



Chief Executive Officer

Applicant information pack

Search and selection campaign being managed by:



A welcome from Karen Webb Moss Chair

Thank you for your interest in becoming the next Chief Executive of British Swimming.



British Swimming is the National Governing Body (NGB) for Swimming, Para-Swimming, Diving, Artistic Swimming, Water Polo, High Diving and Open Water (Distance Swimming) in Great Britain. We are responsible internationally for the high-performance representation of the sport and are members of Ligue Europeenne de Natation (LEN) the Continental Governing Body for aquatics in Europe and Federation Internationale de Natation (FINA) the World Governing Body for aquatics.

Our task is to nurture and to support the swimmers, divers, and para-swimmers responsible for those medal-winning moments – and the success of our aquatic athletes in so many international competitions has been a source of pride for everyone across the whole of the UK. Our focus is elite performance, international influence, and staging events. We also have a wider responsibility to

work with the home nations and the whole of aquatics in the UK to ensure a healthy, growing sport. Elite success can inspire participation but only if the whole sport works together to maximise the opportunity.

Our athletes' history of achievement and in turn ours as a NGB provides us with an enviable platform for our next phase of development. As such we are looking for a new Chief Executive who is not only capable of continuing our recent levels of success but has the vision and ambition to look beyond this to help shape and then deliver our next strategic plan that will take us from 2024 onwards. This will require determination to deliver against challenging objectives in a high-profile role as the executive leader of one the UK's leading NGBs.

In short, we are looking to identify an individual capable of providing high

quality, visible organisational leadership with the gravitas to exert international influence and drive income streams through the development of exciting new commercial relationships. Whilst both measured in style and courageous in outlook, the successful individual will be comfortable operating in an often challenging leadership role and will be excited by the prospect of supporting our already world class performance capability in the pursuit of inspiring our aquatic athletes to go even further.

On behalf of both our Board and all members of our executive team, I'd like to thank you for your interest and wish you the best of luck wish with your application. We look forward to meeting the shortlisted applicants soon.

**Best wishes,
Karen Webb Moss
Chair**



By 2024 British Swimming will have a sustainable, world-leading system that guarantees Olympic podium success.



Core Criteria

We are looking for an exceptional individual to lead British swimming. With this in mind you will be able to authentically fulfil the following skills, experience and style requirements:

1

Leadership & Management

2

Sports industry knowledge

3

Business leadership

4

Commercial

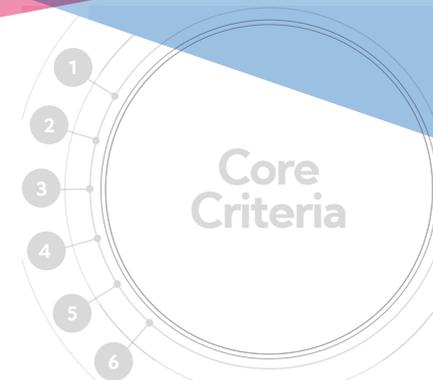
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Stakeholder engagement & visibility

6

Character & behaviours

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Core Criteria (Continued)

1 Leadership & Management

You will have a proven ability to inspire, empathise and lead by example. Energetic and active in your role, you will want to set and achieve objectives both personally and for your team. You will be used to working at pace and with purpose and be able to set the tempo of our organisation. An effective leader who doesn't work in isolation, you will be keen to work with our Board and understand the value of strategic collaboration coupled with a passion for achievement through clear deliverables.

2 Sports industry knowledge

Ideally with sport industry or elite/high performance experience you will be able to understand and conceptualise what 'winning well' means and live this in every action and interaction. You will understand the challenges faced by our Performance Director and provide support and counsel where appropriate.

3 Business leadership

You will have previous experience of leading a business or a significant function / team in a commercial environment in which at least part of your responsibilities have included responsibility for budgeting, strategy and profit and loss. Additionally, you will understand what good governance and organisational best practice mean. You will be able to understand the core governance aspects of British Swimming and be able to build a cohesive team with alignment of purpose through actions, deliverables and shared goals. You will have experience of managing organisation risk frameworks and ensuring priorities are set which align with our internal requirements and external operating environment and stakeholders.

4 Commercial

You will have experience of generating the solid revenue base required to support the delivery of elite performance. This will be through the possession of positive negotiating skills coupled with a commercially-minded approach to revenue generation. You will have experience of understanding the structuring of commercial packages and the development of revenue strategies. You will have a passion for data, and understand the importance of content and media in driving revenue as well as building audience engagement and impact. You will be able to impart a focus on the importance of commercial revenues across the organisation.

5 Stakeholder engagement & visibility

You will have the ability to develop relationships and show an understanding of the importance of collaboration. Ambassadorial in approach, you to be able to open doors and through substance, content and capability, be able to inspire confidence across all stakeholders. You will be able to quickly understand our stakeholder map and key relationships with, amongst others, our athletes, Board members, UK Sport, Home Nations and the wider British Swimming team.

6 Character & behaviours

You will be empathetic, instinctive and possess high emotional intelligence. Operating best with and through a team you will naturally collaborate and facilitate and have a proven ability to inspire trust, both show and command respect and demonstrate self awareness. Energetic and resilient, you will also demonstrate calm and considered leadership in all environments and circumstances. With a natural ability to inspire, you will have built a reputation to empower, lead and collaborate with honesty and integrity.

The role | Summary:

Brief synopsis

Position is full time and permanent

Working in the evenings, at weekends and attendance at events required

National and International travel required

British Swimming Head Office – SportPark, Loughborough

Agile Working Policy

Salary to be commensurate with skills and experience

Performance Bonus

Car Allowance

Contributory pension scheme

Private Medical Insurance

25 days' annual leave per annum plus bank holidays

Candidate profile

In the new Chief Executive, the British Swimming Board is seeking an individual with excellent strategic acumen who can both define, and execute the next phase and the future of British Swimming. The Board is seeking to significantly increase and accelerate initiatives driving Performance, People, Partnerships and Influence and the next Chief Executive, by virtue of both their track record and their clear plan for British Swimming must rapidly give the Board, athletes, coaches and support staff confidence about the future direction. The Board is open to exploring new ideas for enhancing performance and generating revenues. British Swimming must continue to be trusted by all stakeholders in its reliability in delivering on the World stage.

With a stable organisation and a highly supportive Board and set of stakeholders, this is an exciting opportunity to take a well-established organisation to a new level.

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The role | Experience and personal qualities

Experience requirements

- Proven experience of delivering sustainable performance and development in business, previous experience in the sports sector would be highly advantageous, but should not be a limiting factor, to include attracting and maintaining sponsorship funding or alternative methods of revenue generation.
- Experience of navigating complex organisations and influencing multiple stakeholders.
- A track record of delivering on strategic change programmes.
- A highly collaborative leader, adept at influencing stakeholders, but willing to compromise as appropriate.
- Experience of operating at Board level.
- Track record of delivering on a strategy.
- Experience of international influence in sport is desirable.

Personal qualities

- A creative thinker who is strategically and analytically astute.
- High aspiration level for British Swimming, its development and opportunities to increase revenues
- Passionate about sport, ambitious and driven with energy and charisma to achieve goals fast and get things done.
- Approachable and a good listener, with a willingness to challenge others and to be challenged
- Values driven, with the highest standards of personal and professional integrity and ethics.
- Outstanding people leadership skills with a positive, constructive and open approach that will support, nurture and enhance the culture of the business.
- Fully hands on, leads by example, holds self and others accountable.
- Fosters working collaboration across departments – one team approach.
- Low ego and a good sense of humour.
- Flexible approach to working and a focus on employee well being
- Trust and empowerment of employees, particularly the SMT.

The role | Key responsibilities

Setting strategy

- Understand rapidly the dynamics of the organisation, where it has come from, present strategy and stakeholder expectations.
- Refine, as appropriate, and clearly articulate the strategic plan for the business, gaining a deep understanding of performance, people and partnerships and the opportunity.
- Optimise the brand and the positive culture and review the current operating model to explore new ways forward.
- Leverage the expertise and wider networks of the Board, UK Sport and others to act as a sounding board on strategy.
- Champion innovation and creativity within the business, particularly with regard to improving performance and generating income.
- Ensure the organisation has the ability to respond to a rapidly evolving external environment.
- Knowledge of UK funding structure.

Executing for results

- In a highly competitive environment, ensure the organisation remains operationally excellent with a real focus on delivery and a high performance edge.
- With excellent commercial and financial acumen, continuously assess performance trends and rapidly identifying any issues.
- Work closely with the leadership team on the performance management framework.
- Constantly strive to improve performance in the business, with a culture to be the best in the World.

Leading teams

- Be highly sensitive to a business with well-established ways of working and many long-serving employees.
- Take employees on a journey of celebrating past successes whilst recognising that in order to remain competitive ways of working must continue to change and evolve.
- Attract and recruit talent, motivate and inspire the team, delegate effectively, celebrate diversity within the team, and manage performance, widely viewed as a strong developer of others.
- Build strong relationships at all levels of the organisation and externally. Be known as a highly visible leader who will be out and about acting as the brand ambassador.
- Persevere in the face of challenges and exhibit a steadfast resolve and relentless commitment to higher standards which commands respect from followers.
- Be self-reflective and aware of his/her own limitations, leads by example and drives the organisation's performance with an attitude of continuous improvement by being open to feedback and self-improvement.

Relationships and influence

- Act as an ambassador for British Swimming externally, representing the organisation in a range of different contexts and ensuring that at all times the values of the organisation are upheld. Rapidly gain the respect of all stakeholders.
- Will enjoy creating meaningful relationships with a large range of stakeholders and potential partners.
- Ensure a strong focus on environmental, social and governance value runs through the organisation.
- Create a sense of purpose and meaning for the team that generates fellowship beyond his/her own personality and engages others to the greater purpose for the organisation as a whole.
- Have excellent communication skills with evidence of an ability to communicate with a variety of diverse stakeholders including the media when required.

Moving forward, British Swimming's roadmap is focussed on:

Performance

Following a restructure of our performance function, Olympic Diving, Olympic Swimming and Paralympic Swimming now sits within one World Class Performance programme.

With a new Performance Leadership structure in place an immediate priority is to harness the efficiencies that streamlining the management and operations of the programmes will deliver, and to ensure we maximise the use of resources and cross sport expertise to deliver a culturally consistent high performance environment across the three sports.

We are currently working with UK Sport to consolidate the financial awards for each sport and our Performance Strategies for each sport are currently being 'recalibrated' with key action areas prioritised and agreed with UK Sport to ensure we continue to build on our successes in Rio 2016 and Tokyo 2020 (+1) and remain on course to deliver our medal targets in Paris 2024.

The restructure and strategic priorities for this Olympic and Paralympic cycle will lay the foundations for a performance programme that can systematically deliver targets in 2028 and beyond.

People

Identifying, developing and supporting athletes with potential and those established at the top of their game with world class facilities and coaching/support infrastructures to maximise performance.

Attracting new staff and developing and supporting existing staff to reach their full potential and ensure British Swimming has a robust succession plan.

Partnerships

Develop existing partnerships and relationships to the benefit of British Swimming with a big focus on leveraging the performance achievements to date by generating commercial income and the continuation of government funding.





Why get involved?

This is an exciting opportunity to lead the British Swimming Vision; 'One Team, Winning Well in Water'.

One Team – all aquatics disciplines rely on teamwork inside and outside the water. One team includes all athletes, coaches, staff, supporters, fans and volunteers. We all work closely together to encourage and bring out the best in us, like those who have gone before and those yet to come. We are one team.

Winning Well – winning can mean many things to many people. Winning is not just about the medals but also about achieving our potential whilst doing what is morally right and not just sticking to the rules. We want to win well; supporting our values to achieve our best performance whilst learning from the experience to enrich our lives and those around us.

In Water – water defines us. It's the unique medium where we are at our best. We win, lose, laugh and cry in water. We cannot survive without water. Our sport is a life skill. We are at our best in water.

You Tube

**Watch the British Swimming
Tokyo 2020 Olympics Montage**



Strategy and purpose

The Olympics and Paralympics provide all sports with a global opportunity to celebrate the amazing moments that inspire us all. British Swimming has the task to nurture and to support all of our athletes responsible for those medal-winning moments.

We also have a wider responsibility to work with the Home Nation Associations and the whole of aquatics in Great Britain to ensure a healthy, growing sport. World Class success can inspire participation but only if the whole sport works together to maximise this opportunity.

The purpose of British Swimming's strategy document is to provide an overarching vision for British Swimming linked to the different disciplines. Performance sport

thrives best when individuals and teams have clarity of purpose. Our individual disciplines display this every day in training and competition. However, that relentless focus needs to sit within this vision and provide inspiration to the whole sport.

Equality, diversity and inclusion

British Swimming is an equal opportunities employer and a holder of the Equality Standard at Foundation, Preliminary, Intermediate and Advanced levels. We are committed to inclusion and embrace the spirit of all equalities legislation. Equality, diversity and

inclusion is core to our world and one that we are proud to champion at every opportunity. British Swimming encourages applications from suitably qualified and eligible candidates irrespective of their gender, ethnicity, religion, belief or sexual orientation.



World class performance

The 2020 (2021) Olympic and Paralympic Games were without doubt an extremely unique experience in a number of ways due to the Covid-19 pandemic. Despite this and the challenges all of the athletes had faced during their preparation, the Olympic and Paralympic Games were a success for British Swimming across all sports competing at the Olympic and Paralympics.

Swimming

The swimming team won 8 medals (4 golds, 3 silvers, 1 bronze) to achieve the top end of British Swimming's UK Sport medal target (5-8 medals) and deliver our best medal performance in the history of the Olympic Games. This placed Great Britain third on the medal table behind America and Australia. In total 11 athletes won medals and 9 were crowned Olympic Champions.

Para-Swimming

Para-Swimming was Paralympic GB's most successful sport winning 26 medals in total. These consisted of 8 gold, 9 silver and 9 bronze medals.

Diving

The team repeated Rio's medal count with 3 medals in total – 1 gold and 2 bronze to finish 2nd in the medal table behind China.

Artistic Swimming

The Duet started their Olympic Games campaign by finishing 15th on the leader board after their prelims score in the Free Duet. Their vampire-themed technical routine was only narrowly short of their personal best for the routine.

Their combined scores saw them move into the Free Duet final in 12th place. In the final they produced one of the best performances as a Duet together eventually capping off a memorable debut Olympic Games by placing 14th.

High Diving and Water Polo

British Swimming support High Diving and Water Polo to ensure both sports continue to develop.





International influence

British Swimming has continued to build its international profile and the aim to Paris 2024 is to ensure the continued success of the work undertaken by our delegates, international technical officials and classifiers. International Influence is key to the success of British Swimming and having people in positions of influence

can make positive impacts on aquatics and can ensure British Swimming has the opportunity to tackle issues high up on its own agenda such as the Olympic/ Paralympic Programme and good governance.

Staging events

British Swimming's Major Events Strategy sets out ambitions for international events we have identified we want to host in line with both performance and commercial objectives. All the events we deliver, both domestic and international, support the goal of long-term success for our athletes and are projected towards this overriding aim.

From our domestic calendar we are able to create a clear performance pathway for our athletes leading them to success on the international stage by providing them with vital competition experience to then establish their benchmark meets each year leading towards Olympic and Paralympic success.



How to apply

If you want to be considered for the position, please contact Neil Edwards (07858 518 415), nedwards@mcbride-sport.com and supply the following:

- An up-to-date CV setting out your career history, with responsibilities and achievements and preferred contact details.
- A supporting statement outlining suitability for the role and the value that your expertise will add to the board.
- Details of two referees who can speak authoritatively about you together with a brief statement of the capacity and over what period of time they have known you. Referees will not be contacted without your prior consent.
- Proof of your eligibility to work in the UK.

Candidates whose CV reflects the requirements of the role will be invited to attend a first stage interview with McBride Sports.

The closing date for applications

Friday 18th November 2022 (before 5pm).

For an informal and confidential discussion, please call our retained consultant at McBride Sports, Neil Edwards (07858 518 415). McBride Sports will, of course, respect the privacy of any conversations regarding this role. Please send your application to nedwards@mcbride-sport.com

Recruitment timetable

These dates are indicative and may be subject to change (except closing date). Please note that candidates will need to be available for first and second interviews, if selected.

McBride Sports will advise all candidates of outcomes at each stage of the process as soon as possible.

Closing date for applications:

Friday 18th November 2022
(before 5pm).

Target first stage interviews:

W/C 28th November 2022.

Second stage interviews:

Date to be confirmed.

Your personal information

Your personal information will be held in accordance with the Data Protection Act 1998. You will not receive unsolicited paper or electronic mail as a result of sending us any personal information. No personal information will be passed on to third parties for commercial purposes.

When we ask you for personal information, we promise we will:

- Only ask for what we need, and not collect too much or irrelevant information.
- Ensure that you know why we need it.
- Protect it and, insofar as is possible, make sure nobody has access to it who shouldn't.
- Ensure that you know what choice you have about giving us information.
- Make sure we don't keep it longer than necessary.
- Use your information only for the purposes you have authorised.

We ask that you:

- Give us accurate information.
- Tell us as soon as possible of any changes.
- Tell us as soon as possible if you notice mistakes in the information we hold about you.

If you apply for the post, we will share some of the information you provide with the Members of the British Swimming Board, so that your application and CV can be assessed.

How we will deal with your application

We will deal with your application as quickly as possible and will advise you of the likely timetable at each stage. After the closing date for applications:

- Candidates selected at long list will be invited for interview by McBride Sport. From these interviews, McBride Sport will agree a shortlist of candidates that will be recommended to the British Swimming Board. Interviews will be conducted remotely at first stage, and on a face-to-face basis at final stage. All candidates interviewed will be contacted with feedback by McBride Sport.
- Where a candidate is unable to attend an interview on the set date, an alternative date will be offered only at the discretion of British Swimming Board.
- If successful, you will receive a letter confirming your appointment.
- If you are unsuccessful, you will be notified by McBride Sports and feedback will be offered.

Search and selection campaign being managed by:



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