



Minutes subject to approval at the next British Swimming Board Meeting

BRITISH SWIMMING BOARD

Minutes of the meeting held on the 11th-12th November 2022
The Midland Hotel, Manchester, M60 2DS

Present:	Karen Webb-Moss (KW)	Chair
	Ash Cox (AC)	Interim CEO
	Jane Nickerson (JN)	Swim England
	Caroline Green (CG)	Swim England (via Zoom)
	Keith Ashton (KA)	Swim England
	Graeme Marchbank (GM)	Scottish Swimming
	Fergus Feeney (FF)	Swim Wales
	Adele Stach-Kevitz (AC)	Senior Independent Member
	Corinne Cunningham (CC)	Independent Member
	Aimee Booker (AB)	Athlete Representative
	Kathreen France (KF)	Head of Finance
	Wendy Lockton (WL)	Director of Corporate Strategy and Planning
	David Hoose (DH)	Mazars (Friday night agenda items 4.1-4.4 only)

Apologies: David Carry (DC) Independent Member

1. Welcome and Apologies

- 1.1. KW welcomed everyone to the meeting. KW reflected on the previous two days spent at the Aquatics Conference which she had found extremely informative and motivating.
- 1.2. KW congratulated AB on the recent arrival of her baby. KW outlined that AB was attending the Friday evening session via Zoom but would be attending the Saturday meeting in person.
- 1.3. Apologies were received from DC who was unable to attend the meeting due to illness.

2. Audit Completion Report and Year End Accounts

- 2.1. KW welcomed DH from Mazars to the meeting. DH was in attendance to present the findings from the Audit Completion Report. DH outlined that the report was a very positive and clean Audit process and confirmed that no significant findings had been highlighted in the report. DH added that the ARC had been kept informed through the process.
- 2.2. KW queried if there was any reason for the executive team to leave the room to allow the Board a further discussion with DH. DH confirmed he did not see any

reason for the executive team to leave outlining how closely he had worked with KF and CC throughout the process. The executive team stayed in the room.

- 2.3. KW invited comments from the Board. FF asked DH if any out of sector trends had been picked up from other clients which British Swimming could learn from. DH responded that most common issues are regarding the current recession which is seeing a lot of organisations cutting their cloth extremely thin. No other questions were raised.
- 2.4. CC highlighted this was Mazars last audit and took the opportunity to thank DH. DH thanked CC adding it had been a pleasure working with British Swimming.
- 2.5. KW thanked KF and CC for their hard work throughout the audit process.
3. KW welcomed CG who joined the meeting via Zoom. CG apologised for joining the meeting slightly late. KW asked the Board and executive team to introduce themselves and provide CG with a brief overview of their backgrounds. CG introduced herself to the Board outlining her background.
4. KW thanked everyone for their introductions and outlined this was her first meeting as Chair, having attended the September 2022 Board meeting as an observer.
5. KW outlined that in future meetings she would prefer WL to not have to take the minutes to allow WL to focus on contributing to the meeting.
Action – AC and WL to review options for minute taking for future meetings.
6. **New Chairs Overview**
 - 6.1. **Initial Observations**
 - 6.1.1. KW provided an overview and desired plans for future Board meetings, outlining that the Friday evening session would have a more strategic focus with open discussion and the formal agenda and decision making would take place on Saturday following the AGM.
 - 6.1.2. KW thanked the Board for their warm welcome and support since being in the role and outlined she would welcome the Boards willingness to share and discuss strategic ideas throughout the Friday evening session.
 - 6.1.3. KW thanked AS for taking on the Interim Chairs role, something which she should be applauded for. The Board was in full agreement.
 - 6.1.4. KW acknowledged AC's expanded role since taking on the Interim CEO role and commended him for 'hitting the ground running' in his additional role. KW asked AC to pass on her thanks to the SMT and Byron Vaughan and Josh Devine for the assistance they have offered KW since taking up the role.

- 6.1.5. KW acknowledged what British Swimming has achieved over the past year recognising the number of challenges the organisation had been faced with. KW reflected on the resilience within the organisation at every level and on the calibre, wisdom and experience of the Board.
- 6.2. **British Swimming Board**
- 6.2.1. KW outlined her desire for the British Swimming Board to add even greater value and focus more on providing strategic direction and value creation moving forward with the athlete at the heart of everything. KW highlighted how she would try and achieve this.
- 6.2.2. KW recognised that the Board has had to take on more hands-on executive roles getting more engaged in issues over the last year for understandable reasons. KW stressed the Board should now focus on stepping back from the day-to-day and focus on using a combined skill set to provide strategic advice. To this end, a full evaluation of the Board will take place which will look at a skills matrix as well as desired behaviours and culture. KW stressed the need for clarity of roles. KW confirmed the review will also include the sub committees of the Board.
- 6.2.3. KW outlined a desire to also reach an agreement regarding the Board liaison roles moving forward.
- 6.2.4. KW updated that she will also look at carrying out Board appraisals at an appropriate time in 2023 and review KPI's.
- 6.2.5. KW updated the Board on the recruitment of a new independent director outlining the desire for this position to fill any current skills gaps.
- 6.2.6. KW outlined her commitment to achieve equity in the remuneration of the Board. KW stated that she would like to carry out a review of the current fees for Board members taking into account their roles on sub committees also. KW will bring forward an affordable proposal following the review.
Action – bring proposal to Board at appropriate time.
- 6.2.7. KW highlighted the need to be mindful of the harsh economic climate with consideration of cost savings, potentially combining some meetings or using Zoom so the Board lead by example.
- 6.2.8. KW outlined a desire to look at the structure and planning of Board meetings, potentially bringing in experts and external people for certain sections of future meetings along with reviewing Boards papers both in terms of content and timelines.
- 6.2.9. KW stressed the need for positive collaboration with the home nations recognising there are currently some areas of discontent. KW stated that the relationship with the home nations is paramount in order to provide a seamless transition through the

athlete pathway. KW requested transparency and collaboration on all future issues moving forward.

- 6.2.10. KW asked the Board for their reactions on her views in terms of the Board moving forward.
- 6.2.10.1. AB commented it was good to hear about KW's aspirations for the Board and her positive experience at the Aquatics Conference over the last few days. AB updated that she felt significant change had happened within the Swimming programme since her competitive days with massive improvements being seen.
- 6.2.10.2. CG welcomed a focus on environment, social and governance moving forward and outlined recent work and progress within her organisation in this area. CG was pleased to hear this was high on KW's agenda.
- 6.2.10.3. GM welcomed and supported all the points KW had raised adding that the Board's role in providing strategic advice is the best way for the Board to add value to the organisation. GM supported KW's view that transparency is essential.
- 6.2.10.4. JN added she would totally endorse openness and honesty adding that any areas where an agreement cannot be made should be tabled and discussed openly.
- 6.2.10.5. FF outlined he agreed with KW's views for the Board moving forward and outlined he would welcome clarity on the prioritisation of future strategic focuses.
- 6.2.10.6. CC was in agreement with the points raised and added she felt the Board should not be afraid to make changes and review agendas and Board minutes to ensure they reflect and demonstrate the Board is high performing.
- 6.2.10.7. KA added he was glad to have KW as part of the team. KA expanded that he loves being part of the Board as he continues to learn outside his day job. KA outlined that the Board could learn a lot from the World Class Performance (WCP) team and felt that there is currently a disconnect between the Board and WCP which AB may be able to assist in addressing. KA stressed the Board currently has a thin demographic profile, something which will hopefully be addressed through the upcoming recruitment process.
- 6.2.10.8. AS reflected on her almost 9 years on the Board. AS suggested the need for a behaviour matrix stressing the importance of caring about and understanding people in order to get the best out of them. AS also agreed with setting a manageable amount of priorities and reviewing Board papers with a move to papers focusing on strategic priorities. AC and WL welcomed a review of Board papers outlining the executive team are always open to looking to make improvements.
Action – AC and WL to continue to review Board papers to identify further areas of improvement and a potential reduction in papers to provide a clearer focus on strategic priorities.

6.3. **Strategic Priorities**

KW then went through highlighting matters she felt were of priority for the Board and for British Swimming. She added the caveat that this summary or 'shopping list' was from listening and learning and that this was her perception from only three months in the role.

6.3.1. Commercial/Revenue

6.3.1.2. KW noted the very real challenge around the British Swimming commercial agenda, the expertise within British Swimming and the lack of a clear commercial strategy. KW outlined a need for British Swimming to gain a better understanding of its brand, carry out a comprehensive review of assets and consider sectors and brands which might align with British Swimming. KW felt it was imperative to define rights, share learnings and plan together with the home nations prior to speaking to any potential partners. KW outlined she would also like to gain a better understanding of the co-funding and VIK piece of work prior to meeting with UK Sport.

6.3.1.2. GM agreed with the requirement to consider values and outcomes to a partnership when working with potential new sponsors or partners.

6.3.1.3. JN outlined the value of British Swimming exploring potential new partners in conjunction with the home nations but stressed that the home nations may have different offers which can be put forward in some cases but not others. Ultimately this will depend on the portfolio and monetary value on offer. GM felt there was a need to talk about high performing teams in future conversations with potential partners. It was recognised that British Swimming are competing against other sports when trying to secure new partners.

6.3.1.4. FF suggested there is substantial experience within the Board and the wider organisation who may be able to offer assistance in this area to support the Commercial group.

6.3.1.5. CG queried if there is a skills matrix in place for the Board. KW acknowledged that CG missed this matter being discussed at the beginning of the meeting so reiterated that this is a priority moving forward to review resource and strengthen knowledge and experience.

6.3.1.6. Following a detailed and open discussion the Board agreed that there is a need for a clearer strategy with further consideration needing to be given to resource in this area.

6.3.2. Environmental, Social and Governance

6.3.2.1. KW opened the discussion querying whether British Swimming have focused sufficiently on this area to date.

- 6.3.2.2. GM stressed the importance of this area highlighting the potential repercussions should British Swimming not get this right.
- 6.3.2.3. AC updated the Board on the recent recruitment of a Diversity, Inclusion and Social Responsibility Manager who will take up their position in January and will be integral to helping British Swimming move forward in these areas. AC outlined this position will link in with the UK Sport 10-year strategy and performance, commercial and corporate teams. AC highlighted the importance for this role to amplify performance and for its impact to be tangible.
- 6.3.2.4. FF outlined that he felt work in this area to date had been lacking due to several reasons including a lack of understanding, comms, foundation, appetite and action. FF added that swimming is predominantly a white sport.
- 6.3.2.5. KW highlighted a statistic which had been presented at the Aquatics Conference earlier that day which was the significant reduction in the para swimming pool. The Board recognised that therefore it is of absolute importance that this is addressed in order to ensure future talent.
- 6.3.2.6. AB outlined she felt that whilst swimming has historically been a white-dominant sport, more diversity is now being seen within the sport but it is taking time to filter up to the performance level. AB felt a contributing factor to this is that there are limited role models at the performance level both in the pool and on pool side in coaches and officials.
- 6.3.2.7. CG agreed with AB's comments and added that intervention is needed to ensure more diversity is seen at the performance level rather than waiting for it to work its way through the system as this will take too long. CG stressed the need to review what factors act as barriers. CG felt a good starting point would be to review the Board composition as she felt the current composition is not reflective of society and this should be a strategic priority.
- 6.3.2.8. A discussion took place with regards to transgender. JN updated the Board that Swim England had undergone a consultation and a paper would be going to their Board in December. FF and AC thanked JN for sharing the paper. AC updated the Board on the progress within British Swimming in this area. It was recognised that sport is going to be hugely inconsistent in this area.
- 6.3.2.9.1. A discussion took place regarding sustainability. JN updated that Swim England have formed a group who are working in this area. JN highlighted a significant risk in this area is that of energy costs for swimming pools and the potential pool closures as a result of this. FF echoed this risk within Wales.
- 6.3.2.9.2. KA stressed the need to be carbon neutral by 2050 and offered to provide assistance in this area moving forward.

6.3.2.9.3. AB updated the Board on the positive story from Commonwealth Games England with regards to consideration to their carbon footprint when kitting out the team for the Commonwealth Games earlier in the year. AC updated the Board on work which is already underway with Speedo in this area.

6.3.2.10. A discussion took place regarding safeguarding. AC updated the Board that British Swimming is currently reviewing safeguarding policies as part of the action plan which had been sent out to the Board in advance of the meeting. JN and FF stressed the importance of British Swimming being aligned with the home nations in this area. AC highlighted to the Board the Sport Integrity work which was contained in his report outlining this will assist performance in this area moving forward.

6.3.3. International Influence/Representation

6.3.3.1. KW outlined the need to be aligned with UK Sport in this area and to have a clear purpose of where British Swimming is going and what it wants to achieve.

6.3.4. In addition to those already discussed, KW highlighted some other strategic priorities she felt the Board should consider including an events strategy, involvement of athletes and British Swimming alumni etc. recognising that our athletes are an essential asset. Other areas listed by KM included consideration of a British Swimming investment strategy, the matter of non-funded sports and the British Swimming relationship with Masters Swimming. KW asked the Board to consider whether she had missed anything from the priorities she had highlighted and which strategic priorities they felt need expediting.

6.3.5. KW thanked for the Board for their positive contributions. All agreed that the session had been positive in terms of identifying key strategic priorities. It was agreed that further discussion is required to give guidance to the executive team on what to focus on. The Friday session ended.

7. **The Board reconvened on Saturday 12th November.**

KW thanked the Board again for their contributions to the session the previous evening and reiterated apologies from DC. KW informed the Board that AB would be joining the meeting slightly late in person and CG would be dialling in via Zoom.

8. **British Swimming Annual Report 2022**

8.1. KW asked the Board if they were happy to approve the British Swimming Annual Report which had been circulated various times throughout its production and feedback and comments had been incorporated. The Board unanimously approved the Annual Report. KW thanked WL for all of her hard work on the report which was a good read and visually stunning.

Action - KW and WL to work together on the 2023 Annual Report to identify any potential areas for improvement.

9. **Declarations of Interest**

No declarations of interest were declared. AC outlined that the full complement of Board declarations of interest would be provided at the February 2023 meeting following the recent number of changes within the Board. GM highlighted his recent appointment within LEN to the LEN Bureau. KW confirmed she had submitted her declaration to AC.

Action – AC to provide Board with complete declarations of interest at February 2023 meeting.

10. Minutes of the meeting held 9th September 2022

10.1. AS raised a query with regards to minute 62.3 and AB signing Board papers. AB confirmed that she had now signed and returned all the relevant papers.

10.2. The Board approved the Minutes of the meeting held 9th September 2022.

11. Matters arising from meeting held 9th September 2022

11.1. Min 63.1.1 – KW updated that herself and AC will be meeting with UK Sport later in the month. The Board will be kept updated accordingly.

11.2. Min 63.1.5 – Clarification was made that future discussions on co-funding in relation to home nation contributions should be discussed by the CEO's and not Board directors.

11.3. Min 63.4 - The Board were informed that a Chairs meeting has been arranged for the 28th November in London.

11.4. Min 63.5 – KW updated that she understands work on the contract summary is still underway. AC updated that the Speedo summary will be sent imminently and the HealthSpan contract will also be finalised in the near future. A discussion took place with regards to what the Board required in this area. It was agreed that the Board would be comfortable with a register of key contracts including their value especially in light of there currently being no contract review group. KF highlighted that the ARC are currently working on a procurement policy.

11.5. Min 63.8 – It was agreed that GM would provide a verbal update on the LEN Congress later in the meeting.

11.6. Min 63.12 – WL had provided the details of the February 2023 Board meeting in the Director of Corporate Strategy and Planning report. KW highlighted a need to review the dates of the April 2023 meeting which would be tabled later in the meeting.

11.7.1. Min 63.13.1 – KW highlighted a need to better understand the requirement for Board liaison roles and the appetite from Board members for these roles. All agreed this is an ideal opportunity to refresh the roles. GM stressed the need for terms of reference to ensure all understand the role and purpose and the impact on the performance team.

- 11.7.2. KW suggested that the Performance Director makes more regular appearances at future Board meetings to help address the disconnect between the Board and the Executive alongside the Board liaison roles. AB joined the meeting at this point and added that athletes would also welcome more visibility of the Board along with a better understanding of their role.
- 11.7.3. CC highlighted that she had not had sight of the Board liaison paper which Alex Kelham had written.
Action – KW to send paper to all Board members.
- 11.8. FF queried why the discipline governance review had not been included on the agenda. AC updated that he had shared this with KW who will be discussing this with the Performance Director in the near future plus this linked in with the Board Liaison work. AC updated the Board on the genesis of the discipline governance review which had been commissioned by the previous CEO. JN stressed the need for consideration to be given to the aspiring sports (Artistic Swimming, Water Polo and High Diving) when looking to progress this matter moving forward. It was agreed that AB could play an integral part.
- 11.9. Min 63.13.2 – KW highlighted that the Board skills matrix had been discussed the previous evening. This remains an ongoing priority.
- 11.10. CG joined the meeting at this point via Zoom and was welcomed.
- 11.11. Min 64.2 – 64.4 – KW updated that all amendments had been made to the minutes which would be published on the website.
- 11.12. Min 65.3 – AC updated that the ethics policy had not yet been progressed, but work would be starting on this in the near future which the Board could feed in to. GM outlined what is contained in the Diageo ethics policy which is effectively a code of business conduct. It was agreed this policy would form part of the commercial strategy.
Action – AC to advance the ethics policy and share with the Board at the appropriate time.
- 11.13. Min 65.5.1 – JN requested that the newly appointed Diversity, Inclusion and Social Responsibility Manager, as mentioned earlier in the meeting, dovetails into the home countries. AC confirmed this is already in the brief as required for this post.
- 11.14. Min 65.5 – KF updated the Board that herself and AC had recently met with the Relationship Manager at Coutts Bank and discussed longer – term investment of bank balances.
- 11.15. Min 65.8.3 – AC had circulated a paper on safeguarding prior to the meeting. This had also been discussed the previous evening and it was agreed this would be picked up again for further discussion under executive reports.

- 11.16. Min 65.8.4 – CC updated the Board that she had shared the risk registers with the home nations who were all working well together and positive feedback had been received.
- 11.17. Min 65.8.7 – KF confirmed that the risk scores in the risk register had been reviewed as had been requested at the previous meeting. These would be discussed in more detail later in the meeting.
- 11.18. Min 65.8.9 – KF confirmed that diversity had been included on the risk register as requested at the previous meeting.
- 11.19. Min 65.8.12 – This matter had been overtaken as the partner had attended the meeting the previous evening to present the audit findings report.
- 11.20. Min 70.2 – It was confirmed that the Board had received the survey.
- 11.21. Min 71.5 – The Board was informed that Artistic Swimming and Water Polo had been invited to the Aquatics Conference. Artistic Swimming attended but unfortunately Water Polo had not been able to attend. It was agreed the slides presented would be forwarded on to both sports. KA raised an observation that there had been no mention of these sports throughout the conference. GM highlighted how high on the FINA and LEN agendas Water Polo is. It was agreed these sports would be further discussed with the Performance Director to identify how they can be better incorporated.
Action – Send copies of presentation slides to Artistic Swimming and Water Polo.
Action – Discuss inclusion of Artistic Swimming and Water Polo with Performance Director.
- 12. Finance, Audit and Risk**
- 12.1. **Management Accounts**
- 12.1.1. KF updated the Board on the financial results for the 6 Months ended 30th September 2022 and outlined that the actual year-to-date operating surplus is 49k, which is £92k favourable to the year-to-date budget. KF updated that the forecasted end of year deficit is £14k, which is £3k favourable to the annual budget. KF outlined the reasons for these overall variances.
- 12.1.2. KF updated the Board that the forecasted reserves position at 31st March 2023 is £708k. FF raised a query with regards to this reserves position being substantially higher than the minimum reserves agreed. KF outlined the reasons for the reserves being higher, namely due to Covid-19 and the receipt of some additional awards. A discussion took place with regards the potential for utilising some of the excess reserves for certain projects which require additional funding. GM and JN suggested acting with caution when considering spending reserves due to the ongoing uncertainty with regards to energy and potential pool closures which could in turn

lead to a reduction in home country contributions. The Board agreed a prudent approach was sensible.

- 12.1.3. GM raised a query with regards to the proposed salary increase for staff outlining the need for British Swimming to consider current inflationary and recruitment challenges. KW confirmed that the Remuneration Committee have this on their agenda and a thorough discussion took place at the Remuneration Committee meeting with a view to reward and retaining staff. The Board were comfortable with this approach.
- 12.2. **World Class budgets**
- 12.2.1. KF outlined that work is currently underway on 4-year budget, currently awaiting more detail with regards to the competition budgets. GM queried if there is a risk of clawback from UK Sport and KF confirmed there is always a risk, but this is being managed well with UK Sport.
- 12.2.2. KF highlighted a challenge in terms of obtaining figures from Water Polo. JN advised she would pick this up internally in Swim England.
Action – JN to address the lack of figures being provided by Water Polo to KF.
- 12.2.3. A discussion took place with regards to the high cost of tickets for the Paris 2024 Olympic Games. The Board queried what support is provided to family and friends and WL updated the Board. The Board expressed that they were uncomfortable in accepting tickets of such high value and WL assured the Board only lower category tickets has been requested. The Board were informed there may be an option for them to purchase tickets. Further details on this will be circulated in due course.
Action – WL to keep Board updated on Paris 2024 ticket options.
- 12.2.4. KF updated that Q2 reports had been submitted to UK Sport at the end of October 2022 and that quarterly meetings are now being held with UK Sport to discuss variances and future quarterly expenditure for each cost centre.
- 12.3. A further discussion took place regarding future investment options following KF's recent meeting with the bank. It was agreed this should be linked to risk appetite. GM updated on how LEN are managing this. It was agreed that there is a need to review the investment policy with a view to refresh it and consider options for where to put residual cash to obtain a better return.
Action – Review investment policy.
- 12.4. **ARC Minutes from meeting held 18th October 2022**
- 12.4.1. CC updated the Board on the new independent member recently recruited to the ARC who had attended her first meeting in October and made an excellent contribution. GM highlighted a typo on the ARC minutes in relation to Daryl Norman at the top of the minutes under attendance.
Action – Typo to be amended.

- 12.4.2. A discussion took place with regards to the services provided by the auditors and the inefficiencies of this year's audit process which the ARC had highlighted. KF provided the Board with more details regarding these perceived inefficiencies, namely at the earlier stage of the process. CC updated the Board that the ARC had decided to move on and not drill down into the inefficiencies due to this being the last year using the auditors. The Board were comfortable with this approach.
- 12.5. KW asked for clarification with regards to the BDO audit and KF provided an overview of the audit and the list of recommendations which had come out of it. KF updated that an action plan has since been formed which is reviewed periodically in conjunction with UK Sport. KA raised a concern with regards to the expected delivery by the executive team given their resource and capacity.
- 12.6. **Risk Register**
- 12.6.1. Following on from the update provided as part of matters arising earlier in the meeting KF commented that the risk register had been updated to include EDI and that the risk scores had also been reviewed looking at both impact and probability. This review was completed following a request to do so by GM at the September Board meeting. GM recognised the positive work which had been undertaken on the risk register and the updated risk scores which should be driving effort and reducing impact. CC reiterated that risk registers are now being shared with the home nations which may help in terms of sharing mitigation actions.
- 12.6.2. AC was asked what the buy in to the risk register is from SMT. AC updated that there is a collective buy in with AC ensuring the performance team can see the benefit of the risk register. KF confirmed she had received a comprehensive update from the SMT on their relevant risks before the ARC met to discuss the risk register in August and it is recorded on the risk register.
- 12.6.3. KF was thanked for her hard work updating the risk register.
13. **Chairs (KW) Report**
- 13.1. KW provided the Board with an update on the various meetings she has in her diary for the coming weeks including the Chairs meeting and a meeting with UK Sport. KW asked the Board to feed through to her any matters they would like her to cover at these meetings in advance of the meetings.
- 13.2. KW expressed a desire to explore coordinating and centralising meetings where possible to try and maximise the activities of the Board. AS suggested the utilisation of a Board calendar which all Board members could feed into.
Action – AC and the SMT to review options for a calendar to help visibility and engagement with sports.
- 13.3. KW updated that she will not be attending the FINA Congress in December, but AC will be.

13.4. **Strategic Priorities continued**

- 13.4.1. Continuing on from the session the previous evening when the Board had addressed a number of key strategic priorities to focus on, CC expressed a wish to plan out which strategic topics and subjects will be addressed at each meeting to help determine which internal or external individuals may need to attend.
- 13.4.2. The Chair asked the Board if they had any other strategic matters which they felt had not been identified in the session the previous evening. AS suggested a focus could be on Board development due to the recent recruitment of a new Chair and going out to market for 2 new Independent members. AS felt it would be beneficial to invest some time on growing current assets within the Board. The Board were supportive of this suggestion and any recommendations for how this was to be facilitated were welcomed.
- 13.4.3. FF raised a query with regards to having a focus on digital specifically in relation to an approach to digital and how digital tools will be utilised moving forward. CC confirmed that the ARC has identified this as a potential future area for a deep dive. FF updated the Board on work which is underway in this area within Wales. AC updated that this area is already under review with a focus on commercialisation and how this can benefit the athletes. AC provided reassurance to the Board that a lot of work is ongoing in this area behind the scenes. It was recognised that a big risk in this area is the relationship with the home nations.
- 13.4.4. CC stressed the need to consider UK Sport funding against each of the strategic priorities as ultimately the risk of reduced funding should be considered when reviewing the order of the priorities to be addressed.
- 13.4.5. KA suggested consideration should be given to better understanding the value and identity of British Swimming as a brand. KW and the Board agreed there is a need to renew and rearticulate who British Swimming is as a brand.
- 13.4.6. KA suggested consideration should also be given to facilities which are clearly a risk following on from a discussion earlier in the meeting with regards to the risk of facilities shutting due to rising energy costs. It was agreed that whilst facilities have been considered in the Aquatics in Britain Strategy the strategy of how to address this is not totally clear.
- 13.4.7. A discussion took place with regards to the reliance on the home nations for future athletes and how a relationship with British Swimming should offer value to the home nations. The Board discussed the value British Swimming can create in the lifecycle of a swimmer from a social impact point of view and the importance of doing this. KA mentioned the measurements which DCMS have in place to help measure social impact and return on investment and the need to have an understanding on the proportion of funding on return on investment and how this needs to be embedded in thinking. KA offered to lead a session at the February

2023 meeting on this matter to try and help understand British Swimming's social value proposition.

- 13.4.8. The Board were all invited to rank the identified strategic priorities in priority order to try and gain a consensus on priority areas for the executive team to look at resourcing and progressing accordingly.

14. Strategic Items

14.1. CEO recruitment

14. The executive team were asked to leave the room for the Board to receive a confidential update on CEO recruitment and discuss accordingly. The executive team were welcomed back into the room following the discussion.

14.2. Commercial Update

- 14.2.1. A comprehensive commercial update had been provided in the Director of Events and Marcomms board papers.
- 14.2.2. GM queried how the relationship with Speedo is progressing. AC and WL updated that the relationship is going well and moving forward there will be an emphasis on ensuring that timelines and actions are applied to projects to ensure they are delivered. AB raised some concerns with regards to the provision of kit from an athlete point of view and WL updated on the challenges which had been faced and that Chris Spice (CS) and the performance team had been across the messaging to the athletes from the outset. AB will also discuss with CS.
- 14.2.3. KA provided some feedback on the executive reports, commenting that the quality of the reports was much improved.
- 14.2.4. AC updated the Board that an expression of interest to host a new FINA World Cup "Super Series" Final in London in 2024 had been submitted to FINA. The submission has support from London and UK Sport. There were positive responses from FINA. AC updated that an expression of interest in hosting the LEN European Aquatics Championships in 2028 has been submitted to LEN in October. Initial conversations with London, Glasgow and Manchester regarding their aspirations for the hosting of major events have also taken place.

14.3. International Influence

- 14.3.1. GM updated the Board on the recent changes within LEN and on the LEN Congress he had attended and outlined that he had been successfully appointed to the LEN bureau. The Board congratulated GM on this appointment. GM updated that Simon Rothwell had been made an honorary member of LEN which the Board were all in agreement was well deserved.
- 14.3.2. KW updated the Board on the forthcoming FINA Congress taking place in Melbourne in December outlining some potential changes within FINA. JN queried when FINA will be introducing an open category as part of their transgender policy

and highlighted if British Swimming follow this it could leave a gap with nowhere to go for athletes at national level. JN highlighted this as a risk and stressed thoughts would need to turn to how those athletes who are impacted can be accommodated. AB suggested guidance for athletes is prepared should questions on this matter be raised.

14.3.3. KA raised a query with regards to potentially not sending a team to the 2024 World Championships. The Board recognised further consideration on this decision is required from both an international relationship point of view and in light of relay qualification currently being linked to this event. This is a regular ongoing item of discussion internally and externally.

14.4. **EDI**

14.4.1. An Equality, Diversity and Inclusion report had been circulated in advance of the meeting. AC invited questions from the Board. AC updated that a Board champion is required for this area of work. KA offered to sit with the newly appointed Diversity, Inclusion and Social Responsibility Manager when they are in post to discuss key topics. The Board agreed that collaborative work with the home nations in this area is paramount.

Action – Arrange a meeting with KA and Social Responsibility Manager when in post.

14.5. CC queried why the Board had received the report from the Chair from the BS Swimming Officials Group and if the Board should action anything. JN updated that she had provided the report to inform the Board of the group and the work they undertake which is an integral part of British Swimming linked to international influence. JN stressed the need for someone within British Swimming to drive this.

14.6. KA queried why a report is no longer received from Masters. It was recognised that the previous CEO used to bring a report on this to the meeting. It was agreed this would be reviewed along with the wider review of sub-Committees and Board Liaisons.

Action – Ensure Masters are considered as part of the wider review.

15. **Matters for approval**

15.1. **British Swimming Judicial Appointment Panel**

The Board were invited to approve the appointment of Terry Wilkinson (England), Margaret Somerville (Scotland) and Anita Rees (Wales) to the Panel through to November 2025. The Board unanimously approved these appointments.

16. **AOB**

16.1. KW asked for an update on a recent hearing which had taken place. AC updated that no decision had been provided on the day, a decision is expected mid-December. KW thanked AC, KF and Verity Dobby for their hard work. AC is working with the Comms team on this matter in preparation for the story hitting the media.

16.2. **Safeguarding**

16.2.1. JN updated the Board on a safeguarding matter which had recently hit the news and a discussion took place. KW stressed the need for open and honest discussions to take place between the CEOs.

16.3. KW updated that a solution for Board emails has been found. The Board are keen for these to be progressed as quickly as possible. KW stressed these emails are not mandatory.

Action – WL to follow up with IT.

16.4. KA asked if the Board can be added to the circulation list for Making Waves. It was agreed consideration could be given to a Board update or Athlete Representative Update being included.

Action – ensure the Board are added to the circulation list and explore possibility for a Board update being included.

17. **Date of next meeting**

17.1. The next meeting will take place in Oxford on 10th-11th February 2022. KW requested that school holidays are considered when agreeing future meeting dates.

17.2. KW highlighted a potential need to change the date for the April 2023 meeting. WL will be in touch to suggest a potential new date to see if the Board have flexibility for a different date.

Action – WL to contact the Board with potential new dates for the April 2023 Board meeting.

18. There being no further business the meeting closed.