



Minutes subject to approval at the next British Swimming Board Meeting

BRITISH SWIMMING BOARD

**Minutes of the meeting held on the 8th and 9th September 2023
Hyatt Regency, 10A Chestnut Plaza, London, E20 1GL**

Present:	Corinne Cunningham (CC)	Senior Independent Member (acting Chair)
	Keith Ashton (KA)	Swim England
	Jane Nickerson (JMN)	Swim England
	Graeme Marchbank (GM)	Scottish Swimming
	Fergus Feeney (FF)	Swim Wales
	David Carry (DC)	Independent Member
	Piers Martin (PM)	Independent Member
	Drew Barrand (DB)	Chief Executive Officer
	Rob Henderson (RMH)	Business Operations Coordinator
	Kathreen France (KF)	Director of Finance (Friday – items 56 and 57 only)
	Tom Wilson (TW)	Haysmacintyre LLP (Friday – items 56 and 57 only)
	Richard Hookway (RH)	Swim England Board Chair (Friday – item 58 only)
	Aysha Kidwai (AK)	Swim England Board (Friday – item 58 only)
	Barry Saunders (BSa)	Swim England Board (Friday – item 58 only)
	Bernard Simkins (BSi)	Swim England Board (Friday – item 58 only)
	Brian Havill (BWH)	Swim England Board (Friday – item 58 only)
	Katie Walcott (KW)	Swim England Board (Friday – item 58 only)
	Neil Booth (NB)	Swim England Board (Friday – item 58 only)
	Raj Kumar (RK)	Swim England Board (Friday – item 58 only)
	Lois Jarvis (LJ)	Swim England Board (Friday – item 58 only, online)
Apologies:	Karen Webb Moss (KWM)	Chair (attended Virtually Friday for item 56 & 57)
	Aimee Booker (AB)	Athletes' Representative
	Caroline Green (CG)	Swim England
	Ali Breadon	Swim England Board
	Joan Wheeler	Swim England Board

NB: Owing to planned Chair absence, Corinne Cunningham chaired the meeting.

55. Friday 8th September 2023 – Welcome & Apologies

55.1 CC welcomed all to the meeting, with a particular welcome to PM, the newly appointed Independent Member.

55.2 KWM joined the meeting virtually.

56. Audit Presentation

56.1 TW joined to present the Audit findings, running through the documents provided prior to the meeting.

- 56.2 The Audit Findings Report formally documents the Audit work and matters for management attention. The Auditors confirmed that they would be issuing an unqualified audit opinion. TW also confirmed that:
- 56.3
- Outstanding documents have now been received and the auditors are satisfied.
 - It is suggested that the bank accounts of any non trading subsidiaries are closed to prevent any future need for audit.
 - User access management to financial systems to be mainly limited through policy, in line with ISA315.
- 56.4 TW further commented that most NGBs are currently discussing cyber-security risk prevention and data control, the Board may wish to investigate this area further.
- 56.5 The Board were comfortable with the Going Concern Assessment.
- 56.6 KF presented the accounts and letter of representation.
- 56.7 **Decision: The Board approved the Letter of Representation and Statutory Accounts, subject to the revised spelling of PM's full name**
- 56.8 **Action: KF to ensure PM's correct and full name is listed on all necessary documentation, including Companies House and the statutory accounts.**
- 56.9 **Action: DB to discuss recommendation regarding non trading subsidiaries with AC with a view to KF closing the bank account before year ended 31.3.24.**
- 56.10 **Action: CC to sign Letter of Representation and KWM and CC to sign the Statutory Accounts prior to TW signing for auditors and filing the Accounts at Companies House.**
- 56.11 CC requested that KF extends the Board's thanks to the whole team for a successful Audit.
- 56.12 DB and KF left the meeting in order for the Auditor to provide final comment as per standard practice.
- 56.13 **Action: KWM to share with DB the Auditors feedback**
- 57. Q1 Finance Report**
- 57.1 KF updated the Board on the Q1 Finance Report. There is a reforecast in the figures that reduces the reserves to allow for DB's commercial and rebrand work.
- 57.2 The World Class Programmes are £383k under budget for Q1 due to phasing issues. This has been highlighted within the report.

58. Swim England strategy update, safeguarding & collaboration review

58.1 KWM welcomed Swim England colleagues to the meeting, thanking them for their time and efforts.

58.2 KWM left the meeting.

Swim England - Strategy

58.3 JMN delivered a presentation, the slide titles were:

- Access Aquatics – Strategy 2023-2033
- Vision & Mission
- Strategic Priorities
- Capability
- People
- Water

58.4 KA queried changing approach towards Local Authorities; JMN was in agreement with this, citing the ‘appropriate water in appropriate places’ concept introduced in the presentation.

58.5 DB believes that venues are probably the biggest issue for British Swimming in terms of commercialisation and training environments for elite athletes.

58.6 JMN clarified that Swim England’s intention is to improve DEI through the [England] Swims programme, including space based activities and a community specific approach.

58.7 Following a query from DC, JMN outlined the need for British Swimming support, particularly in encouraging the elite staff team to be exemplars of best practice. This would then cascade down to all levels of Aquatics.

58.8 BSi drew attention to Swim England’s ‘Latent Demand’ tool as a great example of the new strategy in action, building relationships in a meaningful and mutually beneficial way.

Swim England - Safeguarding & Welfare

58.9 JMN delivered a presentation, the slide titles were:

- Heart of Aquatics
- Approach and team recruitment
- Regulations
- Globocol
- Wider safeguarding collaboration with British Swimming and Home Nations
- Other highlights
- Listening Programme

- Aims for 2023 listening
- Research audience
- Independent experts
- 'Behavioural Architects' Approach
- Outputs
- Role of Oversight Committee in relation to Listening Programme

- 58.10 JMN clarified that certain roles within the staff team require DBS checks.
- 58.11 The full 'Behavioural Architects' report to be published around 17th December, a little later than previously mentioned.
- 58.12 RH stated the need to have good practice cascading from the top of an organisation; a culture where whistleblowing is welcomed and considered positive in order to effect behavioural change.
- 58.13 The difference between approach towards staff and volunteers was discussed; with the similarity raised that behavioural change comes from ownership and self-awareness.
- 58.14 JMN stated that a full Child Protection in Sport Unit (CPSU) audit will occur in December 2023. Actions and behaviours are now also considered, alongside policies and procedures.
- 58.15 NB outlined the work undertaken in club governance to help those with committee roles understand their responsibilities. The Head of Safeguarding is aiming to make safeguarding referrals more audience friendly to encourage greater uptake where appropriate.
- 58.16 DB outlined British Swimming's role in supporting Swim England, providing the exemplary coaching standards with regards to both the strategy and the safeguarding piece. It was agreed that Home Nations and British Swimming should be aligned and work together speaking with a united voice.
- 58.17 RK left the meeting.
- 58.18 CC welcomed further suggestions for collaborations across the two organisations. JMN suggested events teams working together for mutual benefit.
- 58.19 There was further agreement on policies dovetailing and sharing the same core approach.
- 58.20 DB thanked the Swim England Board for their time and commitment, stating the meeting had been immensely valuable.
- 58.21 CC thanked all and called the meeting to a close for the evening.

59. Saturday 9th September 2023 - Welcome and Apologies

59.1 CC welcomed all to the meeting, outlining the meeting timings and agenda. Thanks were given to JMN and the Swim England Board for the previous evening's meeting.

59.2 CC also gave thanks to RMH for his organisational efforts.

60. Declarations of Interest

None were declared in addition to the already disclosed Conflict of Interest Forms.

61. Minutes and Matters Arising from the Previous Meeting

61.1 The Minutes of the previous meeting held on 9 June 2023 were approved.

61.2 **Action: RMH / DB to include an estimate of the completion date in the Action Log.**

61.3

52.13 – DB clarified that the action has been taken, therefore marked as complete. The result of the action may not necessarily be complete.

61.4

51.1.3 – Chris Spice will present an overview of 'Walk the Floor' at November Board. There is a period of consultation on the initial draft of the report, the final version of which will be shared with the Board prior to the Board meeting.

61.5

Action: DB to circulate the Walk the Floor report as soon as finalised.

61.6

RMH stated that a new Chairs' meeting will be confirmed in due course.

62. Chair's Report

62.1 Chair update

62.1.1 CC delivered the Chairs' report in absentia, this was taken as read.

62.1.2 CC reinforced the importance of regular Home Nation CEO meetings, one of which happened prior to Friday evening's strategic session.

62.1.3 DB updated that the Executive Director for Legal and General Counsel will lead on finding an external auditor for the Board Audit, to take place between now and the end of 2023.

62.1.4 PM clarified that purpose of the Board Audit is individual and collective efficacy, rather than policies and processes.

62.2 Board Appraisals & Skills Matrix

62.2.1 CC requested approval for the proposed Board skills matrix & appraisal process. There was some discussion on the sensitivity of the scoring scale; it was agreed to carry on as proposed and to review at a later point whether more sensitivity is required.

62.2.2 **Decision: The Board approved the skills matrix & appraisal process.**

- 62.2.3 The summary heatmap and skills gap analysis will be reviewed at the next meeting to help inform skills required for future NED recruitment and Board development needs.
- 62.2.4 KWM is ascertaining interest in Committees, from Board members, based on the appraisals and skills matrix in order to appoint a safeguarding lead and a Chair for the Inclusion, Equality and Diversity Committee.
- 62.2.5 CC requested that feedback for KWM's appraisal to be shared with CC directly.

63. CEO's Report

63.1 **CEO update; Strategic Priorities Action Plan**

63.1.1 DB gave a presentation, the slide titles were:

- Unifying mission [in review]
- Our mission statement [in review]
- What does it take to be the best? [in review]
- Aligning the organisation
- Performance
- Brand Platform
- Hosted Events
- Comms & Marketing
- Who is our target Audience?
- Partnership Sales
- Investment Breakdown
- Operations
- Principles & Policies
- Stakeholder Relations
- 2024: Organisational Reset
- The Way Forward: Organisational Transformation

63.1.2 JMN requested Home Nations receive the All Staff Briefing Presentation.

63.1.3 **Action: DB to distribute All Staff Briefing presentation to the Board and to Home Nations representatives.**

63.1.4 **Action: RMH to arrange recording of All Staff Briefing for distribution to Board and to be used at Induction meetings.**

63.1.5 In terms of Board support, CC suggested KWM's mentoring approach, whereby a Board member could support a specific workstream. DB agreed but cited the need for more detail to inform boundaries and areas of expertise.

63.1.6 **Action: DB, JMN, GM and FF to identify appropriate individuals to establish a Water Polo action plan.**

- 63.1.7 DB stated that the Board will see the LA2028 cycle plan the week before it goes to the UK Sport Engagement Panel.
- 63.1.8 An online call with the Board will be arranged in September to request approval of an organisational name change. GM requested that brands, sub-brands and naming conventions are presented for full context.
- 63.1.9 **Action: RMH to arrange Board call for the end of September 2023 to request name change approval.**
- 63.1.10 **Action: DB to feedback on 'Broadcast Market' at November meeting.**
- 63.1.11 DB clarified that further detail on the initial phased commercial budget was available in the Q1 finance report.
- 63.1.12 The Board felt that the update represented an energising piece of work for staff and are excited to see the outcomes.
- 63.1.13 **Action: DB to circulate his CEO update presentation to the Board after the meeting.**
- 63.2 Performance**
BAU report
- 63.2.1 The report was taken as read.
- 63.2.2 DB confirmed a preferred venue for the British Championships and discussions are ongoing.
- 63.2.3 The British Swimming Coaching Workshop is being held on 22nd November; of particular importance is being a strong role model and ensuring that this is demonstrated at all levels.
- 63.3 Commercial**
Fukuoka and Manchester 2023 Review
- 63.3.1 DB will review performance metrics for communications work, in order to tell a better story to the Board and to ensure that messages and consequent actions are better summarised.
- 63.3.2 Broadcasting was an issue in Fukuoka but a workaround was negotiated on-site.
- Para Swimming World Championships Review
- 63.3.3 CC attended and enjoyed the Championships in her Board role, giving thanks and appreciation to all those involved. DB agreed, identifying the venue overlay as an example to other events.

- 63.3.4 BAU report
The report was taken as read.
- 63.4 Operations**
Alumni Project
- 63.4.1 DB stated the need for an operational person in each of the Home Nations to make this work.
- 63.4.2 **Action: DB to request details of Alumni project representatives from Home Nation CEOs.**
- 63.4.3 DB will be meeting with high profile alumni to inform them of the project. PM stated the usefulness of such a scheme for athlete transition.
- 63.4.4 CC queried data protection, which DB advised required investment beyond the current system. Whilst Open Engage (formerly Integra) has the necessary information, a more bespoke offering could be appropriate. JMN confirmed that the current member databased could be utilised as all Alumni would be on it already.
- 63.4.5 DC agreed to contact the Director of Business Operations to offer support as a member of the Alumni.
- 63.4.6 **Decision: The Board approved the conception of the Alumni Project.**
- 63.4.7 British Swimming Annual Report
The Board are requested by DB to review the draft Annual Report between meetings and before the November Board. CC requested that the contents of the Report be revisited to keep messages clear, aligned with recent strategy and easy and efficient to prepare.
- 63.4.8 **Decision: The Board will review a shorter draft Annual Report prior to the November Board meeting and AGM.**
- 63.4.9 BAU report
The report was taken as read.
- 63.5 Principles (and Policy)**
Governance Approvals (UK Sport)
- 63.5.1 DB welcomed all comments on the Diversity, Equity & Inclusion Action Plan (DIAP).
- 63.5.2 PM commented that more emphasis on education and awareness raising would be welcomed. There is also a benefit to training Board members and Consultants as well as staff members.
- 63.5.3 CC stated her satisfaction with the progress, giving thanks to the Director of People and the Diversity, Inclusion and Social Responsibility Manager.

- 63.5.4 DB welcomed further comments online, to be approved at the November Board meeting. CC requested that a draft is circulated prior to other Board papers.
- 63.5.5 **Action: RMH to circulate final draft DEI action plan in advance of other November Board papers.**
- 63.5.6 The Board were asked to approve the following:
- 63.5.7 Diversity, Equity and Inclusion Advisory Group Terms of Reference
A number of changes were discussed to the Terms of Reference. Approval of the document was then requested.
- 63.5.8 **Decision: Diversity, Equity & Inclusion Advisory Group Terms of Reference were agreed in principle, subject to the changes discussed.**
- 63.5.9 Diversity, Equity & Inclusion Committee Chair appointment
This decision was deferred until a candidate is identified. This will be prior to the November Board meeting, for e-mail approval.
- 63.5.10 Safeguarding Lead appointment
This decision was deferred until a candidate is identified. This will be prior to the November Board meeting, for e-mail approval.
- 63.5.11 Nutritional Supplements Policy Update
Decision: The Board approved the Nutritional Supplements Policy update.
- 63.5.12 **Action: RMH to put Nutritional Supplements Policy update on formal letter paper and share with Board.**
- 63.5.13 BAU report
The report was taken as read.
- 63.5.14 GM is enquired about the culture review undertaken by Lime Culture. DB stated that the Executive Director of Legal and General Counsel will be leading on this and the Board will have the opportunity for review. CC confirmed that the scope of the review should be clearly articulated and also shared with the Board.
- 63.5.15 **Action : DB to share the scope of the culture review scope to be undertaken by Lime Culture.**
- 63.5.16 GM –further updated that Scotland’s Transgender Policy is requested for approval on Sunday. No impact on the Home Nations or British Swimming is expected.
- 63.6 Stakeholder Relations**
BAU report

- 63.6.1 The paper was taken as read.
- 63.6.2 DB drew particular attention to World Aquatics' change in stance on Russian and Belarussian athletes. UK Sport have provided a one page advisory document to help athletes who will compete against Russian and Belarussian athletes.
- 63.6.3 GM would like to hear AB's view on how athletes will react to the news. GM updated on LEN's stance, which is unlikely to change in the near future.
- 63.6.4 DB commented that most sports have a combined approach to reintroduction of these athletes, whereas swimming will have a different approach in European body in comparison to the World body. To compete in the UK, these athletes are subject to more stringent checks under current rules.
- 63.6.5 DB further stated that the primary concern is fair and transparent competition.
- 63.6.6 GM confirmed that himself, Liam Tancock, Keith Ashton are intended to represent British Swimming at the LEN Congress.
- 63.6.7 JMN raised a number of government initiatives that will require the Board attention:
- 63.6.8 Integrity in Sport – DB confirmed this work is in train.
Martin's Law – this will have an effect on event work within the organisation.
Get Active – need to ensure an appropriate response.
- 63.6.9 DB stated the need for further detail on government lobbying.
- 64. Matters for Decision / Discussion**
- 64.1 Board dates for 2024**
- 64.1.1 With regards to the June meeting, Board concluded that the impact of the Paris Games is low on Board arrangements. It was agreed to host this meeting on Zoom.
- 64.1.2 DB noted Chris Spice will attend Board twice each year in April and November. SMT will attend in November 2023.
- 64.1.3 CC – would like to have a key strategic focus for each meeting added to this paper in order to have advanced warning of meeting agenda.
- 64.1.4 **Action: RMH to update Board dates paper with strategic foci and confirmed locations.**
- 64.1.5 DB stated the intention to rotate The Awards between the Home Nations, aligned with the Home Nation strategic meetings. Board were satisfied with this approach.
- 64.1.6 **Decision: 2024 Board dates agreed.**



64.2 Board & Key Events integrated calendar

64.2.1 CC noted that the bi-annual Aquatics Conference is not currently on the calendar.

64.2.2 **Action: RMH to add Aquatics Conference to the 2024 integrated calendar.**

64.2.3 It was agreed that Board members still need a rationale to be at events beyond handing out medals. The intention is for the Board to be visible at as many events as possible, this document is the start of this coordinated plan.

65. AOB

None were raised. CC closed the meeting, thanking all for their contributions and time.