

# PEOPLE PLAN

## Aim

To be the best aquatic organisation in the world with the right people with the right skills, in the right roles at the right time, creating a strong organisational culture.

## Mission Statement

To develop a thriving team that delivers consistent excellence, through engagement and collaboration. We will focus on maximising the value and potential of our people, seek to attract a diverse and inclusive workforce and create an environment to retain our people.

This document outlines Aquatics GB's (AGB) current initiatives and systems, the "Project Plan" accompanies this document and outlines AGB's objectives, ideas, challenges and actions.

## Challenges/Barriers

There are three main challenges/barriers within AGB that require careful consideration before implementing any changes or new initiatives/systems. These are:

- The organisation is geographically fragmented;
- The aquatic disciplines are fragmented; and
- The business objectives are fragmented by the organisational roles.

There are also additional challenges around resource and budget to consider, so it is important that AGB seek innovative, creative and cost effective solutions in order to ensure priority work areas are identified and the business continues to make progress.

An example of this is, Culture Amp, an employee experience platform, which AGB has recently implemented. Culture Amp is designed to build a competitive advantage by putting culture first.

There are three elements to the system, Engage, Perform and Develop. AGB has opted to launch Engage in 2023 and Perform in 2024. Develop will be reviewed following the successful implementation of the Engage and Perform modules. Engage is designed to understand the employees via powerful engagement, on boarding, exit survey and pulse survey tools. Perform helps to build high performing teams with performance reviews, feedback, goal tracking and 1 on 1's delivered in the flow of work.

The system provides a data driven approach to people and organisational initiatives.

## Background

### Restructure and Funding

At the end of 2021/beginning of 2022 AGB conducted a full organisational restructure, which created a new World Class department consolidating all three funded disciplines and changes to some central service teams, such as Events and Marketing and Communication. The rationale for the changes was to make efficiency savings, minimise funding impacts to performance areas and to provide more development opportunities/career progression within the organisation.

The new structure will enable AGB to respond better to any revised funding awards from UK Sport and any reduction in funding from the Home Nations as this could result in the requirement to restructure the organisations resources further.

### HR/Payroll System

The People team uses the HR/Payroll system, Resource Link, to store all employee data. The People team can provide various data reports from the information stored on the system, such as employee length of service. AGB has a number of employees with long service and 47.1% of employees have worked for AGB for 5 years or more.

### Organisational Structure

The People Team ensure the organisation chart is updated on a regular basis with any staffing changes, e.g. new starters, leavers and employees changing their position within the organisation.

The organisation chart (*Appendix 1*) is published on the AGB Intranet and circulated via Making Waves, the Internal Communications newsletter, on a regular basis or whenever there is a change. The organisation chart clearly identifies individual employees and their position within specific departments, demonstrating the levels of positions within a department and reporting lines to show management and team members within different departments. The organisation chart shows individuals who work for AGB, but employed in another capacity, such as, as a contractor or an individual working for the UK Sports Institute, which is most common in the Sports Science Sports Medicine team. Any vacant positions are stated on the organisation chart.

Another chart has been created for the AGB Board and the various Committees (*Appendix 2*).

## **1. Understanding our people and strategic workforce planning**

### One-to-One Reviews and Personal Development Reviews

Line managers have regular one-to-one meetings with their team members where workload and concerns can be discussed and addressed.

AGB currently conducts formal performance reviews at three separate points throughout the year, one in March, one in September and one in December (these months may vary and are agreed by the Senior Management Team (“SMT”) annually). During the performance review meetings, managers review the employee’s performance against specific business objectives. Challenges and achievements are discussed as well as inclusion, wellbeing and personal development. Managers and employees will discuss development requests and opportunities, which are then discussed with the People Team.

If a number of employees raise the same/similar request then appropriate training will be sought to ensure employees are upskilled in that area. AGB will provide opportunities for career development and progression wherever possible, whether that be an employee completing a training course, attending meetings/events, shadowing in other departments or cross departmental working.

Departmental managers are aware of the specific skills of the team members and any courses and qualifications achieved will be recorded on the employee's personal file.

Working in an Olympic/Paralympic sport, it's expected that some employees will consider their position and potentially seek to move on after the completion of a four year cycle and it's important for AGB to identify those employees through the performance review system and 1-2-1 meetings to enable conversations to take place in order to retain individuals or to ensure we have a sufficient succession planning in place.

As mentioned previously, the information gathered during the performance reviews is currently analysed by the People Team manually, which is labour intensive. In 2024, we will be introducing the 'Perform' module of Culture Amp, our new employee engagement system, which will include a performance review system, allowing managers to conduct and record one to one meetings and performance reviews using the online system, so the information is recorded on the system enabling the People Team to produce reports and analyse the results more easily in order to better understand our employees. Managers will also have the ability to conduct a continuous assessment of an employee's performance and analyse the information for their teams. Training on the system will be provided.

### Engagement Surveys

AGB currently issue an annual engagement survey to employees. The results are then collated and a report is produced and circulated internally. The People Team then create an action plan, identifying areas for improvement and provide potential solutions for discussion and agreement by the SMT prior to implementation.

The last survey was completed for the period September 2021 - November 2022 and achieved an overall response rate of 73.02%. This was a response percentage increase of 0.97% compared to the 2021 survey. 63 employees were invited to take part in the survey and 46 responses were received.

Overall, the results were positive, with 100% of employees agreeing they are proud to work for AGB. Employees care about the future of AGB and their manager trusts them to work flexibly to achieve their stated outcomes.

The full and detailed, 2023 engagement survey will be issued via the 'Engage' module of Culture Amp. The survey questions have been researched and created by a team of experts working for Culture Amp.

A report will be produced and the survey results will identify areas of work in order of priority, which will enable AGB to make data driven decisions to address the areas that, if improved upon, will

have the greatest impact in improving employee engagement for the organisation. The system will also help to provide potential solutions to address the areas for improvement based on data collected, which again, will be discussed and agreed with the SMT prior to implementation, which is a better use of time and resources.

The new system will provide the flexibility to survey AGB employees as and when necessary in order to understand employee engagement.

### Diversity, Equity and Inclusion (DEI)

AGB is committed to the principles of diversity, equity and inclusion. AGB recognises the need for it to provide opportunities for everyone, regardless of their sex, age, disability, race, religion or belief, sexual orientation, pregnancy/maternity, marriage/civil partnership status or gender reassignment.

AGB recognises the immense benefits diversity and inclusion brings to the organisation and is committed to progressing these aspects and ensure the very best talent want to work for AGB. The organisation further committed to DEI work by appointing a dedicated Diversity, Inclusion and Social Responsibility Manager in January 2023.

Understanding the current landscape of the organisation is imperative to advancing the diversity and inclusion practice. AGB recognises the work that is required in this space. As part of this commitment, any barriers within AGB need to be identified and a clear understanding of the current workforce is required. This supports the ongoing work to inform the Diversity Inclusion Action Plan (DIAP). The DIAP outlines AGB's ambitions for progressing DEI across all levels of the organisation.

The 2022 DEI survey, circulated in September 2022, included World Class Programme athletes (Swimming, Para-Swimming, Diving & Artistic Swimming), employees and Board/Committee Members. 143 responses were received, out of a possible 193 who were invited to participate, (74.1%).

The DEI survey is currently circulated to employees, Board/Committee members and athletes on an annual basis. In 2023, the DEI survey will also be created and circulated through the 'Engage' module of Culture Amp. The report will provide the data to help AGB understand the diversity, or lack thereof, of different groups and where focus needs to be in order to ensure we make improvements and introduce initiatives to increase diversity in each group to reflect society in the UK.

### Other Surveys and Feedback

Culture Amp also provides a number of other surveys, for example, an on boarding survey and exit survey, the results of which will help AGB measure employee engagement and understand the workforce better by tracking employee engagement throughout the employment lifecycle. With limited resources, the ability to capture data efficiently and effectively has been challenging, which should improve with the introduction of Culture Amp.

All of the survey data will be stored on the central system making reporting more easily accessible.

Feedback is gathered from volunteer leads following events as part of the debrief process and inclusion in the post event report. AGB is also undertaking an External Board Evaluation process during 2023 and early 2024.

Employees within the performance team are asked to provide feedback following benchmark events on any learnings and development and Team Managers have one to one feedback sessions to map any areas for development.

## **2. Getting the right people – with a focus on tackling inequalities**

### **Attraction, Recruitment and Selection**

AGB has reviewed and implemented a revised recruitment and selection procedure (*Appendix 3*) for all employee and Board recruitment to ensure we are promoting diversity, equity and inclusion within all the recruitment activity that aligns with our DIAP.

We need to use our employees to showcase the AGB brand using success stories, positive feedback and employee recognition through our internal communications channels and externally on our website, through social media to enhance AGB's reputation as an inclusive employer of choice highlighting what we do, the opportunities we offer, career development, employee benefits and organisational culture.

All employees are provided with unconscious bias training to be completed within the probationary period. Recruiting managers will be provided with training, guidelines, templates and examples of best practice to ensure a consistent and effective recruitment process. Assistance in creating job information-adverts, job descriptions and person specifications, using inclusive language to attract a diverse range of candidates. The People team provide support and guidance during the interview process in order to ensure a fair process to support our commitments outlined in the Recruitment and Selection procedure and our DIAP. AGB also use specialist external services in relevant circumstances, for example, CEO or Chair recruitment.

The People Team has developed a relationship with “Evenbreak”, a jobs board specifically targeting disabled candidates. AGB advertise all vacancies on the Evenbreak jobs board and have discussed the recruitment and selection procedure to ensure the organisation is accessible to disabled candidates.

There was a specific social impacts plan for the World Para-Swimming Championships 2023 held in Manchester. The results of the plan, see below, have provided more opportunities for children and young people with a disability to access swimming/aquatics.

- New level water summer holiday programme established, which delivered 182 1:1 swimming lessons to 33 disabled children on the level water waiting list throughout the holidays.
- Level Water training delivered to 23 GLL staff to allow for increased Level Water provision across GLL centres.

- Improved information on disability swimming opportunities in Manchester through dedicated MCRactive web page <https://www.mcractive.com/activity/disability-swimming-in-manchester> .
- Limb Power taster session held for people with limb loss or limb difference.
- 28 participants attended the taster event and signposted to future opportunities.
- Disability swim gala organised for disability clubs and groups across Greater Manchester, Lancashire and Cheshire with attendance and support from Ellie Challis.
- Attendance by 78 participants.

A more diverse and upskilled workforce within Manchester and the North West has been developed:

- Provided inclusive volunteering opportunities within the wider event volunteering programme.
- Inclusive volunteering programme developed in partnership with Community Integrated Care providing opportunities for 30 people who access care and support across Manchester. *“I’ve grown in confidence, I’ve met new people and I’ve achieved things I never thought I could!”* (anonymous Integrated Community volunteer) Mentoring programme continues and plans are being progressed for future swimming sessions and lessons for the group.
- 18% of volunteer workforce recruited with a disability or long term health condition. *“Having a disability myself I felt very proud to be volunteering alongside individuals with disabilities achieving incredible things. It has made me question my own abilities and realise that I can push myself to achieve more and there is no reason I should say no to volunteering at different events as there should always be a way that inclusion plays a big part in sports - whether it is sport itself or behind the scenes making the events work. I cannot wait to come along and help at another event and give back to the sporting community that over the years has given me a lot of joy.”* (anonymous volunteer)
- New inclusive swim teacher recruitment academy launched in Manchester aimed at breaking down barriers and empowering disabled people or people with long term health conditions to become qualified swimming teachers and bring important lived experience to poolside.
- Opportunities available for up to 15 participants along with potential to extend the opportunity nationwide

The event experience was enhanced for all people attending with a disability including athletes, workforce and spectators:

- Upskill workforce to support people with disabilities attending the event.
- “Delivering excellent customer service for disabled customers” training provided to all workforce with 70 completing the course. Capacity remains to extend the opportunity to workforce and local organising committees for 2024 AGB events.
- Inclusive measures introduced at the event to support those attending with disabilities.
- British Sign Language Interpreters provided sign language for all pre show segments which broadcast onto the big screen.
- Sensory equipment available for spectators.
- Closed captions on all big screen content.

- Lived experience tour of venue on training day provided advice to management team for improvements ahead of spectators arriving.
- Accessible travel information communicated to spectators.
- “Under one roof” DJs with disabilities provided entertainment across the event

*“The range of interviews and individual conversations delved into skills, experience, behaviours and Board dynamics, but most importantly gave me a diverse perspective from past and present Directors.” Piers Martin, INED appointed September 2023.*

A variety of assessment tools will be considered during the selection process in order to enable a full assessment of candidates to ensure the right people are employed by AGB as a diversely talented organisation due to the nature of the business. Every employee sits within one of the five pillars-Performance, Commercial, Operations, Principles and Stakeholder Relations.

AGB currently capture data on all of our applicants through a form on Survey Monkey. This information is only seen by the People Team and only used for monitoring purposes. This survey will be created in Culture Amp so we can store all of the data in one place and have the ability to report on this data more easily.

Individuals who are interested in volunteering at AGB events are required to sign up to the volunteer database by completing a form on the AGB website. Individuals are then contacted prior to an event asking them to register their interest for a particular event and dependent on the information the individual has provided a role will be allocated and they will receive communication in the run up to the event taking place.

### On Boarding

AGB require a comprehensive and consistent approach for all new employees, Board members and volunteers, with regular check points from the point of job offer to their start date. There is an induction programme in place, which requires buy in from the manager in order to achieve success. Due to the geographical spread of AGB employees, AGB would like to improve the induction programme and host this on an online platform so every new employee receives the same experience.

### Contracts/Code of Conduct

Employment contracts are reviewed by an external employment law specialist after every significant change in employment law or every 4 years to ensure they are compliant with current statutory legislation, regulations and best practice.

Board members are required to sign and return a contract and a Board Code of Conduct (*Appendix 4*).

Volunteers are required to sign and return a volunteer agreement (*Appendix 5*) prior to volunteering at an event. The agreement confirms the commitment from AGB and the expectations of the volunteer.

Volunteers receive an event manual prior to the event and they introduced to their team leader and issued with volunteer kit upon arrival at an event.

Athletes and Performance Staff who are not directly employed by AGB, but work with the organisation during camps/competitions are required to complete and return an Athlete and Performance Staff Code of Conduct ([Appendix 6](#))

### **3. Looking after and developing your people**

#### **Training and Development**

Provide essential training for all employees – GDPR, Sustainability, DEI, H & S, Unconscious Bias, Anti-Bribery and Whistleblowing.

The People Team have identified a requirement for all line managers to attend a line manager-training course, currently provided by Pinsent Masons LLP, to ensure they were suitably equipped to carry out the duties required as a line manager. Line managers are then issued with a separate job description to their technical position to ensure the line manager duties and responsibilities are clearly outlined to the employee.

The 'Perform' module of Culture Amp will help AGB to identify skills gaps and focus on career mapping once employees start undertaking their performance reviews through the system. The data gathered will highlight any areas that require action in order to develop the skill sets of employees.

The People policies are reviewed biannually unless there are changes to legislation ([Appendix 7](#)).

New People policies are implemented in order to continue to support employees e.g. enhanced maternity/paternity pay.

AGB maximises the use of performance team development opportunities provided by UK Sport. The opportunities allow for cross sector learning and are free to access. A key priority for the LA cycle is the cause and case for change bid, which aims to develop one performance team and achieve consistency across the three disciplines.

AGB also works with UK Sport in addressing 'hot' topics in coaching practices to provide training and awareness sessions, an example being challenging/difficult conversations with athletes. In addition to annual Team Manager workshops to expand the number of 'aquatics' Team Managers, the organisation has introduced a performance learning experience, ran by a team of external psychologists, targeting six established team managers (these are key volunteers within the sport). This is a training programme designed to help team managers to develop their decision-making skills whilst being exposed to real life situations and pressures, taking them to the next level. A similar programme took place for coaches several years ago and proved successful. Bespoke safeguarding training has been provided to all British Swimming employees at various levels ranging from 'light touch' training for those employees within limited contact with athletes, but require an awareness to 'in depth' training for those employees who have direct regular contact with athletes.



With around 15-18 months from Paris 2024, three Paris potential workshops are taking place with the aim to encourage team bonding and upskill the team who are key to delivering at the Olympic/Paralympic Games.

### Sustainability

Following a stakeholder engagement survey we conducted, AGB has developed an environmental sustainability vision, strategy and action plan (the “Sustainability Strategy”). Through the process, we defined our vision for environmental sustainability and established the priority environmental topics for inclusion in the strategy. The further development of the Sustainability Strategy reflects those issues that matter the most to our people and our wider community.

The Sustainability Strategy has been developed with support from “thinkBeyond”, a social impact and sustainability consultancy through funding from UK Sport. The project was run alongside three other National Governing Bodies (England Hockey, UK Athletics and British Triathlon) and UK Sports Institute; “The Alliance”, who came together to help drive forward the role NGBs can play in environmental sustainability.

By working collaboratively with the Alliance, we have also been able to highlight ways we can support shared solutions and identify areas for collective leadership in the space of environmental sustainability.

AGB’s Carbon Footprint [link when available post Board]

AGB’s Environmental Sustainability Strategy [link when available post Board]

### Performance Management

Culture Amp will focus on continual improvement and organisational performance via annual performance objectives including performance management and identifying training needs. Managers will work with the People Team to address any specific employee issues.

### Engagement

Engagement surveys will provide AGB with data to support any decision making. The first survey will launch in October 2023. The results will be collated into a report and an action plan created focusing time and resource on the areas that will have the greatest impact on improving employee engagement.

### Retaining Talent and Succession Planning

AGB’s staff retention rate is positive at 89.5%. British Swimming’s staff turnover rate is at 10.5%. (April 2022-March 2023). For comparison, this is below the UK average, which is normally approximately 15% a year.

AGB identify and seek to retain talented employees. The ‘Perform’ module of Culture Amp will provide the organisation with additional information and data to better understand who the

employees are and what can be put in place in order to retain them, identify skills gaps and any group training requirements.

AGB is committed to the retention and development of its people and in addition to Business Continuity [link to Business Continuity by end of December 2023] AGB has an established Succession Plan. In the short-term it looks at developing junior people into more senior roles as well as plans in the event of a short-notice departure or temporary, unexpected absence from the a senior role or from the Board by indicating how best to assign temporary responsibility for the roles and responsibilities of the person or Director in question.

The Succession Plan looks at reducing the risks associated with the loss of experienced leadership and helps maintain a diverse and appropriate balance of skills, backgrounds and experience within its people and on the Board. It also ensures progressive refreshing of the Board and enables swift action in response to abrupt changes to the Board or senior management, helping to reduce any associated risks or costs [link to Succession Plan by end of December 2023]

AGB identifies future leaders and ensures their talent is harnessed, providing them with the opportunities to grow and develop within AGB.

AGB is a lean organisation and whilst individuals are recruited into specific departments we operate as 'one team' and therefore there are occasions where employees are required to work in other departments. There have been good examples of cross-departmental working with members of the performance administration team supporting the events team during busy periods/periods of change. This allows employees the opportunity to gain experience in different departments, gives them a great understanding of the organisation and allows them to develop new skills.

### Employee Wellbeing

Employee wellbeing is extremely important at AGB.

When organisations were returning to work/offices following the COVID-19 pandemic AGB introduced an Agile Working Policy, following a survey to employees, which requires full time employees to work from an office twice a week allowing them the flexibility to work from home for three days a week (pro rata for part time employees). This appears to be working well and employees have commented positively on the ability to work more flexibly during the 2023 performance review process.

DSE assessments are completed with every employee for their home office and AGB provide the required additional equipment, such as, monitors, desks, keyboard, mouse, printers and chairs to enable employees to work safely and comfortably in their own home. In addition to this we have provided other equipment such as standing desks if employees have specific requirements.

The AGB People team is well-established and the length of service reflects the social capital gained. There is an Employee Assistance Programme (EAP) in place offering employees a free and confidential telephone counselling service. In addition to this all employees can also now access counselling through Simply Health. Simply Health is a health plan to ensure employees

have access to and can afford to stay healthy through dental treatments, visits to the opticians and complementary therapies for example.

In the last year, AGB has increased the number and diversity of the Mental Health First Aiders so employees have a choice (male and female) of who they would prefer to speak to within the organisation.

AGB have offered sessions on financial wellbeing to employees and provided awareness sessions on various topics such as the menopause.

AGB invite employees and Board/Committee members to the annual AGB Awards, an event awarding AGB athletes for their contribution over the year. In addition to this, employees, contractors and performance support staff attended the 2022 Aquatics Conference, the first event of its kind. The event brought together all employees and support staff from business services, the performance teams (across all sports, plus external consultants) in order to celebrate successes and to focus everyone on the journey to Paris 2024 as 'One Team'. There were departmental breakout sessions for all areas – performance operations, technical, SSSM and central services. The feedback received was positive and it has been agreed for the event to be held bi-annually. All employees are invited to the Christmas event, which for 2023 will be a selection of activities with food and drink provided in Nottingham.

In 2023, in the interest of fairness and financial challenges, AGB implemented the annual salary increase using a sliding scale framework so every employee received a different percentage salary increase depending on their current level of pay. The baseline for the sliding scale started at 2% so every employee received a minimum of a 2% salary increase with the lowest paid employee receiving a 4% salary increase.

Due to the cost of living crisis, AGB provided a one off bonus of £300.00 to all employees earning under £50,000 per annum in December 2022, which was well received. In addition to this a pension holiday was offered to employees from 1<sup>st</sup> December 2022 for a period of 6 months. AGB has also provided small gifts for employees at their home address for Christmas and Easter.

A culture health check is conducted annually for all three funded disciplines. The Swimming discipline has experienced a 'walk the floor' element to the health check where all performance centre staff were approached to provide their thoughts. The debrief from this is currently being produced and other options are being considered for Para-Swimming and Diving.

### Employee Benefits

AGB currently provide a wide range of employee benefits, these are listed below:

Health and Fitness – Burleigh Springs, Fusion Leisure and Holywell Gym membership, use of Loughborough pool, cycle to work scheme, private healthcare, Simply Health, Employee Assistance Programme, flexibility to work from both the office and home and access to four Mental Health First Aiders.

Financial - Eye tests every two years, life insurance (4 x salary), contributory pension scheme, EE mobile phone discounts, discounts at IHG hotels, free car parking at SportPark.

Other – Employee volunteering scheme, Event Tickets to AGB events, Aquatics Conference, AGB Awards, Christmas event, long service awards, Splashing saving discount app and a day's holiday on your birthday.

The AGB people policies are reviewed on a biennial basis in order to ensure we offer excellent and competitive benefits. AGB has increased the frequency and value when rewarding employees with long service.

#### **4. Developing Leadership**

##### **External Training Courses**

Development is discussed during the performance review process and development opportunities identified with a particular focus on future leaders within the organisation.

AGB, will encourage and support (including financially where possible) employees to undertake training courses in order to benefit both the individual and AGB. If there is a significant financial implication for AGB a training contract will be implemented.

Training has been provided to AGB line managers and employees identified as future leaders in order to ensure employees have the knowledge and skills to be able to conduct the people management element of their role.

AGB maximises places on all performance leaders programmes including the HiCAP coaching programme, Women in Coaching and Leaders in Performance Programmes. There is also a Leaders in Performance subscription for five internal leaders.

##### **Attending Events**

Employees are provided with the opportunity to attend aquatics events, not only to watch the event, but to provide employees with the opportunity to see colleagues and athletes in the competition environment. This situation also allows the opportunity to network with Board members, guests and partners.

##### **Senior Management Team**

The SMT consists of all those with line management and a level of budgetary responsibility and meets quarterly. The organisation's strategic delivery comes from the SMT, which also has responsibility to review and challenge the business strategic risk register.

This forum promotes collaborative and informed working practices across all directorates. Crucially, the SMT is where the organisation's future senior leaders will come from, so there is a huge mutual commitment to learning and development.

In September 2022 the SMT had a two-day event, which consisted of a facilitated session ran by an external provider, internal presentations as well as a social event in the evening.

### Mentoring and Executive Coaching

AGB recognises external mentors and has a mentoring programme, which currently targets coaches, technical leads within the SSSM team and support staff. Mentors and executive coaching have also been provided in other areas of the organisation, which have proven beneficial.

There are Olympic coaches meetings following selection to identify an individual development plan in order to best prepare and support individuals in the performance arena, which includes mentor support.

### Women in Leadership

The female cohort are connected through newsletter, touch points at the British and Home Nation Championships where there are support groups, shared learning is encouraged and opportunities are provided to develop confidence.

### International Relations

AGB supports its people at international level both internally and externally with the support of UK Sport via the International Relations Investment Strategy (“IRIS”) 2021-2025.

AGB continually reviews who and how it can purposively influence its International Strategy on the World (“World Aquatics”) and Continental (“European Aquatics”) stage, namely; (i) Influencing Technical Decisions; (ii) Establishing and Maintaining Governance Principles; and (iii) Hosting Major Events.

AGB’s current level of International Representation both within World Aquatics and LEN can be identified from the organisation chart.

<b>Date</b>	<b>Modifications</b>	<b>By</b>
November 2023	Created by Director of People	DOP
December 2023	Policy to be approved by AGB Board (Annually)	
November 2023	Policy to be reviewed by SMT (Twice Annually)	

### Appendices

Appendix 1 – Full Organisation Chart

<https://swimming.box.com/s/2dqhyl4wc0f2szsarjyuh84o4g77fmco>

Appendix 2 – Board and Committee Organisation Chart

<https://swimming.box.com/s/1q7o09435jip02c32ehvmhugfmojty7y>

Appendix 3 – Recruitment and Selection Procedure

<https://swimming.box.com/s/c3n5nljhx03xjnhhrwgtysy3itityecn>

Appendix 4 - Board Code of Conduct

<https://swimming.box.com/s/r9i99l2w781gss9za4b2vyrbvdt3bh7b>

Appendix 5 - Volunteer Agreement –

<https://britishswimming.formstack.com/forms/britishswimmingchampionships23>

Appendix 6 - Athlete and Performance Staff (Non British Swimming employed staff) Code of Conduct –

<https://www.britishswimming.org/about-us/policy-documents/athlete-code-conduct/>

Appendix 7 – People Policies (Full List)

<https://swimming.box.com/s/ublx5jdu3n6dfoycbou4aso8nhz2v2ic>