



Minutes subject to approval at the next British Swimming Board Meeting

BRITISH SWIMMING BOARD

**Minutes of the meeting held on the 10th and 11th June 2022
The Intercontinental The George, Edinburgh**

Present:	Adele Stach-Kevitz (AS)	Interim Chair
	Ash Cox (AC)	Interim CEO
	Alex Kelham (AK)	Swim England
	Keith Ashton (KA)	Swim England
	Graeme Marchbank (GM)	Scottish Swimming – Zoom Saturday only
	Fergus Feeney (FF)	Swim Wales
	Corinne Cunningham (CC)	Independent Member
	Kathreen France (KF)	Head of Finance (HOF)
	Wendy Lockton (WL)	Director of Corporate Strategy and Planning (DOCSP)
	Euan Lowe (EL)	Scottish Swimming CEO (Friday Only)
	Ally Whike (AW)	Director of Aquatics Scottish Swimming (Friday Only)
	Colin Kennedy (CK)	Scottish Swimming President (Friday Only)
	Brian Hendry (BH)	Scottish Swimming Vice President (Friday Only)
	Andy Figgins (AF)	Scottish Swimming Board Director (Friday Only)
	Caitlin McClatchey (CM)	Scottish Swimming Board Director (Friday Only)
	Chris Spice (CS)	Performance Director (Saturday Only)
	Byron Vaughan (BV)	Corporate Strategy Officer (CSO)
Apologies:	Jane Nickerson (JN)	Swim England
	David Carry (DC)	Independent Member

45. Welcome and Apologies

45.1. The Interim Chair welcomed everyone to the Board meeting which was a joint meeting with Scottish Swimming. Everyone in attendance introduced themselves. GM offered his apologies for Friday evening, prior to the meeting.

46. Scottish Swimming Strategy Presentation by Euan Lowe & Ally Whike

46.1. EL & AW presented to the Board the Scottish Swimming Strategic Plan for 2022 and onwards.

46.2. Following the presentation questions were asked by the Board.

46.2.1 AK asked about Scottish Swimming's depth of Water Polo and Artistic Swimming. EL advised that these sports are not at the level of Swimming and Diving as access to pools is prioritised around Swimming and Diving. However, the recent employment of a Development Officer provides a good opportunity for these sports.

- 46.2.2. FF asked the members of the Scottish Swimming Board who were present if discussions have taken place within Scottish Swimming with regards to a potential renaming of Scottish Swimming in the future to reflect the other aquatic sports while still respecting the legacy of Scottish Swimming. EL felt that the name could develop in the future. It was recognised that both FINA and LEN are using the word Aquatics and Euan highlighted that Scottish Swimming have a Director of Aquatics in place. It was outlined that some discussions have taken place with regards to how this might look for all home nations and British Swimming.
- 46.2.3. KA raised a concern with regards to the lack of commercial partner for British Swimming and asked EL what his views were in terms of whether it was best to have a collective alignment between the Home Nations and British Swimming when seeking new commercial opportunities or whether each organisation should seek opportunities on their own. It was felt that united working on commercial opportunities is a better approach and it was recognised that the Home Nation CEO's and the British Swimming CEO are already working collectively on this as part of the Aquatics in Britain Strategy.
- 46.2.4. The British Swimming Interim CEO queried who sets the culture within Scottish Swimming. AW advised it is down to the partners and stakeholders to drive forward and challenge the culture for the coaches and athletes to then implement it.
- 46.2.5. AW advised the Board that the coaches and athletes had pushed for integration and consistent messaging across all of the disciplines during both the preparation and competition at the Commonwealth Games to provide an opportunity for learning for all coaches and athletes across both sports.
- 46.2.6. EL updated that the health benefits of swimming are a large part of the health agenda within Scotland. EL advised that the biggest threat to swimming is facility availability due to pool closures and it was agreed this is a collective issue for all.
- 46.3. The Interim Chair thanked EL & AL for their openness and engaging and informative strategy presentation.
47. The meeting continued of Saturday Morning.
- 48. Performance Update Presentation by Chris Spice**
- 48.1. CS attended the Board meeting to update the Board on the restructure ahead of the busy summer competitive period. The Board recognised that the last 6 months had been challenging due to significant departmental changes following the restructure.
- 48.2. CS updated the Board on the new technical structure within British Swimming outlining who is responsible for which area. CS advised that due to budget constraints no Head of Mental Performance and Lifestyle had been appointed as yet and due to the budget constraints recruitment for this post is unlikely to be completed in the next 2 years. FF queried if there has been any struggles with

recruitment, CS advised this had not been challenging early on in the restructure process however this had been more challenging with those roles advertised later in terms of the level of candidates applying for the roles.

- 48.3. CS provided details to the Board on his and Tim Jones early observations of the Para Swimming Programme and updated the Board on the challenges the 2022 World Para Swimming Championships team had faced especially with regards to travel to the event. In addition CS provided an update to the Board on athlete classification which had been required prior to the World Para Swimming Championships.
- 48.4. CS gave an update to the Board on the Diving programme outlining that the major disruption to the competition calendar had been the loss of the early season World Series events. CS updated the Board on the Diving team for the FINA World Championships and outlined that discussions are still taking place with regards to the team which will attend the European Championships in Rome. CS advised that there is strong Diving representation across all Home Nations.
- 48.5.1. CS provided details to the Board on the FINA World Championships Swimming team outlining this would be the smallest team in recent history. CS provided the Board with an insight to the challenges the team are facing due to injury and illness and the threat of meeting the medal target because of these challenges. CS assured the Board that he has been keeping UK Sport fully aware of these challenges.
- 48.5.2. CS advised that there has been excellent cooperation with all Home Nations as part of the preparation for the Commonwealth Games.
- 48.5.3. CS advised the Board that due to the recent lack of competition opportunities as a result of the pandemic, Swimming will be taking their largest ever team (42 athletes) to the European Junior Swimming Championships in Bucharest.
- 48.6. CS provided the Board with an update on the recent positive discussions which had been taking place with UK Sport regarding co-funding. It was agreed that CS and the HOF will keep the Board updated as and when further details are received from UK Sport.
Action – Ensure Board are kept up to date on co-funding - ongoing.
- 48.3 Following the presentation questions were asked by the Board.
- 48.3.1 FF queried what support the Board can provide to the performance team following the restructure. CS advised that the Leadership team now feel as though they are overcoming the challenges of the restructure but requested that whilst remaining aware of the targets the Board are supportive and recognise that 2022 is a reset year.

- 48.3.2. CS added that being visible at events goes a long way. AK asked what the Commonwealth Games training plans are and CS outlined the plans for the camp. AK agreed to look into the possibility of attending the Loughborough Camp.
- 48.4. The Interim Chair thanked CS for his time and helpful presentation to the Board.
49. The Interim Chair congratulated Scottish Swimming on their presentation and open conversations which had taken place the previous evening and expressed gratitude to GM for his invaluable support in orchestrating the meeting and plans for the evening.
50. The Interim Chair recognised that BV had recently taken on the role of Corporate Strategy Officer and congratulated him on his new role.
51. **Apologies**
- 51.1. Apologies were received from JN and DC. GM was unfortunately not able to attend the meeting in person due to Covid-19 but dialled in to the meeting as required.
51. **Declaration of Interest**
- 51.1. AK noted that Lewis Silkin LLP have been appointed to represent Pentland on the new kit contract.
52. **Minutes of the meeting held 9th April 2022**
- 52.1. The Minutes were agreed as a correct record of the meeting. A request was made for the actions to be highlighted moving forward along with an action timeline where possible.
Action – Highlight all actions in the Minutes along with a timeline where appropriate - ongoing.
53. **Matters Arising from the Minutes of the meeting held 9th April 2022**
- 53.1. 36.10. – The attendance of Chris Spice (CS) or Tim Jones to attend possibly the September Board meeting had been overtaken. It had been decided that CS should attend the June Board meeting to provide an update on performance ahead of the summer activity, also acknowledging that athlete and performance team members were scheduled to take their holidays during late August and early September.
- 53.2. 37.2.2.3. – The HOF outlined that she had obtained the latest figures from Swim England and the contribution remains unchanged since the last meeting.
- 53.3. 37.2.5 – The Board were informed that the review of the office requirements remains an ongoing action, which are reviewed regularly by the members of the SMT.
- 53.4. 37.3.4 – The Board were informed that discussions have taken place with UK Sport in relation to co-funding, as had been addressed during the performance update presentation by CS.

53.5. 39.1.1. The Board were informed that the Interim CEO would provide an update on International Relations later in the meeting under Strategic Items.

53.6. 39.4.3. - The Board were informed that work on transgender is still ongoing and again an update would be provided later in the meeting under Strategic Items.

54. Finance Audit & Risk

54.1. Head of Finance report

54.1.1. The HOF provided the Board with an overview of the 12 month management accounts to the 31st March 2022 and explained the variances within the figures.

54.1.2. The HOF updated the Board on the World Class underspend and outlined that UK Sport has agreed to allow the underspend to be carried forward into the next funding cycle.

54.1.4. The HOF advised the Board that the Quarter 4 reports were submitted in May 2022 and informed the Board that Quarterly meetings are now being held with UK Sport to discuss variances and future quarterly expenditure for each cost centre. The HOF outlined that these meetings are attended by the HOF, Adam Clarke (Associate Director for Business Strategy & Operations) (AC), UK Sport Head of Athlete Investment and the UK Sport Performance Advisor. The HOF noted these are useful for keeping UK Sport better informed and building relationships with key UK Sport individuals.

54.2. Risk Register

54.2.1 The Board was advised how the SMT have been given deadlines to complete the risk register and how going forward individuals from the SMT are to take ownership of areas of the risk register to complete. It was agreed that the risk register is to be provided to the ARC in August to allow the ARC to fully review the revised risk register to allow an updated risk register to be provided to the Board for the September Board meeting.

Action – bring Risk Register to September Board following a full review by the ARC in August.

54.2.2. The Interim CEO advised the Board that he will be meeting with the CEO of UK Sport. The Interim CEO to keep the Board updated following his meeting with the CEO of UK Sport.

Action – Interim CEO to update the Board following the meeting

54.2.3. A discussion took place regarding the MOU agreement with the Home Nations. FF advised that a review of the MOU should take place in September. It was agreed that a face to face Chairs meeting should take place in September to start negotiations on the new MOU.

Action – Interim Chair/DOCSP to arrange a Chairs meeting for September and ensure MOU is on the agenda.

54.2.5. The HOF updated the Board that the BDO Finance Action Plan had been reviewed by the ARC at their recent meeting and had also been shared with UK Sport. The HOF outlined that UK Sport were comfortable with the plan and had requested a 6 monthly catch up to review the plan moving forward.

54.2.6. AK raised a query with regards to the contract approval group and having more independence on this moving forward. AK suggested the Board receive a 1-page summary of the existing key commercial contracts with all future contracts being added as required for Board information.
Action – Prepare a 1 page summary of existing key contracts to be circulated to the Board.

54.3. ARC Minutes

54.3.1 CC updated the Board on the really useful deep dive presentation which AC had provided at the May ARC meeting. CC to ask AC to share his presentation with the Board.

54.3.2. The minutes of the May 2022 ARC meeting were discussed. CC summarised for the Board the main discussions from the ARC meeting these being:

1. Following the ARC Audit tender process, the Board were asked to approve the suggestion to appoint Haysmacintyre as the new Auditors for Year End March 2023. The Board approved this appointment. CC thanked KF for all of her hard work on the audit tender.
2. A discussion had taken place with regards the visibility of Executive Staff at Board meetings, the Chair advised this will be for something for the new Chair to discuss once in post.
3. It was recommended that Board Liaison roles are reviewed now all disciplines work under one team.
4. The ARC wished to thank Robert James for his time and contribution to the ARC and organisation. The Chair & FF to send an official thank you to Robert James.

Action – Chair and FF to send an official thank you to Robert James – June 2022.

54.3.3. KA asked the Board for any feedback in terms of the skill sets they felt would be beneficial for the new Independent member of the ARC which will be going to recruitment in the near future following Robert James stepping down.

54.3.4. AK updated the Board that Paul Foster had recently stepped down from the Commercial group. AK advised that she would be happy to be on this group as an independent once her Board term ends this year if required. The Interim Chair thanked AK and accepted her offer, which the board noted with appreciation.

55. Chairman's Report

55.1. Executive Staff left the meeting at this stage for a confidential discussion.

55.2. Executive Staff were welcomed back into the meeting.

56. Strategic Issues

56.1. Commercial Update

56.1.1 The DOCSP updated the Board on the contractual situation with the new kit supplier, advising the kit supplier is ready to sign and the contract is currently with the home nations for review. It was agreed that CC would sub for AK on the contract approval group on this matter due to AK noted conflict. It was agreed that the Board would be kept updated by the Chair and DOCSP when the contract is signed.

Action – DOCSP to update the Board when the contract is signed.

56.2. International Influence – LEN & FINA Update

56.2.1 The Interim CEO updated the Board on his and GM attendance at the LEN EGM Congress in Cascais outlining that LEN aspire to address Governance amongst a number of pillars in the first 100 days.

56.2.2. The Interim CEO advised of some financial issues that LEN were managing in relation to the 2022 LEN European Aquatic Championships in Rome.

56.2.3. The Interim CEO confirmed that, shortly before the LEN EGM Congress that Liam Tancock had been appointed by LEN as Chair of the inaugural Athletes' Committee as part of LEN's ongoing governance reforms.

56.2.4. Details were provided by GM to the Board on the processes involved to have him appointed as Jack Buckner's replacement on the LEN Bureau. An update will be provided following the LEN Congress, which will be held in Antalya (TUR) in October 2022.

Action – Update the Board further on this following the LEN Congress in Antalya in October – November Board.

56.2.5. The Board were informed that Maria Ramos had been re-appointed to the LEN Technical Artistic Swimming Committee.

56.2.6. A discussion took place with regards to engaging with the BOA and BPA on security during Paris 2024 following on from the scenes at the 2022 Champions League final surrounding tickets and spectator safety. It was agreed the Interim CEO would raise these concerns with the BOA and BPA.

Action – Interim CEO to discuss this with the BOA and BPA and raise concerns.

56.2.7. The Interim Chair congratulated the Interim CEO and GM on the positive work done on getting up to speed with all LEN and FINA matters.

56.2.8. The Interim CEO advised he would be attending the IPC World Swimming Championships being held in Funchal, Madeira to meet with a number of delegates and stakeholders including the IPC President.

56.2.9. The Interim CEO updated the Board on the bidding process for the European Aquatic Championships highlighting there has been no commitment from Britain yet and October is what we understand to be the formal deadline for expressing interest in hosting.

56.3. Equality, Diversity and Inclusion

56.3.1 GM advised the Board that there have been no further developments on the transgender policy however additional details will hopefully be known following the FINA Congress taking place in Budapest in June 2022. It was agreed that GM and the Interim CEO will keep the Board updated on any matters which may arise following the FINA Congress as well as keeping EDI on future agendas.

Action – Interim CEO and GM to keep the Board updated on transgender moving forward - ongoing.

Action – DOCSP to keep EDI on future Board agendas – ongoing.

57. **Points arising from Executive Reports**

57.1. The Interim CEO updated the Board on the resource being put in place to cover the Legal, Governance and COSEC roles of his DOLAG role whilst undertaking the Interim CEO role. The HOF will be kept aware of any costs.

Action – Interim CEO to keep HOF up to date on cost implications - ongoing.

58. **Matters for Decision**

58.1. 2023 British Swimming Board meeting dates

58.1.1. The DOCSP had shared with the Board prior to the Board meeting the suggested dates for the 2023 British Swimming Board meetings. The DOCSP advised the Board that JN had advised she would not be available for the suggested February and April 2023 Board Dates due to holidays booked prior to the dates being circulated. A discussion took place with regards to the format and location for the February Strategy meeting and it was agreed further consideration would be given to this in conjunction with the Board. The Board were asked to send through to the DOCSP any suggestions for venues for this Strategy weekend in February 2023. The dates of the 2023 British Swimming Board meetings were approved by the Board.

Action – Board members to send through to the DOCSP any venue suggestions for the February 2023 meeting.

Action – DOCSP to keep the Board updated accordingly.

59. **Board Liaison Updates**

59.1.1 A further discussion took place regarding the Board Liaison roles and it was agreed that these roles should be looked at in conjunction with CS and TJ to ensure the roles effectively support the sports.



Action – The new Chair, in conjunction with Interim Chair, DOCSP and Interim CEO as required, to work with CS and TJ on the Board Liaison roles.

60. AOB

60.1.1 The Board queried if the Interim CEO had been recorded as a Director with Companies House. He was not and action will be taken to rectify this.

Action – Interim CEO and HOF to ensure Interim CEO is recorded as a Director.

60.1.2. The Interim CEO thanked everyone within the Board and the SMT for the support offered to him since taking on the role.

60.1.3. GM thanked for the Board for the positive meeting with Scottish Swimming the previous evening outlining it had been a pleasure to host the Board meeting in Scotland.

61. Date of Next Meeting

61.1. A detailed discussion took place regarding the next Board meeting which was due to take place via Zoom. The Board expressed a wish for the meeting to take place in person to maximise physical engagement but also recognised budget constraints. Various formats for the meeting schedule and location were discussed. It was agreed that the DOCSP would explore options and keep the Board updated accordingly on the dates and the venue.

Action – DOCSP to keep the Board updated as plans for the September 2022 Board meeting progress.