



Minutes subject to approval at the next British Swimming Board Meeting

BRITISH SWIMMING BOARD

**Minutes of the meeting held on the 10th and 11th November 2023
Burleigh Court Hotel, Loughborough, LE11 3GR**

Present:	Karen Webb Moss (KWM)	Chair
	Corinne Cunningham (CC)	Senior Independent Member
	Keith Ashton (KA)	Swim England
	Jane Nickerson (JMN)	Swim England
	Caroline Green (CG)	Swim England (virtual)
	Graeme Marchbank (GM)	Scottish Swimming
	Fergus Feeney (FF)	Swim Wales (virtual)
	David Carry (DC)	Independent Member
	Piers Martin (PM)	Independent Member
	Aimee Booker (AB)	Athletes' Representative
	Drew Barrand (DB)	Chief Executive Officer
	Adam Clarke (AdC)	Associate Performance Director <i>[items 66, 67 and 68 only]</i>
	Ashley Cox (AC)	Executive Director of Legal and General Counsel <i>[items 66, 67 and 68 only]</i>
	Chris Spice (CS)	Performance Director <i>[items 66, 67 and 68 only]</i>
	Claire Davenport (CD)	Director of Events and Marcomms <i>[items 66, 67 and 68 only]</i>
	Janine Harriman (JH)	Director of People <i>[items 66, 67 and 68 only]</i>
	Kathreen France (KF)	Director of Finance <i>[items 66, 67 and 68 only]</i>
	Matt Ashman (MA)	Associate Performance Director <i>[items 66, 67 and 68 only]</i>
	Tim Jones (TJ)	Associate Performance Director <i>[items 66, 67 and 68 only]</i>
	Wendy Lockton (WL)	Director of Business Operations <i>[items 66, 67 and 68 only]</i>
	Rob Henderson (RMH)	Business Operations Coordinator <i>[items 66, 67 and 68 only]</i>

66. Friday 10th November 2023 – Welcome & Apologies

KWM welcomed all to the meeting, with a particular welcome to the Senior Management Team, who are joining for the Friday evening session.

67. Performance update

67.1 TJ presented the following slides:

67.2 Diving

World Championship Results	Olympic Quota Places	Trajectory across two quadrennials
Proactive Challenges	Reactive Challenges	Olympic Shift Paris 2024

Questions

- 67.3 TJ contextualised the proactive work concerning female divers, giving an overview of the programme. Previously work in this area has been medically driven, whereas this programme focuses on holistic issues for the benefit of the performance system.
- 67.4 MA clarified that there is a cross aquatic female steering group, with each discipline owning a female working group that feeds in.
- 67.5 KA queried any performance or aspirational risks for the Paris Games; TJ responded that the change in operator at LAC remains the biggest risk. However, there is a good level of confidence thanks to DB's work with Everyone Active.

67.6 **Para Swimming**

2023 World Championships Summary	Manchester 2023 Revisiting Madeira	Individual Daily Breakdown Performance Assessment
2023 Performance Matrix	2024 Medal Potential	Personal Reflections

Questions

- 67.7 CS clarified the scope of the programme with regards to developing athletes; the Para Swimming Performance team has a clear view of who sits within each group.
- 67.8 TJ explained that the S14 classification athletes require fewer in-water interventions to participate in Club sessions, which is a likely reason for seeing more at the top level.

Swimming

- 67.9 CS presented the following slides:

2023 World Championships review Percentage SB by Nation comparison 2021-2023	2012-2023 Season Best Percentage / Medals Preceding Olympics World Championship Comparison	2023 Percentage SB/PB by Nation Paris 2024 medal shots
Paris 2024 – technical staff	Paris 2024 – SSSM staff	Paris 2024 preparation – key events
UKS Culture Health check	LA 2028 Strategy	

Questions

- 67.10 AB praised the female motivation and impetus arising from the relay squads, and queried how to maintain this. CS stated that if when the relay teams are in medal contention it boosts all athletes and helps them to raise their game.
- 67.11 There was some detailed discussion on normalising transition and the provision of post-career opportunities. In particular CS clarified that coming off programme should never be a surprise with the systems in place.

67.12 DB clarified that this is effectively an internal report.

68. Year in Review – Departmental updates

68.1 The following departments offered a review of 2023 and a summary of key work plans for 2024:

- Performance (AdC and MA)
- Commercial (CD and DB)
- Principles and Policy (AC and JH)
- Business Operations (WL and KF)

68.2 KWM thanked the Senior Management Team for their achievements, continued efforts and attendance at the meeting, providing the opportunity for informal questioning after the meeting.

69. Saturday 11th November 2023 – Welcome & Apologies

KWM welcomed all to the meeting with a summary of Friday's session. KWM requested that DB extend the Board's thanks to the Senior Management Team; stating that there is evidence of a significant progress and improvement, specifically as it relates to best-in-class Governance.

70. Declarations of Interest

No further interests were declared.

71. Governance, Minutes and Matters Arising

71.1 Minutes of the Board held 8th/9th June 2023

The Minutes were approved as a true and accurate record.

71.2 Minutes of the Board held 8th/9th June 2023

The Minutes were approved as a true and accurate record.

71.3 Matters arising from the Minutes of the previous meetings held

KWM ran through the action log. Actioned tasks were marked as completed.

71.3.1 **63.1.10** – an update relating to Broadcast market will be reported upon by DB at the February Board meeting.

71.3.2 **63.5.5** – The DEI plan required independent assessment which has pushed the deadline back. IAG terms will also need to be brought back to the Board.

71.3.3 There was a short discussion on proactively adding 'Belonging' to the DEI acronym. CG offered to share a white paper on the matter, showing one method of articulating 'Belonging' within a DEI plan.

71.3.4 The Board noted that it is important for the DEI plan to focus on what has been achieved as well as what can be improved on in the future.

- 71.3.5 **Action: CG to share Browne Jacobson’s white paper on Belonging with the Board.**
- 71.3.6 **63.5.15** – The full scope for the External Board Audit will be circulated prior to February Board.
- 71.3.7 **64.2.2** – JMN noted the close proximity of the grassroots conference to a potential All Aquatics Conference.
- 71.3.8 FF shared that the Interim Chair of Swim Wales will be Ian Jones for a period of 12 months.
- 71.4 Remuneration Committee held 20th September 2023 and 10th November 2023
- 71.4.1 DB gave a brief overview of the recent Remuneration Committees. Many of the topics will be further discussed by Board in this meeting. Future meetings will focus on Succession Planning.
- 71.4.2 KWM noted the update requirement for the Board Code of Conduct. The breadth of policies being picked up in the next review in 2024 is extensive.
- 71.4.3 It was further noted that the Remuneration Committee has a broad remit, and the Board requested a copy of the Terms of Reference.
- 71.5.3 CC clarified that UK Sport stipulates a requirement for an Audit Committee, a Nominations Committee, and any others that the NGB sees fit. This opens up the potential for a ‘People Committee’ that can improve Human Resource Governance.
- 71.5.4 **Action: RMH to share Remuneration Committee Terms of Reference with Board.**
- 71.5 Audit and Risk Committee held 26th October 2023
- 71.5.1 CC requested feedback, on behalf of KF, for how Finance papers and commentary are presented.
- 71.5.2 CC updated that a Risk Appetite statement is in draft. The SMT will continue to draft and then submit to ARC for approval. This will then be brought before Board for decision.
- 72. Chair’s Report**
- 72.0.1 KWM and DB are meeting with the Minister for Sport in December and further intends to meet with the opposition counterpart.
- 72.0.2 KWN has been nominated by Alistair Marks (CEO, British Rowing) for the NGB representative role on the British Olympic Association Board – voting takes place 16th November 2023.

- 72.0.3 The Board supports the renomination of GM to the European Aquatics Bureau. There are two further vacant positions on European Aquatics entities that feed in to the World Aquatics Bureau. This will be something to explore from 2025 onwards.
- 72.0.4 KWM gave thanks to KA for attending the Transparency & Good Governance Working Group with European Athletics. KA gave a brief overview of the Working Group.
- 72.0.5 DB is participating in a DCMS cross-party working group, which is in its infancy.
- 72.1 External Board Audit
- 72.1.1 The process is to be started by the end of the year. Bvalco has tendered and been appointed to perform this work. The company has extensive experience in this area. A proposed scope of work and set of questions has been developed and will involve one-to-one interviews with each Board member.
- 72.1.2 The intention is for Bvalco to attend and observe the February Board meeting. The review will focus on how the Board focuses, not on its substantive decisions.
- 72.1.3 **Action: RMH to share Audit scope and questions with the Board**
- 72.1.4 KWM shared the key outcomes of the old 2018 Audit findings with the Board to provide reference and note progress made since then and to contextualise expectations of the 2023 Audit.
- 72.2 Board Appraisals and Skills Matrix
- 72.2.1 KWM gave an overview of the process, identifying some common themes; there were many shared positive opinions about the Board and noted some areas for improvement. Of specific note was the excellent support of the CEO and Chair, as well as the desire for continued SMT engagement.
- 72.2.2 There will be a renewed focus on athlete feedback through AB and her role leading the Athlete Leadership Group, starting with an action plan to encourage two-way communications.
- 72.2.3 **Action: AB to provide verbal update on Athlete Relations at February Board meeting.**
- 72.2.4 The Chair noted a strong interest from Board members in understanding, and being involved in, the area of International Relations; KWM suggested she will invite UK Sport to present on the current landscape at the February or April Board meeting.
- 72.2.5 DC thanked KWM for her dedication throughout the appraisals, which were held over a short space of time.
- 72.2.6 KWM clarified that the appraisals are internal only.

72.2.7 CC gave a short presentation, the slide titles were:

Approach	Skills and Scoring	Consolidated Scores
Skill Shortages		

72.2.8 CC clarified that it is Nominations Committee's responsibility to review the skills gaps and recruit to the Non-Executive Director vacancy accordingly.

72.2.9 KA requested an overlay of the SMT skills analysis to find holistic gaps across the business.

72.2.10 JMN fed back that Board members working on critical plans has been a positive development at Swim England, allowing broader and stronger relationships.

72.2.11 FF thanked CC, on behalf of Nominations Committee, for her work.

72.2.12 **Action: RMH to circulate CC's presentation to the Board.**

72.3 Board Terms of Reference and Board Composition Policy

72.3.1 The two papers have been merged. There are two major changes required to the wording which have been noted in the Remunerations Committee Minutes.

72.3.2 There is a preference for non-Executives to be nominated by Home Countries. This will not affect incumbents.

72.3.3 The following improvements were requested:

- Chair's role to be more overt
- Senior Independent Director needs to be included and referenced
- An outline process for a Committee Chair being appointed by the Board

72.3.4 **Action: All further comments on the Board Terms of Reference and Board Composition Policy to be sent to RMH for collation and rectification.**

73. CEO's Report

73.1 Performance

73.1.1 The report was taken as read. There was some discussion of the previous night's presentations.

73.1.2 **Action: RMH to circulate Friday night presentations to the Board.**

73.2 Commercial

Rebrand – Platform and Visual Identity

73.2.1 DB delivered a presentation, which will be circulated alongside the Minutes.

73.2.2 The Board gave individual and collective feedback on the process, narrative and new brand for the organisation. It was felt that the direction of travel was correct, with some changes required to the overall articulation.

73.2.3 It was noted that the original targeted deadline for adding a new logo to the 2024 kit logo is Friday 17th November 2023.

73.2.4 **Action: DB to work on Board feedback with brand agency.**

2024 Communications Plan

73.2.5 DB deferred the item pending a final draft of the Communications Plan. It is important for the Board to know there is an emphasis in this area and this item will return to either the February 2024 meeting or an interim meeting in December.

Everyone Active / London Aquatics Centre

73.2.6 The paper was taken as read. In addition to the paper, DB noted a commission-based agreement with Everyone Active to access their marketing channels and customer database for the purposes of advertising tickets.

73.2.7 DB further noted discussions with the Scottish Swimming CEO regarding the future location of the British Championships, with the opportunity to host other events being offered to Home Nations in the future.

73.2.8 AB raised the issue of expense for athletes outside of London; travelling to and staying in London for the British Championships every year will be expensive for many. It will be important to announce the event as soon as possible to allow athletes to book early.

73.2.9 DB committed to investigating the reduction of costs for competing athletes where possible. DB clarified that each participating athlete will receive two free tickets per session for family and friends.

73.2.10 It was further clarified that the Summer Championships will be hosted annually on a two-year cycle, with Glasgow and Sheffield sharing hosting responsibilities.

73.2.11 DB stated the intention for a Memorandum of Understanding with Everyone Active for 2024, with a formal contract requiring Board approval later in 2024.

BAU report

73.2.12 The report was taken as read.

73.2.13 GM queried the reputational risk of working with Australia considering their current governance issues. DB responded that the event is a good opportunity to work with a competitive nation to create an engaging event for fans. Australia will host first.

73.3 Business Operations

Travel Partner

73.3.1 The report was taken as read. The Board noted the excellent tender process.

Risk Register

73.3.2 The document is now fully updated and SMT have committed to reviewing on a six-monthly basis.

73.3.3 CC prompted the sharing of the risk register with the Home Nations. JMN noted a small contradiction concerning the Home Nations within the document.

73.3.4 **Action: DB to look at contradiction regarding Home Nations in the Risk Register.**

73.3.5 The Board requested future clarification of the timeline of when risks have changed.

73.3.6 **Action: DB to feedback the timeline of changing risks to KF.**

Reserves Policy

73.3.7 The paper was taken as read, with some minor changes requested by GM and agreed by the Board.

73.3.8 **Decision: Board approved Reserves Policy, pending changes.**

BAU report

73.3.9 The paper was taken as read. The 2023 Annual Report, circulated prior to the meeting, was taken as read and considered the final version of the document.

73.4 Principles and Policy

Board DEI Champion appointment

73.4.1 KWM proposed PM, noting CG's offer of expertise and help.

73.4.2 **Decision: Board approved the appointment of PM as Board DEI Champion.**

Board Safeguarding Champion appointment

73.4.3 KWM proposed FF, noting the work to be undertaken with Ash Cox and DB on the Safeguarding policy.

73.4.4 **Decision: Board approved the appointment of FF as Board Safeguarding Champion.**

Sustainability Action Plan

73.4.5 It is a UK Sport Governance requirement to have a Sustainability Action Plan. The vast amount of our carbon emissions are related to air travel, which is difficult to reduce owing to the competition calendar.

73.4.6 DB stated that there is an agreement with Gray Dawes to provide emissions data for our travel.

73.4.7 The Board were happy to endorse the plan.

People Plan

73.4.8 It is a UK Sport Governance requirement to have a People Plan. PM, JMN and DC are happy to help with the final draft of the document.

BAU report

73.4.9 The report was taken as read.

73.5 Stakeholder Relations

International Relations strategy

73.5.1 DB delivered a presentation. The slide titles were:

Alignment: how UK Government sees it	Alignment: how UK Sport sees it	British Swimming: Over-arching strategy
British Swimming's Vision	International relations – strategic framework	Performance environment – core objectives
Funding opportunities – core objectives	Hosting major events – core objectives	Sporting integrity – core objectives
Representation and Relationships – delivery framework	World Aquatics structure	European Aquatics structure

73.5.2 DB laid out the slides as the priorities for any Board member involved in international relations. GM fed back on the European Aquatics structure, offering support.

73.5.3 DB briefed the Board on the challenges surrounding events not being announced by European Aquatics in a timely fashion, this has been raised with European Aquatics directly.

73.5.4 KWM summarised that British Swimming is well represented at European level, with future work to focus on succession planning and World Aquatics representation.

BAU report

73.5.5 The report was taken as read.

74. AOB

Russia / Belarus

74.1 DB briefed that the IPC have ratified the participation of Russian and Belarussian athletes, as neutrals, at the Para Swimming World Series event in Aberdeen in 2024.



Work is ongoing between all key stakeholders to ensure the event is a success for competitors and spectators alike.

- 75. Date of next meeting**
2nd/3rd February 2024, Manchester.