



Minutes subject to approval at the next British Swimming Board Meeting

**BRITISH SWIMMING BOARD
Minutes of the meeting held on 13th & 14th September 2019
Holiday Inn, Stratford, London**

Present:	Maurice Watkins	Chair
	Jack Buckner	CEO
	Alex Kelham	Swim England
	Keith Ashton	Swim England
	Jane Nickerson	Swim England
	Graeme Marchbank	Scottish Swimming
	Fergus Feeney	Swim Wales
	Adele Stach-Kevitz	Independent Member
	Urvashi Dattani	Independent Member
	Peter Littlewood	Independent Member
	Graham Edmunds	Athlete Representative (Apologies for Friday evening)
	Ash Cox	Director of Legal & Governance (DOLG)
	Kathreen France	Head of Finance (HOF)
	Wendy Lockton	Director of Business Operations (DOBO)
	Maria White	Admin Support
	Phil Gallagher	UK Sport (Friday night only)
	Euan Lowe	CEO Scottish Swimming (Friday evening only)
	Chris Spice	NPD Swimming (Friday evening only)
	Alexei Evangulov	NPD Diving (Friday evening only)

Apologies: David Carry Independent Member

66 Welcome and Introductions

66.1 The Chairman welcomed everyone to the meeting specifically Euan Lowe and Phil Gallagher who were attending the Friday evening session only.

67 Chris Spice (CS) presented to the Board on a Review of the 2019 World Championships & Looking ahead to Tokyo 2020 & Pathway Programme.

67.1 The headings of the slides were:

- WLC 2019 Olympic Events Medal Table
- Season Best Percentages by Year
- UK Sport Targets
- 2018 Simulation vs 2019 Actuals
- WLC Opportunities
- Athletes - What helped my performance at WLC
- Athletes – What didn't help my performance at WLC
- Gwangju 2019
- Pathway Programme

- Olympic Season
- Team Ethos (Video)

- 67.2** CS pointed out the Male and Female split on medals achieved.
- 67.3** The schedule of the Tokyo Games was raised, and questioned how the team would manage their events. Following a discussion, CS assured the Board that planning is underway to ensure this is effectively managed.
- 67.4** A discussion took place on the survey completed following the World Championships. CS advised the survey was anonymous and highlighted that one of the major positives raised was that the team had a nutritionist checking the food daily ensuring no illnesses amongst the team.
- 67.5** The Board discussed how to deal with any future politically charged issues during competition. It was advised that the BOA have this item on the agenda for consideration.
- 67.6** ISL was discussed briefly and CS confirmed that the majority of the team had been signed off to compete at the various events.
- 68** Alexei Evangulov (AE) presented to the Board on a Review of World Championships & Looking ahead to Tokyo 2020 & Pathway Programme
- 68.1** The headings of the presentation were:
- 3 Steps towards Tokyo
 - Steps to be taken to hit the OG Targets
 - WC Team 2019
 - 2019 WCH medal winners
 - Team place in Olympic Disciplines 2019
 - World C 2015 Medal Table
 - UK Sport Targets Implementation
 - 2020 OG Quote places after Qualification Phases 1+2
 - Quote places comparison Kazan v Gwangju (5 now 7)
 - Challenges in 2020
 - 2020 World Series – London Leg, Advantages & Challenges
 - 2020 OG holding Camp, Incheon KOR, Pros & Cons
 - 2020 OG Holding camp, Incheon, KOR – PROS
 - 2020 OG Holding camp, Incheon, KOR – CONS
 - Tokyo Targets (2 medals stretch 3 medals)
- 68.2** The Board questioned the costings between China and South Korea in terms of the 2020 Olympic holding camp. AE confirmed that the costs to hold the camp in South Korea were similar to that of China.
- 68.3** Phil Gallagher thanked the Board for the opportunity to attend the meeting, and stated he was looking forward to working with British Swimming over the coming year.
- 69** **Finance, Audit & Risk**

- 69.1** The Head of Finance provided the Board with an update on the year to date accounts.
- 69.2** The HOF advised that the forecast deficit is £60k, which is £39k adverse to the year budget, due to the Diving World Series additional costs and no sponsorship income.
- 69.3** The HOF pointed out that ticket sales were down on the British Swimming Championships & Para Swimming Championships, The British Swimming Championships taking place over the Easter weekend could have had an impact on ticket sales.
- 69.4** The HOF confirmed that the Quarter 1 reports for WCP and Artistic Swimming's Aspiration Award have been submitted to UK Sport. No follow up questions had been received.
- 69.5** A discussion took place regarding the Reserves Policy. The HOF confirmed that a review of the policy is due which will take place at the next ARC meeting in October and any revisions will be brought to the November Board meeting.

70 CEO Presentation

- 70.1** The CEO presented an Events and Commercial Update to the Board.
- 70.2** The Slide headings were:
- 2020 events
 - 2019 events
 - Swimming in Britain
 - Recommendations
 - Future Planning
- 70.3** A detailed discussion took place on the proposed budget for the FINA Diving World Series in 2020. In his report the CEO has reported an overall balanced budget for this event but in the presentation there was a £20k loss showing against the event. The CEO reported the reason for these additional costs was due to increased rates in relation to venue hire.
- 70.4** A discussion took place with regards to the events that had taken place, including Diving World Series and IPC World Championships. The CEO pointed out that the IPC World Champs had only 20 weeks of planning and had, as a result, used a lot of resources. However, the event had been hugely successful with the greatest ever number of athletes and countries attending for this event. The CEO advised that this had been a very intense time for the events team.
- 70.5** The Board were advised that a new sponsor had been secured for 3 years, UP & Go, and the launch had gone very well.
- 70.6** The CEO updated the Board that Project Performance/Content is now ready to move to the second phase but will require some initial upfront investment, to be off set in due course by savings on production. The Board was asked for and gave their approval to proceed to the second phase.
- 70.7** Following on from earlier discussions the CEO advised that, given the current strain staff were under and the potential for additional work, changes to the staffing

structure should be considered. This would involve accessing the Reserves and a potential change to the Reserves Policy with a view to rebuilding the Reserves over the coming years. A detailed discussion took place on this matter. The Board were concerned to ensure staff are not overburdened and therefore felt the use of reserves was justified but requested further clarity on this proposal, both in terms of a proposed staff structure and how reserves would be replenished. It was agreed that the CEO would prepare a one page document to confirm his proposals. The revised Reserves Policy to be taken to the October ARC meeting and in turn the November Board meeting.

- 70.8** The CEO raised a concern with regards to being underwriter for last resort for international events as he felt this puts unwanted pressure on British Swimming. The CEO suggested that after 2020 British Swimming should consider taking a step back from hosting international events and carry out a review before bidding to host any further events.

71 **Declarations of Interest**

- 71.1** None received

72 **Minutes of the meeting held 7th & 8th June 2019**

- 72.1** The minutes were recorded as a correct record of the meeting

73 **Matters arising from the meeting held 7th & 8th June 2019**

- 73.** Minute 54.5 – Diving World Series - The CEO updated the Board on this matter during his presentation earlier in the meeting.

- 73.1** Minute 54.10 – The CEO provided the Board with an update on the work that has been completed in terms of the Friends and Family strategy moving forward.

- 73.2** Minute 57.5 – the Criteria for the support for none funded sports is still being worked on and will be brought to the November Board Meeting.

- 73.3** Minute 60.3 – Jane Nickerson updated the Board on the considerable work which has been completed in terms of the All Party Parliamentary Group. A framework for 2019/2020 has been put in place.

- 73.4** Minute 60.4 –The CEO had sent the information and dates for the ISL as requested at the previous meeting. A discussion took place around Board members attendance at the event. Tickets were to be purchased individually by Board members.

- 73.5** Minute 61.2.3 – 2024 Strategy – This matter to be picked up later in the agenda under Strategic Issues.

73.6 Minute 63.1.3 – Athlete Code – The Board have now received a copy of the Athlete Code of Conduct. Graham Edmunds confirmed that a final meeting will be taking place with athletes from each discipline in the next few weeks to finalise the Guidance Note.

74 Chairman's Report

74.1 Discussions took place around a recent Data Subject Access Request. The DOLG confirmed that he was liaising closely with the insurance brokers and insurers on this issue.

74.2 The Chairman raised the subject of a potential breach of contract through the use of non-branded kit at the recent World Championships. The Chairman stressed the need to work closely with our Partners moving forward to ensure that the correctly branded kit is worn at all times.

74.3 The International Swimming League was discussed in particular potential visa issues.

74.4 Conflicts in terms of the athletes' involvement with ISL and their Tokyo preparation and schedule were discussed, however, it was agreed that the NPD Swimming was fully aware and that his judgement should be trusted, as it was a good way for athletes to gain extra financial income and race experience.

75 Strategic Issues

75.1 The Board agreed that the 2024 strategy would be a standing agenda item moving forward and the CEO provided the Board with an update on progress to date in terms of the UK Sport Paris investment submissions and the wider 2032 strategy.

75.2 The CEO advised that UK Sport launch meetings were taking place already, and feedback from Scotland was that the event was very well organised.

75.3 The Board were advised that the Para Swimming strategy work is behind schedule due to the current IPC World Championships that were taking place.

75.4 The CEO informed the Board that he had attended a very useful CEO meeting, and that integration with the Home Countries on the longer term strategy is going to be imperative moving forward. A discussion took place regarding the resource available to move the longer term strategy forward and it was agreed that some external resource would be secured to lead on this important project.

75.5 Jane Nickerson requested that Water Polo and Artistic Swimming is considered in the strategy with opportunities for the academy programmes and future submissions.

75.6 A discussion took place with regards to the centralisation versus de-centralisation of the programmes. The CEO advised that work is underway in this area and a paper will be brought to the November 2019 and February 2020 Board meetings.

75.7 Chris Furber will be attending the November Board meeting and will also update on this matter within the Para Swimming Programme. The Board were advised that within the Swimming Programme no changes in this area are planned at present.

75.8 It was agreed that the February 2020 Strategy Board meeting would be devoted to the 2032 Strategy.

75.9 International Influence

75.9.1 The CEO provided the Board with an update on current work in this area.

75.9.2 The CEO advised that there will be a session at the European Short Course Championships in Glasgow with international stakeholders and discussions will take place around various topics. It was noted that LEN elections will take place in 2020 and FINA elections will take place in 2021.

75.9.3 Points arising from Executives Reports

75.9.4 The DOBO provided the Board with a hard copy of the latest version of the Annual Report. The first full draft of the report was to be circulated to the Board once completed to allow the Board to make comments and suggestions for amendment. The Board were advised that the timeline for this would be tight in order to get the final version ready for approval at the November Board meeting.

75.9.5 Graeme Marchbank questioned what impact, if any, the reclassification of 13 athletes, as referred to in the CEO report, would have on the medal target for Tokyo. The NPD Para-Swimming to cover this in his presentation to the Board in November.

76 Items for decision

76.1 Athlete Code of Conduct

76.1.1 The DOLG updated the Board and advised that the document seeks to strike a commercial and regulatory balance between the athletes and organisations rights and obligations.

76.1.2 Graham Edmunds is working with the athletes legal representatives on the athlete guidance note and will be holding a meeting with the respective athlete representatives from across the disciplines to finalise this document.

76.1.3 The Board questioned whether the document covered kit, especially in the run up to Olympics. It was advised that the BOA has a separate Team Members Agreement with the athletes in this regard.

76.1.4 The Board approved the Athlete Code of Conduct.

76.2 Judicial Code

- 76.2.1** The Board was informed that there had not been any material amendments made to the Judicial Code, but that some terminology had been updated to ensure it was consistent with the Athlete Code of Conduct.

The Board approved the Judicial Code.

76.3 Organisation Succession Planning Framework

- 76.3.1** The DOLG submitted an Organisational Succession Planning Framework. The Board discussed the document and suggested a wording change from “conflict” to “challenges” in leader development and a procedural order change in section 3. Subject to these amendments the Board approved the Organisations Succession Planning Framework

76.4 Governance Code

- 76.4.1** The Board was asked to consider and approve an amendment to Article 12.3 of the British Swimming Articles of Association, subject to the British Swimming AGM scheduled for November 2019. The proposals are a tidying up exercise given that the Chair is already a non-executive role and the procedural aspects of Article 12.3 are no longer relevant. The Board approved the proposed amendment.

- 76.4.2** The DOLG confirmed that British Swimming had been selected to be part of an onsite governance and financial audit to be carried out by BDO primarily due to the complexity of the sport and the amount of investment received. .

- 76.4.3** The Chair, CEO and DOLG would be working on the terms of reference with UK Sport and BDO for the audit that is required to be completed by the end of February 2020. This timeframe presents obvious challenges. The DOLG will continue to keep the Board advised

77 BOARD LIAISON UPDATES

77.1 Diving – Adele Stach-Kevitz

- 77.1.1** The Board Liaison advised that qualification for major championships is currently being looked at in terms of the NPD having the discretion to add an athlete to cover eventualities such as illness or injury in order to ensure the best athlete is competing. The Board were supportive of this.

- 77.1.2** A discussion took place with regards to the synchro pairs. The Board were in agreement that in order to maximise success in the synchro event the NPD should consider the best plan for training opportunities for all of the pairs and work closer with

coaches to ensure the best training set up, as seen in other countries who are successful in the synchro events.

77.2 Swimming – Alex Kelham

77.2.1 The Board Liaison attended the Canet Mare Nostrum tour, and met with the team, and the sports science team. The team were in a great place despite racing through heavy training and back to back events. The Board Liaison was also impressed with the technology available to the athletes which she was shown at the event.

77.2.2 Whilst in Canet the Board Liaison had attended an athlete voice meeting. The Board Liaison felt that the dialogue between athletes and staff was very positive but that more time and ownership should be given to these meetings to ensure all athletes had a chance to voice their thoughts and ideas.

77.2.3 The Board Liaison had also attended the SMT debrief and joined a group of coaches for the session which she found very positive.

77.2.4 The relevance of some competition entries were discussed for junior events.

77.3 Para Swimming – Graham Edmunds

77.3.1 The Board Liaison advised that he had had limited time with the squad and staff due to the current IPC world championships taking place, but that there would be more chance to meet and update at the next meeting, where Chris Furber would also be in attendance.

77.3.2 The Board Liaison advised that with 2 days to go the results from IPC World Championships were very positive and that feedback was that the International athletes were really enjoying the event.

77.3.3 The Board Liaison thanked the Board for agreeing to hold the event in the UK.

77.3.4 The media content was praised by the Board and all were in agreement that Channel 4 had done an excellent job.

77.4 Artistic Swimming – Jane Nickerson

77.4.1 The Board Liaison advised that the small amount of aspirational funding which the Artistic Swimming programme is now in receipt of is making a huge difference to the whole squad as demonstrated by the high number of PBs in recent events. The Board Liaison felt that the duet need more challenging routines for the future.

77.4.2 Olympic qualification was discussed and the Board were advised how difficult this was for the team.

77.4.3 The Board were advised that the Synchro programme is now set up in Bristol with athletes managing school around their training of up to 20 hours.

77.4.4 The Board Liaison confirmed that she was in regular contact with Karen Thorpe to support going forward.

77.4.5 The Board Liaison has not been able to meet with Maria Ramos, but hopes to do so before the next Board Meeting.

77.5 Water Polo – Fergus Feeney

77.5.1 The Board Liaison discussed internal transfers and outlined that he was working with LEN with regards to how this can be dealt with in coming seasons.

77.5.2 The Board Liaison confirmed that all Athlete reviews had been completed within the sport.

77.5.3 The Board were advised that the leadership group are set to meet in the autumn and that Water Polo will be looking for a new Chair in the coming months.

77.5.4 The Board Liaison advised that the Athlete Pathway competency was under review at present.

77.6 High Diving – Keith Ashton

77.6.1 The Board Liaison highlighted the success that High Diving had achieved at the recent World Championships with a Gold and Bronze medal being won.

77.6.2 The Board Liaison advised that it is a growing sport, with a view to it being added to the Olympic programme in the future. It appears that FINA are expressing an interest of becoming more involved in the sport which could mean there will be a need for qualification events, and also the possibility of formal training camps, which would have a financial implication.

77.6.3 Discussion took place around how the athletes train, and where training takes place in the winter months due to the cold climate in Great Britain.

78 AOB

78.1 The Board Liaison updated the Board on a recent meeting with Sam Greetham from Open water who had expressed what a good initiative it is to have Board Liaisons working so closely with the sports. Sam Greetham had requested whether Open Water could be considered as part of this. Alex Kelham advised that this is covered in the Swimming Board Liaison role.

78.2 A query was raised with regards to the recent protest situation experienced at the World Championships. The Board were advised that British Swimming are currently awaiting a response from the BOA on this matter.

79 **Date of next meeting**

79.1 8th & 9th November 2019, Ramada Encore, Leicester