World Para Swimming European Championships in Madeira.

61.3.2. GE updated the Board on the impact of medal opportunities following the reclassification of athletes.

61.3.3. GE commented to the Board how Para Swimming athletes enjoyed and were grateful for the opportunity to compete alongside AB Swimming during recent events held in the UK.

61.4. Artistic Swimming

61.4.1. JN updated the Board on performances to date at the Olympic qualifying event. The Duet remain hopeful for Olympic Qualification with 9 places available.

61.5. Water Polo

61.5.1. FF had no further update following his presentation to the Board the previous evening.

61.6. High Diving

61.6.1. KA advised how the Red Bull High Diving series has restarted but unfortunately there are no permanent GB representation on the series as former British athletes have changed their Country of Representation. Great Britain has 3 male wild card divers but no female athletes.

61.6.2. KA advised the Board that High Diving will be part of the 2022 FINA World Championships in Fukuoka and the 2022 LEN European Championships in Rome.

61.7. Masters

61.7.1. The CEO informed the Board that there was no specific update on Masters due to no activity taking place.

62. AOB

62.1. The Board wished to note how they appreciated the excellent detail provided in the Swimming tracker which was provided with the Board papers.



63. Date of Next Meeting

63.1. The next meeting is to take place 17th – 18th September 2021. The DOBO to look into having the meeting at the Emirates Old Trafford Cricket Club, Manchester.