



Minutes subject to approval at the next British Swimming Board Meeting

BRITISH SWIMMING BOARD
Minutes of the meeting held on the 17th & 18th September 2021
Emirates Old Trafford Cricket Club, Manchester

Present:	Adele Stach-Kevitz (AS)	Interim 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
	David Carry (DC)	Independent Member
	Corinne Cunningham (CC)	Independent Member
	Graham Edmunds (GE)	Athlete Representative (dialled in)
	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)
	Alexei Evangulov (AE)	Performance Director Diving (Friday only)
	Chris Furber (CF)	Performance Director Para Swimming (Friday only)
	Byron Vaughan (BV)	Executive Officer (EO)
Apologies:	Peter Littlewood (PL)	Senior Independent Member (Saturday only)
	Fergus Feeney (FF)	Swim Wales (dialled in for agenda item 5 on Saturday only)

64. Welcome and Apologies

64.1.1. The Chair welcomed everyone to the meeting, which was the first Board meeting since Maurice Watkins CBE passed away. Apologies were received from Fergus Feeney.

64.1.2. AS thanked all of the Board and wider Home Nations for their support under difficult circumstances following the very sad passing of Maurice. AS added that Maurice would have thanked everyone and congratulated the teams on the fantastic results and success during the Tokyo Games. AS highlighted that Maurice was pivotal to the success of British Swimming and has left a deep void.

65. Tokyo 2020 Overview and Debrief Presentation – Chris Spice

65.1.1. CS presented to the Board the Tokyo 2020 Overview and Debrief for Swimming & Open Water. The headings of the slides were:

- Tokyo 2020+1

- Olympics Postponement what the Athletes said
- Where it all began
- Where it ended up
- Team GB – Top 10 Sports
- Team GB Multiple Medallists
- UK Sport Milestone targets
- Season’s Best Percentages 2016-21
- Season’s Best and PB’s – By Nation
- Rio Comparisons: 2016/2020+1
- Tokyo Medal Shots
- 20 Pieces of Metal
- Key Strength’s
- Feed-forward (‘Paris 34’ pre-brief Sept 28-29)

- 65.1.2. CS advised the Board that the biggest challenge in Tokyo was the evening heats with morning finals the following day. One of the key strengths, and something which was appreciated by the athletes, was the decision to keep the team together and not send athletes home once their event had finished. The BOA had been extremely supportive with the arrangements for this.
- 65.1.3. CS advised that 100% of the medals secured in the pool were won by athletes who train at one of the National Performance Centres.
- 65.1.4. CS thanked the Board members for the reset video messages they had recorded and sent to the team each day.
- 65.1.5. PL queried how the difficult conversations with regards to event clashes in the programme had been managed. CS advised that clashes had been mapped out early to enable discussions on the different scenarios to take place with coaches and athletics. CS added that the team ethos of “team first” which is evolving had also greatly helped these discussions and decisions.
- 66. Tokyo 2020 Overview and Debrief Presentation – Alexei Evangulov**
- 66.1.1. AE presented to the Board the Tokyo 2020 Overview and Debrief for Diving. The headings of the slides were:
- British Diving at the Olympic Games 2020
 - British Diving Olympic Diving Team 2020
 - Team Place
 - Olympic Games Geography
 - Gold – Tom Daley & Matty Lee – Platform Synchro
 - Bronze – Jack Laugher – 3m Springboard
 - Bronze – Tom Daley – Platform
 - Other Performances (successful)
 - Other Performances (less successful)
 - Challenges and Risks we managed to overcome

- Challenges and Risks we didn't manage to overcome
- Further Plans – Long Term
- Further Plans – Short Term

- 66.2. AS thanked both CS and AE for the informative presentations and the Friday evening session of the Board meeting concluded.
67. The meeting continued on Saturday morning. An apology was received from Peter Littlewood and also Fergus Feeney who was only able to dial in by Zoom for an item on the agenda.
68. **Declarations of Interest**
- 68.1. GM declared an interest with regards to the payment of non-remunerated Board members. No other declarations were received.
69. **Minutes of the meeting held 11th – 12th June 2021**
- 69.1.1. The Minutes were agreed as a correct record of the June 2021 meeting.
70. **Matters Arising from the minutes of the meeting held 9th – 10th April 2021**
- 70.1.1. 56.1.6. – AS updated that the matter of payment of non-remunerated Board members had been discussed at the Chairs meeting and updated the Board on the discussion which had taken place. The HOF informed the Board that British Swimming have a policy in place whereby British Swimming covers the travel expenses of all Board members attending British Swimming Board meetings. AS to revert back to the Swim England Chair.
- 70.1.2. 57.2.1. – AS confirmed that all independent members across all sub-committees have been sent a conflict of interest declaration form and any outstanding forms are being chased for completion.
- 70.1.3. 57.3.5. – The Board were informed that the DOLAG will update the Board on the UKAD action plan at the November Board meeting.
- 70.1.4. 57.3.5. – The Board were updated that the potential for creating a completely fresh Risk Register is on the agenda to be discussed by the ARC at their October November meeting. The Board are to be kept updated as this progresses.
- 70.1.5. 58.1.6. – The Board were informed that the Nominations Group had met and a further update would be provided later in the meeting.
- 70.1.6. 59.2.1. & 59.2.2. – The Board were informed that the challenges regarding funding would be discussed by the CEO later in the meeting.
- 70.1.7. 59.2.3. – The CEO updated that a lot of positive work went into maximising the opportunity of the Olympics and Paralympics and excellent communications came out during the Games. A report outlining and highlighting the events which had

taken place during the Games had been circulated to the Board and the CEO updated that discussions are already taking place with regards to future options for more joined up communications across British Swimming and the Home Nations.

- 70.1.8. 59.4.4. – The DOLAG updated that a review of the position and policies relating to Transgender athletes was under way. A paper on this matter will be brought to the November Board meeting.
- 70.1.9. 59.5.3. – As communicated with the Board previously unfortunately the plans for the “watch parties” during the finals did not come to fruition for a number of reasons. However, very successful post-Olympic & Paralympic Zoom Parties were held, which Board members were invited to. The CEO welcomed feedback on these post Games events and thoughts with regards to whether they should continue in future years.
- 70.1.10. 59.7.1. – The CEO will update the Board on the latest situation of the Official Kit Supplier later in the meeting.
- 70.1.11. 61.1.2. – The CEO updated that Marathon Swimming will be an agenda item at a future meeting. As CS had outlined in his presentation the previous evening further work is required in Marathon Swimming to ensure future success. This matter to be brought to a future meeting when the appropriate work has been completed by CS and his team.
- 70.1.12. 63.1. – The planning for the September 2021 Board meeting had been overtaken with the meeting taking place at Emirates Old Trafford Cricket Club.
- 70.1.13. A query was raised with regards to the status of the SLA for Water Polo. JN updated that the SLA had not yet been formalised and as a result no appointment had been made as no resources are available to pay for the post until the SLA has been resolved.
- 70.1.14. A further discussion took place with regards to the outstanding matter of payment of non-remunerated Board members. AS outlined that following the discussion on this matter at the Chairs meeting the previous day it was agreed that the Chair for Swim England would review the situation with JN and feed back to the Chairs accordingly.

71. Minutes of the meeting held on the 9th August 2021

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

72. Matters Arising from the minutes of the meetings held on the 9th August 2021

- 72.1. KA raised a query with regards to death in service and if this only applies to employees. The DOLAG confirmed that the policy did only apply to employees. A detailed discussion took place on this matter in relation to the manner in which

Directors are paid by the business. It was agreed that this matter would be further discussed by the ARC at their October meeting.

73. Finance Audit & Risk

73.1. Head of Finance Report

73.1.1. The HOF provided the Board with an overview of the 4 months management accounts to the 31st July 2021 and explained the variances within the figures.

73.1.2. A query was raised with regards to why the Board recruitment fees were not included in the report. The HOF explained that this was partly a matter of a change in recruitment timing and also no recruitment fees had been required previously for board recruitment but reassured the Board that an estimate will be forecast for the November meeting subject to receipt of this information from the Nominations Committee. No information had yet been provided as to what should be forecast.

73.1.3. JN queried if UK Sport have been approached to explore the potential for any additional funding to assist with the recruitment for a new Chair. The CEO advised this will be looked into along with all other possible avenues for assistance with funding.

73.1.4. KA queried if performance bonuses, as part of ongoing contracts, have been included in the budget. The HOF confirmed that they were budgeted for and a recent conversation had taken place with UK Sport regarding such payments. The Board were informed that UK Sport should be consulted with regarding bonus payments that utilise their funding.

73.1.5. KA asked if both Water Polo and Artistic Swimming funding reporting is possible going forwards. The HOF confirmed this will be implemented for the November Board meeting using information provided by Swim England who process the expenditure transactions.

73.1.6. The HOF updated the Board that the BDO finance report will be discussed by the ARC at their October meeting.

73.1.7. CC updated the Board that the going concern forecast is still to be prepared. CC does not anticipate this matter requiring an additional meeting, as was the case last year, as long as the Board feel comfortable with the position when the forecast is prepared.

74. Interim Chair Report

74.1. FF joined the meeting via Zoom at this point.

74.1.1. AS and FF presented the proposed 2021-2022 timelines for appointing a new Chair, Senior Independent Director and Independent Director and outlined the different nuances of the recruitment process. AS advised the Board that the primary

objective is to appoint a suitable successor for Maurice Watkins in a timely manner with the intention to have a new Chair in post for the February 2022 Board meeting.

- 74.1.2. FF explained that the Nominations Group have worked through the recruitment process and agreed the strategy and timelines. FF confirmed that the Nominations Group will lead on the interview process.
- 74.1.3. FF requested that all Board members complete the Board Skills Matrix which will greatly help in determining the role requirements for the Board to inform the recruitment process.
- 74.1.4. At this point in the meeting AS was asked to leave the room. FF updated the Board on the discussions of the Nominations Group with regards to AS extending her term on the Board by an additional 12 months based on the exceptional circumstances. This would see AS remain on the Board until February 2023 and a detailed discussion took place.
- 74.1.5. The Board queried the flexibility for AS to remain on the Board longer than her term due to her moving between different roles. The DOLOG updated the Board on what is currently permitted under the Articles and the Governance Code.
- 74.1.6. AK asked if an interim Senior Independent Member is required while AS undertakes the role as Interim Chair. The DOLOG advised that due to the Chair recruitment timeline, which had been outlined to the Board, it was not felt this was required but it was noted that this matter may be re-visited if the recruitment of a new Chair becomes an issue as the process unfolds.
- 74.1.7. The Board unanimously approved the Nominations Group's recommendation to extend AS's term by 12 months.
- 74.1.8. AS was invited back into the room and was informed that the recommendation by the Nominations Group had been approved. AS thanked everyone for their support and reiterated her commitment to recruiting a suitable Chair and successor for Maurice Watkins to build on Maurice's legacy.
- 74.1.9. AS updated the Board on recent correspondence with DC with regards to extending his tenure on the Board for another 4 years and also DC potentially joining the Nominations Group. The Board were asked to approve DC joining the Nominations Group while he considers re-appointment to the Board. The Board approved the recommendation.
- 74.1.10. FF thanked AS and the DOLAG for their invaluable support on the Board recruitment strategy over the past few weeks. FF left the meeting.

75. Strategic Issues

75.1. Covid-19

75.1.1.

The CEO advised how the weekly Covid-19 calls had been stood down but it remains an option, if felt required, to reconvene the group from an events planning perspective to share knowledge and understanding as DCMS guidance currently is unclear.

75.1.2.

AS asked if there has been any learning or practices which have been implemented as a result of Covid-19, which would be beneficial to keep in place moving forward. The CEO advised that the pandemic has certainly resulted in increased collaboration between the Home Nations and the sports with better interdisciplinary working taking place at all levels. There has been a notable performance advantage also with less injury and illness within the sports leading to less time out of the water, something which without doubt helped success in Tokyo. It was also noted how the pandemic has opened up new opportunities within events, for example the virtual Diving events and the Para Swimming Race the World event.

75.1.3.

AK queried if athletes had completed feedback surveys post Tokyo. The CEO advised that detailed debriefs are taking place over the coming weeks and athlete feedback will form an important part of the debriefs.

75.2. 2024 Strategy and UK Sport Strategy

75.2.1.

The CEO updated the Board on the latest UK Sport funding situation for Swimming and Para Swimming and outlined the process for applying for additional funding for the sports. The CEO advised sports will be invited to present to UK Sport in October/November with an announcement of funding then due in December following UK Sport's December Board meeting. The CEO will keep the Board updated as further details are known.

75.3. Tokyo 2020 Marketing and Coms Strategy Debrief

75.3.1.

In advance of the meeting the CEO had shared a paper reflecting on the successes of the Olympic and Paralympic Games which had been prepared by Run Communications. British Swimming and the home nations had discussed this at their recent HCP meeting and were delighted with the report and media activity. All were in agreement there is a lot of potential to build on this next year due to the various events taking place and initial discussions have already taken place with regards to maximising opportunities.

75.4. Commercial Update

75.4.1.

The CEO advised how there is a commercial push with the Sports Consultancy currently in order to try and maximise on the recent excellent performances in Tokyo. The Board supported this approach recognising it is a great time to leverage off the back of the results in Tokyo.

75.4.2.

The CEO updated that Heads of Terms are being currently being discussed with a potential new kit partner. The CEO to keep the Board updated on developments.

75.5. Aquatics in Britain

75.5.1. The CEO updated that he had met with the CEO's back in August to discuss the Aquatics in Britain strategy and next steps had been agreed. The CEO's will present this to the Board at the February 2022 Board meeting.

75.6. Equality, Diversity and Inclusion

75.6.1. The DOLAG will bring a paper on this matter to the November 2021 Board meeting.

75.6.2. The DOLAG will keep all Home Nations updated on transgender matters to ensure collaborative working.

76. Items for Decision

76.1. BS Board Athlete Representative Role

76.1.1. The DOLAG introduced the papers which had been circulated to the Board in advance of the meeting and highlighted two points:

1. This is the first time British Swimming has undergone an "election process" for this Role. GE updated on the process so far and stressed the importance of ensuring the Terms of Reference for the Athlete Representative Group are appropriate.
2. The SMT had reviewed and discussed the papers at their meeting the previous day and the Board were updated accordingly.

76.1.2. A discussion took place on the election process and the following principles were agreed:

- (i) Open to all aquatic disciplines;
- (ii) Available to all athletes that have competed for Britain within a 4-year period to strike a balance between recent world class experience and also potentially having gained post competition experience;
- (iii) Ensure everyone eligible can apply so written and video/audio statements to be made available;
- (iv) Voting to be available to all those that have competed for Britain within a 2-year period so that those with the most recent experience and likely still involved in world class competition are voting;
- (v) Blind application process – the Athlete Representative Working Group shall review each application to ensure the application meets the eligibility criteria and the nomination process. The applications shall be provided to the Nomination Group blind.

76.1.3. The election process together with the Role description and Role overview were approved pending these changes.

76.2. Remuneration Committee Terms of Reference (ToR)

76.2.1. The revised ToR had been circulated in advance of the meeting and the DOLAG sought any comments from the Board. JN raised a question on point 11 with regards to who is eligible to form a quorum. KA to review this point.

- 76.2.2. Further discussion took place with regards to what defines an independent HR expert. The Board were in agreement that in order to be a HR expert they would need to be CPD qualified.
- 76.2.3. The Board were asked to approve the ToR. The Board unanimously approved the ToR subject to point 11.
- 76.3. British Swimming Awards 2022
- 76.3.1. The CEO updated the Board on the discussion which had taken place the previous day at the SMT meeting with regards to the venue options for the British Swimming Awards in 2022. The CEO outlined that the decision on whether the Awards Dinner should go ahead and if so the venue for the event would be subject to budget. The Board felt this was an operational decision which should be made by the SMT. It was agreed that the CEO would keep the Board updated as decisions are made.
- 77.1 Board Liaison Updates**
- 77.1. There were limited updates by the Board Liaisons following the sports being on a break following the Games and only just back in the water.
- 77.2. Artistic Swimming
- 77.2.1. JN highlighted that the first mixed medal had been won by the Youth Artistic Swimming team at the LEN Youth Artistic Championships held in Rijeka, Croatia.
- 78. AOB**
- 78.1.1. The Board formally acknowledged the excellent results in Tokyo across all sports.
- 78.1.2. CC was asked if she would be willing to join the Athlete Representative Working Group as DC was moving to the Nomination Group. CC confirmed she was happy to join the group and this was approved by the Board.
- 79. Date of Next Meeting**
- 79.1. The next meeting is to take place 12th – 13th November 2021. Provisional plans were in place for the meeting to take place via Zoom but a discussion took place with regards to the need for the Board to meet in person, if budget allows, due to the ongoing Board recruitment challenges. The DOBO to look into possible locations for the meeting to be held in person and to keep the Board updated.