



Minutes subject to approval at the next British Swimming Board Meeting

BRITISH SWIMMING BOARD

Minutes of the meeting held on the 2nd and 3rd February

Held at the Hyatt Regency, 55 Booth Street West, Manchester M15 6PQ

Present:	Karen Webb Moss (KWM)	Chair
	Drew Barrand (DB)	CEO
	Caroline Green (CG)	Swim England
	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
	Aimee Booker (AB)	Athlete Representative
	Kathreen France (KF)	Director of Finance <i>(Finance update only)</i>
	Sally Munday (SM)	UK Sport CEO <i>(Friday evening only)</i>
	Rob Henderson (RMH)	Business Operations Coordinator

Apologies: Corinne Cunningham Senior Independent Director

1. Welcome and Apologies (Friday 2nd February)

- 1.1 The Chair opened the meeting with the news that Great Britain has won the first medal of the World Aquatics Championships – a gold medal in the Diving mixed team event.
- 1.2 A special welcome was extended to colleagues from Bvalco, who are observing the meeting as a part of the external Board audit required by UK Sport.
- 1.3 Chair informed the Board that Sally Munday, CEO of UK Sport, will be joining the meeting after the update from the Director of Finance.
- 1.4 CC sent apologies.

2. Finance update

- 2.1 KF joined the meeting, updating a forecast reserves position of £557k and a deficit of £180k. This is broadly in line with expectations. Questions were taken regarding the corporate management accounts.
- 2.2 KF clarified that the nominal code for sponsorship expenditure captures all marketing and commercial expenditure. GM requested that this code be specific to all commercial activation moving forwards in order to track against targets in this area.
- 2.3 DC queried the reserves interest rates, which KF confirmed for the Board.

- 2.4 FF noted increased insurance costs; KF confirmed that best value exercises are undertaken by the insurance provider on an annual basis.
- 2.5 With regards to the World Class Performance accounts, there is currently a favourable balance of £108k, with £100k being transferable to the LA2028 funding cycle.
- 2.6 There was further discussion about budget phasing within the World Class Performance programme and the financial planning challenges that the lack of a concrete long-term calendar for aquatic sport creates.
- 2.7 It was agreed that the phasing should be reported as contingency to the Board where appropriate. A final budget paper will be delivered at the Board meeting in April.
- 2.8 KF further clarified that a more detailed version of the accounts is shared with the Audit and Risk Committee prior to their meetings.
- 2.9 KF updated that the risk register will be updated for the next Audit and Risk Committee before cascading to the April Board.
- 2.10 KWM gave thanks to KF for attending. KF left the meeting.

3. UK Sport strategic session

- 3.1 KWM introduced SM to the Board, and in turn, the Directors introduced themselves to SM.
- 3.2 KWM thanked SM for coming to the meeting. SM gave a presentation with the following slide titles:
- Why we exist
 - Three ambitions
 - UK Sport and British Swimming
 - Challenges facing sport
 - Our mission
 - A team effort
 - System Master Planning
 - Conclusion

- 3.3 A number of areas were discussed after the presentation; including safeguarding, funding, Board curiosity around and in-depth awareness of performance, political lobbying, fan engagement, performance pathway foundations and succession planning.
- 3.4 KWM thanked SM for her attendance and was grateful to the Board for open discussions. The meeting was closed.

4. Welcome and Apologies (Saturday 3rd February)

- 4.1 KWM welcomed all to the meeting. On summarising the discussions from Friday evening, a three-point action plan was suggested. KWM reported back that SM was pleased with the Board engaging across her presentation and topics discussed. There was discussion on how the Board may action certain areas.

4.2 CC sent apologies and has provided several comments to the Chair on various agenda items for the meeting.

5. **Declarations of Interest**

There were no further additions to previously declared interests.

6. **Governance, Minutes and Matters Arising**

Minutes of the Board meeting held 9th/10th November 2023

6.1.1 **40.2.5** – RMH will make renewed efforts for Home Nation Chairs to meet before the end of March.

6.1.2 **71.3.5** – CG will distribute the Browne Jacobson white paper prior to the next Board meeting.

6.1.3 **73.3.4** – the next Risk Register update will come to April Board.

Minutes of the Annual General Meeting held 10th November 2023

6.2 The Minutes were approved as a true and accurate record.

Minutes of the interim Board meeting relating to the rebrand, held 21st November 2023

6.3 The Minutes were approved as a true and accurate record.

Minutes of the interim Board meeting relating to governance, held 20th December 2024

6.4 The Minutes were approved as a true and accurate record.

6.4.1 KWM thanked all Board members for making time for the interim meetings.

6.4.2 KWM requested each Action Log page to be dated for the future.

Audit and Risk Committee held 18th December 2023

6.5 This meeting was held to review governance documents ahead of the interim Board meeting. All points have therefore been fed back to the Board. The next Audit and Risk Committee is to be held on 7th March 2024.

7. **Chair's Report**

7.1 KWM delivered a verbal update.

7.2 The timeline for Independent Director recruitment has been agreed. The job description focuses on the small gaps identified in the Board skills assessment taking into consideration KA's skillset with his term ending in 2024.

7.3 GM updated that Scottish Swimming are developing a nomination policy for their Directors to the British Swimming Board. FF would like to develop a similar policy for Swim Wales to ensure key skills are identified whilst freedom of choice remains with the membership.

- 7.4 All Home Nation Nominated Directors reflected that the British Swimming Board is an important collaborative vehicle to move Aquatics forward.
- 7.5 **Action: DB and KWM to develop Board Director Mentoring Project action plan.**
- 7.6 KWM participated in a Limeculture meeting. The Limeculture safeguarding review will conclude at the end of April.
- 7.7 The Remuneration Committee met on 2nd February 2024, with a focus on annual and individual salary increases. GM and JMN shared details of their respective organisations' approaches to 2024 salary increases.
- 7.8 A number of 2024 Board meetings require some operational changes as follows:
- 12th April – via Zoom
 - 8th/9th June – London TBC
 - 13th/14th September – Cardiff, to coincide with Swim Wales Board focus
 - 15th/16th November – London TBC, to coincide with Aquatics Conference and Awards
- 7.9 KWM asked if possible for the Board to have new branded kit and if not available, for the Directors to not wear British Swimming branded kit.
- 7.10 **Action: RMH to organise stock of new kit for Board before 27th March brand launch.**
- 7.11 KWM and DB attended a Speedo event 'Swim United' at the House of Commons and were impressed by the scale of what has been achieved.
- 8. CEO's Report**
- 8.1 **Performance**
- Athlete Representative Update
- 8.1.1 AB give an athlete representative update presentation. The slide titles were:
- Introduction
 - Who is in it?
 - Where are we at?
 - NGB update
 - What is the Athlete Commission?
 - Practicalities
 - Anti-doping
 - UKAD update
- 8.1.2 AB updated that the environment is more open than previously. The new brand will help with the team ethic and this work will likely engage better at the conclusion of the current Olympic and Paralympic Games cycle.

8.1.3 It was identified that a closer working relationship is required with UKAD, in order to understand each other's requirements more fully. The Board suggested a number of ways in which this could be possible.

8.1.4 The Performance BAU report was taken as read. The Board advised DB to include Artistic Swimming and Water Polo updates in all future Performance BAU reports.

8.2 **Commercial**

2024 British Swimming Championships

8.2.1 DB gave a presentation regarding the 2024 British Swimming Championships. The slide titles were:

- 8.2.2
- Event Objectives
 - Promotion and Ticketing – who is our target audience?
 - Media Footprint – Strategic Target Matrix
 - Delivering Value – opening up long-term opportunity
 - Event Presentation – Engaging the Fans
 - Event Presentation – New Activities
 - BSC24 Social Impact Programme progress to date
 - British Diving Championships
 - Schedule of Events
 - Ticketing Campaign
 - Broadcast Market Outreach
 - Broadcast Rights – British Championships 2024
 - Social Media output
 - PR Outreach – Broadening the Audience
 - Event Branding
 - Sponsor Activation – Speedo
 - Side Events and Stakeholder Engagement
 - Success Metrics

8.2.3 DB committed to investigate ticketing ideas from the Board, including:

- Capitalising on the Paris Games
- Corporate sales
- Incentives for athletes to sell
- Home Nations staff to be offered free tickets closer to the event
- Family ticket option
- Head to head performance narrative

8.2.4 DB fed back that the Performance Director is supportive of the event plan, with the broadcast deal being great for the athletes. Speedo have bought the naming rights to the Championships, which the Board agreed required further discussion to avoid diluting the new brand launch.

8.2.5 JMN offered Home Nations help in ensuring the arena experience is high quality, by providing activations outside the venue.

8.2.6 JMN requested tasks and a plan for the Board when they attend the Championships.

- 8.2.7 **Action: RMH to establish a Championships plan for the Board.**
- 8.2.8 KA requested clarity on the potential worst case scenario in comparison to the 2023 Swimming Championships; DB stated that there was a financial risk in the uplifted costs in this regard, but that a risk-neutral position for the entire organisational budget for the 24/25 year was being targeted.
- 8.2.9 DB further clarified that the British Swimming YouTube channel would not broadcast the event, but that the Channel 4 YouTube channel (heats and finals) would do so – alongside iPlayer, web and app coverage from the BBC (finals only).
- 8.2.10 DC queried the pathway to revenue, which DB stipulated would come from tickets and sponsor reach. A reserves policy has been agreed so there is no scope to improve the event using reserves at this moment.
- 8.2.11 DB stated that underrepresented people are approached to participate in the social impact programme through regional stakeholders at a local level. DB will ensure that Newham Borough are involved.
- 8.2.12 KWM gave thanks and congratulations to DB for developments up until this point. A brief for commentators will be important with core messages to convey. Potential sponsors should be invited.
- 8.2.13 DB updated on the first meeting of the Commercial Working Group held at the end of January – an agency has been briefed and the warmest leads will be invited to the Championships.

Brand rollout/launch

- 8.2.14 DB gave a presentation, the slide titles were:
- Trademarking and Registrations
 - Assets and Templates
 - Kit rollout
 - Targeted Stakeholder Briefings
 - Launch Event – Olympic Park, Weds 27th March
- 8.2.15 JMN requested that Home Nations are briefed on the rebrand, DB confirmed they are top of the stakeholder list in terms of the practical rollout.

2024 Communications Plan

- 8.2.16 General feedback from the Board indicated that the outputs are process driven rather than impact driven. Otherwise, the direction of travel is positive.
- 8.2.17 **Action: GM to feed back to DB directly around Communications Plan impact measures.**

8.2.18 The Commercial BAU report was taken as read.

Business Operations

8.3 The Business Operations BAU report was taken as read.

Principles and Policy

Succession Planning

8.4.1 DB delivered a confidential presentation regarding succession planning.

Sustainability targets

8.4.2 GM fed back that in the future there will need to be some differentiation between Scope 1 and Scope 3 carbonisation. KA agreed, stating that these targets are about constant improvement and should be contextualised as such.

8.4.3 **Decision: The Board approved the Sustainability targets presented.**

Inclusion Policy

8.4.4 GM advised fuller awareness of jurisdiction of Scottish Law, due to a growing gap between the Scottish and English governmental approach to this matter. CG stated that a section applying to Scotland only is possible legally.

8.4.5 JMN queried 5.6.3, as the British Swimming Masters Championships is run by Home Nations who have their own transgender policies. It will be important to ascertain which policy is applicable in this situation.

8.4.6 The Board agreed that a version of the policy with more accessible language should be developed and exist as the only version of the policy.

8.4.7 **Action: DB to take Inclusion Policy to Brabners and the Executive Director of Legal and General Counsel for further development.**

8.4.8 The Principles and Policy BAU report was taken as read.

Stakeholder Relations

European Aquatics Congress update

8.5.1 KWM and CC attended Congress on behalf of British Swimming. The President was unanimously re-elected. British representation on various European Aquatics committees is very strong. Great Britain has now increased representation to thirteen positions held.

8.5.2 Congratulations were given to GM, who was re-elected to the EA Bureau and to Ash Cox, who was unanimously elected as the first Chair of the EA Integrity Unit.



8.5.3 DB outlined the purpose and membership of the International Relations group that meets regularly. There will be a need to ensure all representatives are linked into this group.

8.5.4 **Action: KWM to circulate list of British Reps on European Aquatics to Board.**

8.5.5 **Action: RMH to circulate European Aquatics video delivered at Congress.**

The Stakeholder Relations BAU report was taken as read.

9. AOB

There was none. The Chair closed the meeting and thanked all for their time.