



Minutes subject to approval at the next British Swimming Board Meeting

**BRITISH SWIMMING BOARD
Minutes of the meeting held 5th/6th April 2019
Deganwy Quay Hotel, Conwy, Wales**

Present:	Maurice Watkins	Chair
	Jack Buckner	Chief Executive
	Jane Nickerson	Swim England
	Keith Ashton	Swim England
	Alex Kelham	Swim England
	Graeme Marchbank	Scottish Swimming
	Fergus Feeney	Swim Wales
	Peter Littlewood	Independent Member
	Adele Stach-Kevitz	Independent Member
	Urvashi Dattani	Independent Member
	David Carry	Independent Member
	Graham Edmunds	Athlete Representative
	Ash Cox	Director of Legal & Governance
	Kathreen France	Head of Finance
	Wendy Lockton	Director of Business Operations
	Sian Prigg	Swim Wales (Friday only)
	Helen Northmore	Swim Wales (Friday only)
	Ian Jones	Swim Wales (Friday only)
	Dawn Mancey	Swim Wales (Friday only)
	Tecwyn Davies	Swim Wales (Friday only)
	Hema Luqman	Swim Wales (Friday only)
	Natalie Benjamin	Swim Wales (Friday only)
	Allen Bewley	Swim Wales (Friday only)
	Sarah Whittle	Swim Wales (Friday only)

Min No

32. Welcome and Introductions

32.1. The British Swimming Chairman welcomed everyone to the meeting, particularly colleagues from the Swim Wales Board who were joining only for the Friday evening session for a joint Board meeting.

32.2. The Swim Wales Chairman also welcomed everyone to the meeting and thanked British Swimming for the invite. There was a round table introduction of all attendees.

33. Presentation by Jack Buckner, CEO of British Swimming

33.1. The Chairman introduced Jack who was presenting to the Boards on the British Swimming vision and strategy. The main headings of the presentation were:

- Vision and Values
- Mission
- Partnership Working
- Swimming in Britain

- What we are doing well
- Where there is more potential

33.2. A discussion took place regarding facilities within the UK. The CEO outlined the work which is underway in this area due to the distinct lack of water space across the whole sport. The Board were in agreement that a joint approach across the home countries to address this is the best way forward.

33.3. Jack was thanked for his presentation.

34. Presentation by Fergus Feeney, CEO of Swim Wales

34.1. The Chairman introduced Fergus Feeney who was presenting to the Boards on Swim Wales' vision and strategy. The main headings of the presentation were:

- Vision 2018-2022
- Our Mission
- Mission Statement 2018-2022
- Swim Wales Strategy 2019-2022
- 2017-2018 Achievements
- Performance Strategy
- 2018-2019 International Success
- National squad delivery
- Professional coach development
- Sports science and medical delivery
- 2019-2020 special projects
- Aquatic development strategy
- Swim Wales events
- Swim Wales facilities
- Business development strategy
- Swim Wales revenue streams
- Governance strategy
- Structures and partners
- Board composition
- Board skills and experience
- Aquatic partners
- Business partners
- Swimming pathway
- Para Swimming pathway
- 2018-2019 targets

34.2. The Board were interested in a PhD project Swim Wales have underway with regards to Mental Health and asked for the outcome of this research to be shared when completed.

34.3. A detailed discussion took place in terms of assisting swimmers with their transition into life following the conclusion of their swimming careers and also on educating them on the transferable skills they have. All were in agreement that the home countries played an integral part in educating athletes early on in their career as part of their development plans.

34.4. A discussion took place on the importance of getting the balance right between performance and mental health and welfare, careful management is required in order to achieve success whilst effectively managing the other aspects.

- 34.5. Fergus thanked Swim England and Scottish Swimming for sharing their facilities strategy with Swim Wales as this enabled Swim Wales to put a facilities strategy in place very quickly.
- 34.6. A discussion took place regarding the changes which are taking place in terms of media consumption. All agreed that there are a number of opportunities which should be explored in this area linked to membership and that it is worth considering a joint approach across all of the home countries.
- 34.7. The Swim Wales CEO was thanked for his presentation.
35. A detailed discussion took place with regards to the ambition of Wales to have a suitable venue to host a major national or international event. Swim Wales were keen to gain a better understanding of the required specifications of such a venue. The Swim Wales CEO outlined that the Welsh Government is interested in identifying a potential site to build a suitable venue.
- 35.1. The British Swimming CEO outlined that there are currently only 3 venues which are capable of hosting such events, one of which is in need of some renovation.
- 35.2. A discussion took place on the possibility of the home countries purchasing a temporary pool as an option for hosting major events. It was highlighted however that there is a limit in terms of the number of times such tanks can be moved and that this would need to be a commercial deal rather than a technical deal.
36. A discussion took place on the reporting back to funding partners in terms of budget and under spend. The Board were in agreement that British Swimming and the home countries should all make more of the fact that the back office support provided is for 6 sports and not just one.
37. The Friday evening session concluded and both Boards were in agreement that it had been an extremely productive session.
38. The Chairman welcomed everyone to the Saturday morning session and the Board reflected on the session which had taken place the previous evening with the Swim Wales Board. The Swim Wales CEO felt the session had been very successful and thanked the British Swimming Board for their contributions to the discussions.
- 39. Apologies**
39.1. No apologies had been received.
- 40. Declarations of Interest**
40.1. None declared.
- 41. Minutes of the meeting held 8th-9th February 2019**
41.1. The Minutes were recorded as a correct record of the meeting.
- 42. Matters Arising from meeting held 8th-9th February 2019**
42.1. Minute 2.1.3 – The Board were informed that the CEO had undertaken a comprehensive cost savings exercise. The 2019-2021 British Swimming budget was to be presented to the Board later in the meeting.
42.2. Minute 21.1.7 – The Board were informed that the Director of the Business Operations (DOBO) had explored alternative venues for future Board meetings in

order to try and reduce costs. Further details were included in the DOBO's Board report.

- 42.3. Minute 23.1 – The Board were informed that the amendment to the Minute had been made to better clarify how the Chairman's and Athlete Representative's fees were paid and the amended Minutes had been circulated accordingly. The Board were happy with the change.
- 42.4. Minute 23.7 – The Chairman informed the Board that further investigation had taken place in terms of the medical cover provided at the British Junior Diving Elite Championships and that it is still not entirely clear whether the cover provided had been sufficient. The Board were reassured that this matter is now in hand in terms of ensuring that sufficient cover is in place for all future events in line with LEN and FINA regulations.
- 42.5. Minute 26.1.4 – The Board were informed that the supplement policy is currently under review and an update policy will be taken to the June Board meeting.
- 42.6. Minute 30.1 – The Chairman advised that no Board member had been in contact with the Director of Legal and Governance (DOLG) with any queries or issues with regards to the Managing Board Code of Conduct. The Board were asked to sign the forms at the meeting and return to the DOLG.

43. Finance, Audit and Risk

43.1. Presentation by Kathreen France, Head of Finance

- 43.1.1. The Head of Finance presented the 2019-2021 budgets to the Board. The Board had been sent the budgets in advance of the meeting to allow them to review the budgets prior to the meeting. This was the first time a two year budget had been presented. The Board were informed of the hard work which had been undertaken in order to achieve a balanced budget. The main headings of the presentation were:
- 2 year budget – 2019/2020 & 2020/2021
 - British Swimming 2019/2020 budget highlights
 - Operating statement summary
 - Income summary
 - Expenditure summary
 - Budgeted SLA charges from Swim England
 - Overall threats and opportunities
- 43.1.2. The Board asked how the figure for the general salary increase had been agreed. The Board were informed that this had been agreed by the Remuneration Committee following a benchmarking exercise. The Board were happy with this process.
- 43.1.3. The Board were informed that the main reason for the decrease in the budget for the Awards Dinner was due to the venue.
- 43.1.4. Discussion took place regarding the budget for future Board meetings with a view to the November 2019 being a 1 day meeting to avoid Board members requiring accommodation for two nights. The CEO felt the plans for 2019 should remain as organised. The DOBO to look at the 2020 Board meeting structure and bring a proposed schedule to a future meeting.

- 43.1.5. Discussion took place regarding estimated upsides to the budget based on the income from sponsorship packages and how this will be managed moving forward in terms of a potential surplus to the budget. The CEO advised the Board that he is committed to rebuilding the reserves to the level agreed by the Audit and Risk Committee.
- 43.1.6. Discussion took place regarding the resource base available to take on the management of a number of proposed major events. The home countries offered support to British Swimming in this area.
- 43.1.7. The Board were asked to approve the two year budget which had been presented. The budget was unanimously approved.

43.2. BS and WCP Management Accounts

- 43.2.1. The Head of Finance provided the Board with an overview of the 10 months accounts ending 31st January 2019 for British Swimming and High Performance Swimming and outlined the main variances.
- 43.2.2. The CEO outlined to the Board the process for finding out the funding for the new cycle.
- 43.3.1. Detailed discussion took place with regards to the scrutinising of the World Class Programme budgets following the departure of the Chief Operating Officer who used to undertake this role. The Board felt it was important that they had the ability to interrogate the World Class budgets. The CEO assured the Board that there is a process in place for approving any significant changes to the budgets.
- 43.3.2. Detailed discussion took place on this matter in terms of what information the Board would like to receive. The Board felt it would be useful to receive a performance view of the end of the 2019 season prior to leading into Olympic and Paralympic year. The Board requested a more detailed discussion on this matter at a Board meeting later in the year.
- 43.4. The Head of Finance thanked the 8 Board members for completing the Lloyds bank process.

44. Presentation by Jack Buckner, CEO

- 44.1. The CEO presented to the Board on event planning for the next two years outlining the risks associated with each of the events. The main headings of the presentation were:
- 2019 events
 - 2020 events
 - Recommendations on events
- 44.2. **World Para Swimming World Championships**
- 44.2.1. The CEO updated the Board on the latest situation and planning with regards to the World Para Swimming World Championships. The CEO reassured the Board that if this event goes ahead as planned there should be no risk to British Swimming from a financial point of view as the event would be underwritten by the IPC. The Board were in agreement hosting this event would be positive both from a performance point of view and a good news story for the sport.
- 44.2.2. It was agreed that the DOLG would send a copy of the Host Agreement to the Sponsorship Approval Committee (SAC) being the Chair, Alex Kelham and

Urvashi Dattani. The Chair encouraged the SAC that any review must be undertaken speedily as the business is seeking to reach an agreement with the IPC in a timely manner.

44.2.3. Discussion took place with regards to the announcement of this event. The Board were in agreement that a high level of communications should be put in place to make the most of this good news story.

44.2.4. The Athlete Representative thanked the CEO and team for their hard work securing this event on behalf of the athletes.

44.3. **International Swimming League (ISL)**

44.3.1. The CEO updated the Board on recent activity on this event and the positive position in terms of a potential financial upside in return for delivering the swimming component of this event, should the arrangement come to fruition.

44.3.2. Discussion took place on this matter. The Board were in agreement that having involvement in this event in the suggested way will allow British Swimming to keep some level of control for the event and also ensure that the Tokyo performance focus is retained.

44.4. The CEO updated the Board on the latest challenges with regards to the European Short Course Championships in Glasgow in December 2019 and also on the agreement which had been reached in terms of the funding to be received from LEN for the European Junior Championships in 2020.

44.5. The Board requested for the CEO to bring an update on the events to the September meeting, at which point a decision on whether to proceed with the FINA Diving World Series in 2020 will need to be made.

45. **Chairman's Report**

45.1. The Chairman updated the Board on the recent negotiations which had taken place with LEN at their last Bureau meeting in terms of the contribution from them. The Board were in agreement that it is important British Swimming continue to retain a positive relationship with LEN.

45.2.1. The Chairman updated the Board that at this stage British Swimming has been issued with a MOU from ISL but work is underway to get a detailed contract to cover this delivery. British Swimming will continue to work closely with FINA in an effort to get the event formally on the calendar.

45.2.2. The Board were keen to meet with Rob Woodhouse, who the CEO is working closely with in terms of the details for the ISL. The CEO to look to arrange a meeting with Rob on the Wednesday evening at the British Championships for any Board members who are available to attend.

45.3. The Chairman reinforced the positives from hosting the 2019 World Para Swimming World Championships in London stressing that there should be no financial risk to British Swimming for hosting this event.

45.4. The Board were informed of Scottish Swimming's newly appointed CEO, Ewan Lowe, who has joined Scottish Swimming from Scottish Gymnastics. The Board look forward to meeting Ewan at the British Championships in Glasgow.

46. **UK Sport Strategy**

- 46.1. The CEO updated the Board on the UK Sport Strategy for the Paris cycle and the work which is underway in terms of the disciplines plans. The CEO outlined his plans to organise two workshops with the NPD's and performance staff and the home countries in order to ensure that the core vision for British Swimming (One Team. Winning Well. In Water) is fully embedded in the sports moving into the new funding cycle.
- 46.2. It was agreed that during this process the previously agreed values would also be looked at.
- 46.3. The Board were asked what level of involvement they would like to have in this process. The Board to contact the DOBO if they would like to be involved in any capacity.
- 46.4.1. A detailed discussion took place on the involvement of all sports in this process. It was agreed that the initial workshops should focus on those sports which receive funding and the other sports could be included as appropriate following this. The Board felt that Water Polo should continue to work closely with the Home Nations in the interim.
- 46.4.2. A discussion took place on the potential for implementing a criteria for sports in terms of accessing the different levels of support available from British Swimming. It was considered that this would provide better clarity of the support available to all sports moving forward.
- 46.5. A discussion took place with regards to the potential growth of e-sports which some NGB's are trying to develop. The Board agreed that it would be very difficult to replicate aquatic sports but to keep a watching eye on this matter.

47. Matters arising from Executives Report

- 47.1. The Board picked up on a point in the CEO report in terms of the Diving NPD's view that the series of Culture Health Check meetings, which had taken place during January, February and March, had consequently led to the loss of 2-3 medals at the FINA Diving World Series in Japan and China. The CEO reassured the Board that he is working closely with the Diving NPD and UK Sport in order to try and simplify the NPD's engagement with UK Sport in this area and also to provide more internal support to the Diving NPD through his performance team for the next Olympic cycle.
- 47.2. The Board showed concern with regards to a comment in the People Report in terms of a lack of resources hindering progress in the area of health and safety. The DOLG clarified this situation for the Board who were comfortable following the explanation.

48. Project Performance

- 48.1. The CEO and DOLG provided the Board with a detailed overview of objectives of this project and the potential benefits to British Swimming.
- 48.2. The Board were provided with an MOU covering note and asked to consider whether British Swimming should proceed with signing this MOU. A detailed discussion took place on this matter following which the Board were in agreement that British Swimming should proceed with signing the MOU but proceed with caution in terms of the amount of time invested on this matter at this stage.

49. Supplements

- 49.1. Alex Kelham updated the Board on a recent meeting which had taken place in Loughborough with key Sports Science and Medicine staff (SSSM) to discuss the use of supplements. The outcome of the meeting is the Board should have confidence that supplement use is being well managed by all sports within British Swimming. The British Swimming supplement policy is currently being reviewed and will be brought to the June Board meeting.

50. Board Liaison Updates

50.1. Swimming

- 50.1.1. Following the success of the work with the SSSM staff on supplement use the Swimming Board Liaison felt that it could be beneficial every quarter to pick a topic to interrogate further alongside the appropriate staff. A good example was transitioning for athletes when they retire. It was suggested that a timetable is put together for such discussions but it is imperative this process happens at appropriate times to avoid any unnecessary distraction from performance.
- 50.1.2. The Board Liaison updated the Board on a recent meeting with Mel Marshall, National Centre Lead Coach for Loughborough, outlining how excited Mel and her swimmers are about the ISL.
- 50.1.3. The Board Liaison updated the Board on quarterly meetings which take place with the NPD. The NPD is excited about the long term prospects for British Swimming particularly in terms of the talent coming through the pathway.

50.2. Diving

- 50.2.1. The Board Liaison updated the Board that Diving have undergone an extremely busy competitive period since the last meeting which has been encouraging with lots of medals won. This has included medals from new synchro pairings which is promising although some nations may not have fielded their best pairings. The Board recognised that ideally synchro pairings would train at the same locations on a daily basis in order to maximise the opportunity. This is not currently the situation.
- 50.2.2. The Board Liaison attended the National Cup earlier in the year and was impressed by the skills some of the younger divers were showing. This demonstrated that the technical expertise in the sport is paying dividends.
- 50.2.3. The Board Liaison is arranging another catch up with the NPD in May.

50.3. Para Swimming

- 50.3.1. The Board Liaison updated the Board on a recent catch up with the NPD and highlighted that the holding camp venue for Tokyo has been secured and a working group has been developed to look at a strategy for the National Performance Centre.
- 50.3.2. The Board Liaison is looking forward to attending the World Para Swimming World Championships in London later in the year.

50.4. Artistic Swimming

- 50.4.1. The Board Liaison updated the Board that both the Duet and Team are working with a full time coach and the Artistic Swimming Director from Spain who is stretching them. The Duet in particular are looking extremely promising following their 5th place at the recent French Open.

- 50.4.2. The Board were updated on the Bristol community project which is proving to be extremely successful and is an excellent example of strong partnership working.
- 50.4.3. The Board were informed that Maria Ramos is currently looking at the terms of reference to ensure they are incorporated in the British Swimming family.
- 50.4.4. The recent clip of the synchro swimmers performing with plastic bottles was highlighted as positive content for British Swimming. The link of this to be shared around the Board.
- 50.5. Following on from the above point a discussion took place with regards to media content. The Board felt the content of Grace Reid, which was shared on International Women's day, was positive. Consideration to be given to working with the home countries in terms of trying to win some awards in this area.
- 50.6. **Water Polo**
- 50.6.1. The Board Liaison provided the Board with an update on recent results for both the Men's and Women's teams.
- 50.6.2. The Board were updated on the latest issue in terms of the failure of players to transfer within the correct window prior to competing in the British league. The CEO to discuss this matter with David Sparkes to gain a better understanding on what FINA's stance on this matter is. Moving forward a system needs implementing in the office to ensure that transfers are accurately recorded.
- 50.7. **High Diving**
- 50.7.1. The Board Liaison updated the Board on the athletes who will be competing at the Red Bull Series which commences in the near future. Red Bull and FINA are in correspondence in terms of supporting each other moving forward. The current thinking is that High Diving is unlikely to be included in France in 2024 but very likely to be on the programme for 2028.
- 50.7.2. The High Diving athletes are keen to better understand what support they can receive from British Swimming to potentially include advice on VISA's and assistance with flights for example. Consideration to be given to formalising what support can be provided to these athletes.
51. **AOB**
- 51.1.1. There being no other business the meeting concluded.
52. **Date of next Meeting – 7th-8th June 2019 in Loughborough.**