



## RMB Agenda – 7pm 10<sup>th</sup> December 2024 Online

- 1 Apologies
- 2 Minutes from previous meeting 17<sup>th</sup> November 2024
  - 2.1 - Matters Arising not covered in agenda (From landscape sheet)
    - 2.1.1 - Incorporation
- 3 Strategy presentation (Priorities into 2025, Regional Expectation) - Ally Whike.
- 4 Items for Decision
  - 4.1 - Budget 2025 sign off RGP
- 5 Items for Discussion / Information
  - 5.1 Chairs Report ST
  - 5.2 Strategy & Development JG
  - 5.3 Regional Communications Update BD
  - 5.4 Regional Staff update KJ
  - 5.5 Regional affiliation – CB
    - 5.5.1– St Georges Ascot Swimming Club – application received.
  - 5.6 Correspondence – None received.
- 6 AOB
- 7 Date of next meeting – Tuesday 14<sup>th</sup> January 2025 Online.



## Regional Management Board

Minutes of Meeting held on 10.12.24 Online meeting starting at 7pm

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<b>Present:</b>	Sara Todd (ST)	Chairperson
	Roger Penfold (RFP)	Board Member
	Roger Prior (RGP)	Board Member
	Brian Deval (BD)	Board Member
	Chris Lee (CL)	Board Member
	Rosa Gallop (RG)	Board Member
	Mike Lambert (ML)	Board Member
	Jenny Gray (JG)	Board Member
	George Adamson (GA)	Board Member
	Carys Jones	Board Member

### In attendance (non-voting):

Caroline Burke (CMB)	Administration & Finance Coordinator
Kristie Jarrett (KJ)	Acting Regional Manager
Andy Giess (AG)	Regional Welfare Officer
Peter Roycroft	Vice President
Ally Whike (AW)	Sports Development Director

1. Apologies - None

2. Minutes from previous meeting 17<sup>th</sup> November 2024 were approved.

2.1- Matters Arising not covered in agenda (From landscape sheet)

2.1.1- Incorporation

ST wrote to the chairs of other regions asking for information on how they moved to incorporated – multiple approaches were taken from regions, 3 approaches to be considered– meeting to be planned for finance group to discuss move forward.

Interest is in protecting members money to ensure this doesn't become subject to taxation.

KJ – asked what likely timescales might be – CL responded this is somewhat unknown until we know the route of which we will take.

PR – are there any other sporting organisations similar structure that we can go to for alternative? CL – RFU is similar, they are reaching out for information to share.

3. Strategy presentation (Priorities into 2025, Regional Expectation) - Ally White.  
Ally presented the refreshed strategy to the board –  
Why did we refresh, previous strategy was felt it didn't speak to culture or values of our organisation, also the listening report came out giving even more reason to change and move forward.  
Several roadshow (26) were held alongside workshops and engagement with stake holders of the organisation to take on information from all of these partners.  
The Strategy is for all involved in the sport, to ensure everyone is behind the purpose of the strategy working towards One Swim England.  
We aimed to have strategy contained within one page to encourage people to engage with it.

**Vision** – Great experiences in water. For all. For life.

**Mission** – To lead and serve an aquatic community to enable safe, enjoyable and successful experience.

**Values** – Include, Ambitious, Collaborate, Do what's right.

**Goals** – Foundations, Enablers, Community Growth.

The listening report highlighted that people want us to lead in this space at the same time enabling them to also be involved, taking member service from this into the aquatics community was put to the forefront bringing a change in culture within the sport.

Access to water is often the first thing to be raised in feedback, no water no sport, making inroads within government on facilities is an ongoing piece of work.

Feedback on digital features were also often top of the list including SwimMark and websites.

Lifelong participation is a door opener to all aquatic sports encouraging participants to explore.

**Priorities 2025 top 8:**

**Foundations** – Shift in culture – trusted welfare and safeguarding – stronger clubs – effective learn to swim

**Enablers** – Build trust – Connected digital ecosystem – outstanding people - grow revenues

What's different?

- Vision – Collective
- Mission – Lead & Serve
- Values – Collective
- Outcomes – what we want to see in the future, whoever does the work
- Change – shift the culture, collaborative, digital
- Lifelong participation – Masters, getting wet! Clubs
- Health
- Focus on annual priorities – reviewed annually

Questions:

- ML – will look forward to actions being forthcoming to support the aims.
- KJ – positive! Is there an annual comms plan established? Will there be review points through the year for feeding in to be actioned? AW – board will evaluate progress

along with SLT to inform the objectives this will be done on a quarterly basis with the aim to shift the culture over time.

- AG – safeguarding model, training courses to encompass aims and objectives? AW – safeguarding and wellbeing is paramount and one of the objectives that sits within the goals is the development of a new coaching strategy, looking at coaches keeping themselves upskilled and current within delivery.
- JG – improving learn to swim, programs for teacher learning has been diluted, what influence will the board have on producing excellent teacher? AW – average length of teaching career within operator currently is 2 years, supply of teachers is difficult, we are working hard to push through more ongoing CPD's and ongoing learning. Teaching qualifications are scheduled for review.
- BD – positivity around the refresh. Ecosystem of digital work, was there any consultation with interested parties/end users? AW - Do we understand what everyone wants? We had lots of feedback during the roadshows and stakeholder consultations with lots of quality insight into website content. BD – awareness of restrictive practices around programming and software when running competitions. ML – biggest challenge faced is poor communication, there were 2 meetings a year for regional swimming managers, but this has not happened for 4 years, it would be helpful for the competition planning group to be feeding down? AW – comms is key, and we need to address this going forward to enable information sharing to ensure effective meets can be run.
- CJ – interested in the values set, doing what's right linking in training and change how will we link in actions to ensure this is coming through in the broader sense of the sport AW – changing the culture collectively is required and flipping the mindset, we should be trying to help wherever possible to support people, actions for staff to look at needs of members in the first instance assisting clubs and regions to ensure they are clear on the values.
- ST – Positive vibe from strategy. SLT need to be role models of the future demonstrating values and goals, what are your expectations of the regions in next 12 months - AW working collaboratively with Swim England being involved in the delivery of the objectives. Regions to also be feeding back up to Swim England with things working well and not so well to share information. Regions leaning into the refresh. ST – SER will have a strategy that will clearly link to the Swim England strategy, this needs to be manageable and well communicated consistently.
- CL – Concentration on pool stock is needed to enable members to have water, the is growing old stock, with many pools being closed. How are we work to get more and better pools in England - AW we have been knocking on the door of government to push this item, a change of mind set at that level is needed to enable that to be fed down through councils and operators. Highlighting the health benefits to government and councils, trusts or operators to push through the need for repairs, builds to replace dwindling stock. CL – have Swim England produced any mapping of pools to ensure pools are located in the most appropriate place. AW – poolfinder map is in place, data of pool aging is also held.

#### 4. Items for Decision

##### 4.1 - Budget 2025 sign off

RGP

All requested changes have been completed and the full budget for 2025 was approved.

5. Items for Discussion / Information

5.1 -Chairs Report -

The Chairs report was circulated, no further comments were made.

5.2 -Strategy & Development

No further updates currently.

5.3 -Regional Communications Update

No further updates currently.

5.4 -Regional Staff Update

The regional staff update was circulated, no further comments were made.

5.5 - Regional affiliation –

5.5.1– St Georges Ascot Swimming Club – application received.

5.6 -Correspondence – None received.

6. AOB - None

7. Date of next meeting – Tuesday 14<sup>th</sup> January 2025 Online.



## Regional Management Board

Minutes of Meeting held on 17.11.24 at The Holiday Inn Guildford meeting starting at 10am

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<b>Present:</b>	Sara Todd (ST)	Chairperson
	Roger Penfold (RFP)	Board Member
	Roger Prior (RGP)	Board Member
	Brian Deval (BD)	Board Member
	Chris Lee (CL)	Board Member
	Rosa Gallop (RG)	Board Member
	Mike Lambert (ML)	Board Member
	Jenny Gray (JG)	Board Member
	George Adamson (GA)	Board Member

### In attendance (non-voting):

Caroline Burke (CMB)	Administration & Finance Coordinator
Kristie Jarrett (KJ)	Acting Regional Manager
Andy Giess (AG)	Regional Welfare Officer
Kate Hutchinson (KH)	Regional Club Development Officer
Di Hughes (DH)	Artistic Manager
Peter Roycroft (PR)	Regional Vice President
Carol Buttler (CB)	Open Water Manager

### 1. Apologies

Carys Jones	Board Member
Andy Hewat	Diving Manager
Glenn Isaacs	Master Manager

### 2 Discipline Reports

#### 2.1– Swimming – (Mike Lambert)

ML highlighted that finance is coming in slightly under budget currently. Task of finding a replacement for swimming discipline manager is challenging, however a volunteer has been found to take on the medals requirements so that is positive. To aid a smooth hand over a replacement will need to have involvement in the discipline for some time alongside ML. Booking pools,

pools are now aging and getting unusable due to condition. Several pools not fit for regional competition. ST raised avenue into Swim England at Loughborough to assist with this issue, CL noted leisure is not mandatory and as such pools do not make money and are not prioritised for refurb/ re build. RG suggested facilities swim England assist with the trouble with boom issues.

Winchester and K2 are only viable options currently, other option is to run smaller events in other pools.

The issue of pool suitability and availability was raised in the strategy meeting in Loughborough by ST.

Replacement Swimming manager – ML feels this would need to have staff involvement which would increase costs. ML happy to continue now delivering the regional competitions on day has been taken up by other volunteers.

## 2.2- **Open Water** – (Carol Butler)

Open water has seen good growth due to now having a dedicated lake, this enables us to do more in advance to prepare for events.

An increase from 150 – 350 swimmers in short time has boosted the discipline.

Wi-Fi led to us being unable to get results out timely, with this in mind we are looking to increase the budget to include AOE also other modifications to make to the lake to run more heats at same time, this is being discussed and developed with the lake operators.

It was noted thanks to CB for providing and keeping equipment however that is not sustainable, and we need to ensure going forward this is addressed.

KJ ran a very good development camp, pool session followed by lake session then another lake session, we had good responses around the atmosphere of the day. The relationship with Mercer is established and building well, looking for 3-year commitment.

## 2.3– **Diving** – (Kate Hutchinson )

KH meet with Andy Hewet who is stepping down as discipline manager, Matt Pipe will be taking over, some of the programs will be on hold to allow Matt to allow Matt to become established in the role.

There is currently no elite coach in Southampton and this will be needed for development programmes.

Southampton is becoming talent centre for diving, further information as to what that means for the regional will be discussed at meeting in the coming months. It was noted that the operators supply coaches at Southampton.

Clubs have big waiting lists and coaches are home grown so needs to be developed, how to support this to be further investigated.

Regional skills comp will run over 2 days next year as number of entries are large due to qualification window.

SEEDS program has not gone ahead this year fully, this will not run in the first half of 2025 but will aim to recommence in the second half of the year.

KH along with JG and Matt Pipe have done good work in gathering further information to assist the relaunch of the program with more detail and better organisation.

#### 2.4– **Artistic** – (Di Hughes)

Artistic is just about to go into a busy period with plenty of events coming up. In October the regional managers met with the national leadership team where it was said that changes are coming over the next couple of years, further information on those changes will be circulated in due course. Regional games this year we came joint 1<sup>st</sup> showing great progression over the previous years.

Development - standalone day and 1 overnight stay, proposed to board  
2 x face to face day 1 x overnight stay

A request was made to the board for the squad to run a camp to Spain in May half term focused on figures to go straight into competition, consultation for the away team has been had.

Planned for next year development days for 12 years and under around the region, no trial anyone can sign up, option to bring own coach for development as well during event great CPD opportunity.

Max 10 athletes per club regional squad coaches will lead the sessions  
KJ made comments around pushing the celebration of artistic through recognising achievements and share on socials.

#### 2.5- **Water polo** – (Kate Hutchinson)

No discipline manager in post this year, development has been stationary.

We have now a group of individuals that will be responsible for developing water polo in 2025.

A new regional lead has already surveyed clubs for league to be developed.

Junior water polo festivals an option, members in each group is a challenge for clubs so festival approach will help with this.

Official and coach development, referee's course run in 2024, theory works well but practical is not as easy so looking at putting links in place to assist this.

RG made comment of thanks to KH for her tireless work in this area. ST added thanks to both KH and RG.

RG made comment on looking into how to get development into the program, maybe taster sessions to create a pathway into clubs, National have a club links program which further feedback is required as to how this is performing.

CL made a suggestion of a regional mini comp as an introduction to water polo with regional support and reward. Points made to ensure there is pathway into club post event.



Due to Swim England rule of having coach not in the water, many are doing activity but struggle with this rule.

## 2.6- **Masters** – (Sara Todd)

Time is taken up in managing and providing events and as a discipline they are looking for support.

CL commented that like swimming, pool bookings is an issue which has been raise previously.

## 2.7– **Disability** – (Kate Hutchinson)

Items in the budget have not been spent, The South West hosted regional development meet this year we had a number of swimmers travel to take part in that event.

Development day planned for December, which will be 3<sup>rd</sup> event this year with average attendance of 14 athletes.

We have had some members classified however some have not been granted. A discussion took place as to why that could have been, and it was deduced that the rejection of the classification will have been made as part of the process prior to the athlete getting in the pool.

Zoe Stemp is lead coach running development days, with a team of coaches supporting. The hope is that some more coaches will coming through to help with the days and therefore enhance succession planning. All clubs are welcome to send a coach to attend in order to aid their understanding of delivering swimming within the para swimming community.

2025 development days will reduce to 2 days with 3<sup>rd</sup> day on zoom.

BD – Start para funding to be promoted on website.

## 3 **Budget report/approvals** (Roger Prior)

Finance group meeting took place at the start of November noting we are currently under budget.

Some of the disciplines have been requested to review their budgets and resubmit, given the reality of 2024 spend.

- Swimming budget - Approved – with the note -no provision for pool hire for winter champs which will be addressed.
- Open water budget - Approved.
- Diving budget - Approved - with the note -talent scheme to be removed completely and re-submitted once planning for the scheme is underway.
- Artistic swimming – Approved - with the note – potential talent camp price fluctuations to be confirmed.
- Masters - Approved
- Disability – Approved – with the note remove 5110 budget line increase expenses for regional event to £1000.
- Central establishment - Approved

- Approval of budget in total, finance to make changes as detailed, final approval on review in December RMB.

4 Minutes from previous meeting 10<sup>th</sup> September 2024  
Minutes agreed as a true record.

4.6 - Matters Arising not covered in agenda (From landscape sheet)

4.6.1 – Trophies – Date in January, Holiday inn Basingstoke to be booked to allow space (RG,ML,KJ offered to help so far)  
Objective : photo record of trophy stock.

**Action:** ML set date in Jan

4.6.2 – Incorporation – no progress as yet meeting target of running into new company in Jan. Meeting to be set within the next 2 weeks.

**Action:** RGP

5 Items for Decision

5.1 – Board effectiveness survey

There are three elements within the process

- Self assessment
- Skills audit
- Meetings in new year with Sara

70% complete

Discussions were held around the role of the board and areas for potential development.

**Action:** KJ to summarise key points

Lowest scoring areas –

***We take time out as a team to reflect on how we work well –***

JG – face to face opportunities have almost been lost post covid

RG – decisions made between meetings

ML – decisions taken between meeting are reported to the board should be via an agenda item

ST – process check at the end of each meeting proposed.

AG – at busy competitions people might not have the time to communicate with people or know who board members are.

ST – moving to 2 face to face meetings a year with part of that meeting addressing the working of the Board.

CL – social interaction over lunch facilitates more opportunity for conversation

RG – including activities/ learnings in the face-to-face meeting

**Actions; 2 face to face meetings a year and an end of meeting check in.**

***High Standards of board behaviour are set and shortfalls discussed openly and constructively***

RG – first half is in place

CL- working with volunteers would lead us to drop the second half of the sentence from time to time due to other life pressures.

ST – people unable to meet a commitment sometimes and perhaps we could take a more supportive approach where other members of the team could pick up things if possible.

JG – openness is important and needed to facilitate support from others.

**Action: CL to pull together directors information from Company house**

***We take time to horizon scan, enabling us to adapt effectively to external change and pressure***

RFP – increase the number of times we have exercises like the one today

CL – pool stock issues is a good example of where we have been successful.

ST – setting agenda to enable the board to look out and also to capture those discussions

ML – analysis, proposal and solutions to the board rather than tabling issues

ST – Board members have other roles within the sport and this sometimes confuses the discussion

ST – we could add an agenda item for board liaison, check in to enable escalation of any issues raised

**Actions; ensure agenda items are inline with the role of the board and bring solutions to the table.**

**The board has the right balance of skills, experience, independence, knowledge and diversity**

ST – we are not representative from a discipline, ethnicity or age perspective; proactively targeting skills could enable us to recruit with better diversity

ST – skill assessment will show where we need to focus our resources to fill skills gap

JG – disciplines do not always see the strategy as part of their role

JG – age has to be factored in with succession planning

Could we use more of a targeted approach in recruitment where there is a skills gap.

**Action : all to complete the skills audit document, succession planning will build from there and the incorporation work. Board training to be looked at.**

KJ – summary of activity with actions to return on next meeting.

## 6 Items for Discussion / Information

### 6.1 Chairs Report

The chairs report was circulated prior to the meeting: no questions or comments were raised.

6.2 Strategy & Development- good meeting held, disciplines invited to be more involved with strategy and development with invites to meeting. Grass roots inclusion is needed for disciplines.

BD – include summary in the newsletter around strategy & development to try and engage.

ST – outward communication with who we are and what we do across all disciplines

ML – need to explain why incorporation is important to us and our clubs.

6.3 Regional Communications Update nothing new to report, 20<sup>th</sup> cut off date for newsletter circulation. No circulation in January.

Current circulation is 1900, on average each month we pick up a further 10 people, it's a snowball effect much like the socials.

More engagement with our results and achievements will further our circulation.

KJ asked if training for staff and board members would be possible on the social media. BD indicated that this will be planned in the coming months.

6.4 Regional Staff update

ST noted that the report was a welcome addition to the agenda.

6.5 Regional affiliation –

6.5.1– St Georges Ascot Swimming Club – application received.

6.6 Correspondence – None received.

7 AOB

Listening report, safeguarding/welfare is a big issue for Swim England and for the region. We have 7 major incidents within the region that are being dealt with by Loughborough. RGP requested that Welfare be added to agenda going forward.

CL – agreed regular agenda item, if we can have from Swim England a summary of what cases they are working on (details that they are able to share) for example if there are 6 case of phones in changing rooms we can target support to tackle the issues.

KJ – staff receive enquiries around code of conduct issues and general advice on club complaints, there is some confusion between welfare, safeguarding and club management issues.

BD – highlighted that making operators aware of Swim England Wavepower so they are able to assist the enforcement.

**Action:** ST/KJ format the information we would like to receive to circulate to the board.

RG asked about the pausing of SwimMark –KJ reported that the next step is a review of what development tools are required. Club affiliation is still needed for all clubs.

Regional awards for recognition for volunteers – these can be presented adhoc

**Action:** a list of names to be collated for Brian to be printed.

8 Date of next meeting – Tuesday 10<sup>th</sup> December 2024 Online.

To: RMB  
From: Sara Todd  
Re: Chair's Report

### **Key Activity and focus since last RMB November 2024**

1. Governance Group Kick-off
  - a. Positive meeting with regional representatives and Helen Weeks
  - b. Overall feeling ... good progress but support/ understanding might be limited
  - c. Reconvene in January
2. Regional Chairs Meeting
  - a. Strategy Overview from AS
  - b. Sport Development Update from AW ( see attached)
  - c. Review of other working groups ..
    - i. SwimMark cessation
    - ii. Safeguarding & Welfare .. delayed and due to start in January
  - d. Role of Chairs ... addressing the belief that it is becoming too operational /executive and potentially unattractive to future Chairs ( 4 new Chairs due in 2025 and East Region finding it difficult to recruit) . Opportunity to develop Regional Managers to more strategic role.
  - e. AS/AW described an overall review of governance , structure and ways of working starting from “blank sheet of paper” . Ambition to make the best possible use of resources from the NGB and regions , collaborative and with shared responsibility. ToR to be drawn up and circulated.
  - f. Launch more formal working group of Regional managers and Sport Development team to ensure shared goals and collaborative ways of working.
3. Incorporation
  - a. Feedback and experiences from other regions to support development of our way forward and understanding of the tax implications of moving to the incorporated organisation.
4. National Swimming Awards
  - a. Albatross Diving won best Diving Club

### **Areas of Focus January 2025**

- 1) National Governance Group
- 2) Regional Staff Planning/ Onboarding Bryony
- 3) Governance
  - a) Board skills analysis
  - b) Board 1:1
- 4) SE Strategy Deployment

### Staff update November 2024

<b>Kristie</b>	Colour Code	Comments
SwimMark Accreditation (103 clubs)		SM is being paused. All of the clubs will be required to do club affiliation instead.
Club affiliation (Surrey, Hampshire, BSB)		44 clubs to support this quarter - 18 have started the process
County liaison (attend two meets per year)		Surrey and Hampshire meetings in December
Regional pathway camps - swimming		Camp 2 taking place online on the 30th November
Regional off shore camp		Progressing well - team and staff announced
Regional open water/distance camps		Complete for 2024
National club leadership group attendance		Discussions largely around the SwimMark review and the SE strategy refresh.
Regional Development/ strategy group		Next meeting in December - Active Surrey attending to update on county sports partnerships.
Regional swimming group attendance		
Regional governance code - support		Excellent board meeting discussions in November - skills audit is the next task.
Regional swimming coaches forum		6 new members recruited from a variety of clubs and 2 new female members.
Time to Listen course planning		Courses booked up to June 2025
Swimming coach mentoring programme		
RMB attendance		
Management of regional staff		
Club support		

<b>Kate</b>		
Team manager training		
Young volunteer training		Sign up opens 1/12/24. Programme starts January 2025
County Liaison (attend 2 meetings per year)		
Club affiliation (ONB, Sussex and Kent)		
Regional Development/ strategy group		
Disipline Support - Para swimming		
Discipline support - Water polo		Committee and WP Manager ready to start January 2025
Discipline support - Artistic swimming		
Discipline support - Diving		
Discipline support - Masters		
club support		

<b>Caroline</b>		
Financial management		all ontrack
RMB administration		
ACM administration		
Regional awards administration		Complete for 2024
Website maintenance		
New club affiliation		
Communicate with the counties		
Manage the office e-mail account/ phone and answer/redirect enquiries		
Time to listen post course admin		up to date
Coach bursaries		all ontrack
Meet licensing		Licenseing has been slightly slow again this month and have had to chase
Newsletter collation		
SwimMark panel administration		
SwimMark/ Club affiliation letters		