



Regional Management Board

Minutes of Meeting held on 15.05.25 Online meeting starting at 7pm

Present:	Sara Todd (ST)	Chairperson
	Brian Deval (BD)	Board Member
	Rosa Gallop (RG)	Board Member
	Carys Jones (CJ)	Board Member
	Mike Lambert (ML)	Board Member
	Roger Penfold (RFP)	Board Member
	Roger Prior (RGP)	Board Member

In attendance (non-voting):

Bryony Gibbs (BG)	Regional Manager
Andy Giess (AG)	Regional Welfare Officer
Sarah Endersby	Member
Susan Harrison	Member
Alan Lewis	Member

1. Apologies

George Adamson (GA)	Board Member
Jenny Gray (JG)	Board Member
Chris Lee (CL)	Board Member

2. Minutes from previous meeting 13th March 2025

The minutes were approved as an accurate record.

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

2.1.1 Trophies –. The storage until in Basingstoke has now been terminated. Now that the championships over ML will be looking at disposal of the trophies as agreed.

Action: ML

2.1.2 Incorporation – Next step is for the transfer agreement to be put together. BG to follow up with CL.

Action: BG

3. Items for Decision

3.1 Swim England Annual General Meeting –

Members were asked if there were any observations or concerns to raise ahead of the Swim England Annual General meeting

Finance –

The Trustee's report indicates that there are two years of planned deficit budgets. More detail is requested about the short-term investments, their nature, purpose and exit strategy to get back to a balanced position. SH will raise at the open mic session.

Action: SH

Annual Report Access –

The full annual report is only available to Members Forum members with only a rolling version on the website. Concerns about if there is a lack of transparency and clarity in reporting. It was noted that the rolling report is legacy from previous management which may change going forward.

Articles of Association Changes –

Noted that these are mostly name changes. However until now the employed Finance Director was also a Board Member, going forward this will no longer be the case instead this will be an independent position. That role will also be a trustee of the charitable organisation. ST to investigate the implications of this but will not be raised at the open mic. It was noted that changes to the objects may also require Charity Commission approval.

Action: ST

Potential Conflict of Interest -

Andy Salmon is a trustee of both Swim England's charitable organisation and the Swimming Trust. Although they work in partnership they are separate organisations and a concern was raised about potential influence and conflict. BD will raise this separately as Secretary of the Swimming Trust.

Action BD

Sarah Endersby, Susan Harrison and Alan Lewis were thanked for their attendance and representing the Region as members, they left the meeting.

3.2 ACM – Ratification of Decision by Email – Appointment of members forum members.

The appointment of the additional Members Forum Members had been agreed by email. The additional members appointed were;

Chris Lee
Brian Deval
Jenny Gray
Roger Prior
Carys Jones
Susan Harrison
Rosa Gallop
Sarah Endersby

This decision was ratified.

3.3 ACM – Appointment of Vice President.

As no nominations were received, the appointment for this position was delegated to the Board. Members were invited to consider and suggest any suitable candidates to approach.

Action: RMB

3.4 Regional Staffing (*confidential item*)

BG left the meeting whilst this item was discussed.

Following discussion the staffing proposal was approved and further guidance will be requested from Swim England to ensure a smooth implementation.

Action: ST/BG

4

Items for Discussion / Information

4.1 Chairs Report

A brief report was circulated in advance of the meeting. The succession planning process was launched a few weeks ago, members were reminded to please return ideas to BG. It is hoped to progress with work on the strategy with a view to have this in place mid-year.

Action: RMB

The next Regional Chairs meeting will take place in early June. If there are any issues to raise, please forward them to ST. One concern highlighted was the inconsistent treatment of Open Water officials across regions. For example, in the South East, officials receive full expenses and hotel accommodation, while in other regions, expenses are not always covered. It was noted that a consistent approach is needed across the country.

A regional governance code meeting had taken place, and it was noted that governance is standing item on other regions' agendas. Further consideration will be given to how this is addressed going forward.

Panorama – ST has compiled a list of FAQs, which will be circulated. There will be no formal response from the Region; any media enquiries should be directed to Swim England. The programme will be available on iPlayer ahead of the official submission time. ST will share any relevant updates or feedback with Board members and circulate any statements received in advance.

Action: ST

4.2 Welfare Report

Regional Event Support - It was confirmed that AG is happy to provide support for Regional events as needed. Regional Welfare Officers are expected to offer remote support where appropriate.

During one of the Regional Championships briefings, it was reportedly suggested that the venue did not wish to be informed of any welfare issues. It was agreed that a clear and consistent procedure or policy must be established and communicated. BD will liaise with Everyone Active to clarify their current policy.

Safeguarding Investigations - AG reported that Swim England are currently managing 9 level 1 investigations and 16 level 2 investigations.

Globalcol System - The Globalcol system was initially planned for rollout at Easter and has not yet gone live. No update has been received on its launch timeline.

Trends in Reporting - There is uncertainty about whether the number of safeguarding incidents is increasing or if improved reporting is capturing more cases. While guidance states that phones must not be accessible in changing rooms, smartphones are widely used at meets for communication with apps like Meet Mobile being utilised. Some teams have implemented policies to collect phones while athletes are in the pool. There are varying approaches across regions. ST will raise this at the next Regional Chairs meeting. It was felt that a safe and anonymous reporting mechanism is needed, it was noted that other sports have introduced apps that allow individuals to report concerns anonymously and without fear. This could be a next step for Swim England.

Action: ST

4.3 Strategy & Development – a meeting of the group had taken place. ST produced a framework for the group as a starting point for the new strategy to ensure alignment with the Swim England strategy. During the meeting the group agreed the vision, mission and values. The next meeting will focus on defining strategic goals. Dates for the next meeting are being explored, it is hoped more disciplines may be able to attend the next meeting to provide their input and perspectives.

Action: ST / Strategy & Development Group

4.4 Regional Staff Update

The update report was circulated in advance of the meeting. No queries were raised.

4.5 Regional Staff Renumeration

A 2% pay award had been awarded to the Region's staff in line with the Swim England recommendation, this was agreed by the Staffing and Finance Group.

4.6 Regional Affiliation – New Application had been approved for Hedge End SC (Hampshire). An enquiry had been received from a water polo club in Berkshire.

4.7 Correspondence – The minutes of the Swim England Board meeting on 20 February and Sports Operations Committee 04 March were noted. It was observed that there is a lot of information that had been redacted, this is due to there being a lot of confidential items discussed at these meetings. Sports Operations Committee 2.5 – County Team Competition – Interest was noted in what will happen to this event due to the concerns about the cost of running it. It was suggested that this could be split, for example holding an event in London for Regions based in the South.

6 Date of next meeting – Sunday 22nd June – Holiday Inn Guildford

20.45 meeting closed



RMB Agenda – 7pm 15th May 2025 Online

- 1 Apologies
- 2 Minutes from previous meeting 13th March 2025
 - 2.1 - Matters Arising not covered in agenda (From landscape sheet)
 - 2.1.1 - Incorporation
 - 2.1.2 – Trophies
- 3 Items for Decision
 - 3.1 Swim England Annual General Meeting ST
 - 3.2 ACM – Ratification of Decision by Email - Appointment of Members ST
Forum Members
 - 3.3 ACM – Appointment of Vice President ST
 - 3.4 Regional Staffing (*confidential item*) ST
- 4 Items for Discussion / Information
 - 4.1 Chairs Report ST
 - 4.2 Welfare report AG
 - 4.3 Strategy & Development update BG
 - 4.4 Regional Staff update BG
 - 4.5 Regional staff remuneration ST
 - 4.6 Regional affiliation – Hedge End SC BG
 - 4.7 Correspondence – BG
 - Swim England SOC Minutes March 2025
 - Swim England Board Minutes February 2025
- 5 AOB
- 6 Date of next meeting –
Sunday 22nd June Holiday Inn Guildford.



Regional Management Board

Draft Minutes of Meeting held on 13.03.25 Online meeting starting at 7pm

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

In attendance (non-voting):

Bryony Gibbs (BG)	Regional Manager
Andy Giess (AG)	Regional Welfare Officer
Peter Roycroft (PR)	Vice President

1. Apologies

Carys Jones (CJ) Board Member

2. Minutes from previous meeting 13th February 2025

The minutes were approved as an accurate record.

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

2.1.1 Trophies – ML reported the progress. The inventory had been organised and ML proposed to terminate the storage unit, providing that the RMB was prepared to accept any risk of the remaining trophies being stored at ML's home for the time being. The value of the remaining trophies is unknown. Some of the trophies will be disposed of for metal value and some retained for future use. The proposal to close the storage until was agreed. ML will put forward a proposal regarding the disposal of trophies which are no longer required.

Action: ML

- 2.1.2 Incorporation – Finance meeting was planned for the next 2-3 weeks to review the advice from Charterhouse before moving forwards.

Action: Finance Sub Group

3. Items for Decision

- 3.1 Accounts Y/E 31 December 2024 – It was noted that one adjustment had been made to the accounts relating to a discrepancy between the opening and closing balances, which was made up of the accountants fee for last year. The accounts for Y/E 31 December 2024 were approved.
- 3.2 Annual Report 2024 – Draft reports for the Annual Report had been circulated to the RMB and Discipline Managers. Amendments had been made to these and the report was currently going to artwork, a further draft is expected next week. Reports are outstanding currently for Chair, President and Finance. A potential issue with the membership data was noted due to the dates the information had been pulled from the system, BG to look into this.

Action: BG/ST/RGP

- 3.3 ACM – Regional Management Board Members Elections. A paper was circulated to review how to proceed in relation to the Regional Management Board members and elections for these roles. Elections had not been held in the previous 2 years due to the move across to the new structure which has been delayed. Following discussion it was agreed that elections would not be held at the Annual Council Meeting in April, approval would be sought from Council for the extension of the terms of office for RMB members whose terms of office ended in 2024 and those due to end in 2025.

3.4 Ratification of decisions taken by email:

- 3.4.1 Nominations Committee – ST had excused herself from to committee on this occasion, further members were required to join the committee to review the SE Member Nominated Director applications. It was agreed that BD, GA and JG would join RFP & CJ on the committee for this purpose.
- 3.4.2 Meeting Dates – Updated meeting schedule approved.
- 3.4.3 Nomination – SE Member Nominated Director – Nominations committee reviewed the 3 applications received and recommended Sara Todd as the Region's nominee for the Swim England Member Nominated Director role, this was agreed. It was also agreed that one of the applicants would be approached to see if they would be interested in joining the Regional Management Board.
- 3.4.4 Swim England Members Forum Members – Agreed for 3 additional members added to fill vacancies, Kristie Jarrett, Susan Harrison and Sarah Endersby.

4 Items for Discussion / Information

4.1 Chairs Report

A brief report was circulated in advance of the meeting. Focus areas for March/April include, Incorporation, ACM preparation, Strategy finalisation, working with Kristie and Bryony on the Regional team structure and Board/Discipline Succession Planning. An overview of the Regional Chairs meeting was provided, ST has been nominated as the Chair of Chairs. The first G9 meeting had taken place, it was felt that this had been positive and a

report of the meeting had been shared. It was confirmed that the G9 is made up of representatives from the Regions and Swim England.

4.2 Strategy & Development – JG provided a brief verbal update. There had been limited progress since the last meeting, the group will be looking to meet in early April to discuss the new strategy. ST confirmed that she would be happy to draft something as a template linking into the Swim England Strategy. Following this there will need to be consultation with the disciplines and will need to go back out to the membership to ensure that everyone is on board.

Action: ST / Strategy & Development Group

4.3 Regional Communications Update – BD provided a brief verbal update. The main focus has been on the annual report. It was also confirmed that the 2 new discipline managers now have new email addresses set up. It had been hoped to have a strategy update at the LC swimming championships however likely this may happen at the SC competition later in the year instead.

4.4 Welfare Report – AG provided a brief verbal update. AG will put together a brief report for inclusion in the Annual Report. The Wavepower updates and how these changes are communicated were discussed, this will be raised through the G9 group. It was noted that an issue had been raised at a recent Regional Event.

4.5 Regional Staff Update. The report was circulated in advance of the meeting.

4.6 Regional Affiliation – New Application had been received from Hedge End SC (Hampshire).

4.7 Correspondence – The minutes of the Swim England Board meeting in Dec 2024 were circulated and noted.

5 AOB

None received.

6 Date of next meeting – Wednesday 23rd April 2025 (Annual Council Meeting)

20.05 meeting closed

AGENDA ITEM 2.1

MATTERS ARISING FROM RMB MEETINGS

Updated as at 06.03.25

	SUMMARY OF AGREED ACTIONS	MIN REF	ACTION	COMMENTS
2	<p>Regional Trophies Following the Winter Swimming Championships the Swimming Trophies were in the process of going into a secure storage unit. They will be cleaned, photographed and any with hallmarks will also be weighed. It was noted the trophies currently stored in Bristol have insurance of £10k, ML has also put the same value in place for the Swimming Trophies. It was agreed that the Region would pay insurance for 6 months. A sub group would be formed consisting of CL, GA, ML, BD and one of the custodians to formulate a strategy on what the Region should do with the trophies going forward. Update – it was agreed that disciplines should decide how to deal with any inactive trophies. Speed Swimming trophies to be catalogued and custodians sought, any trophies that custodians could not be sought for will be disposed of. Update; ML will try to visit the storage early in the new year to progress this further and decide what help is needed. ML To make inventory – bring to board in due time all agreed plan to take 1 box at a time to catalogue. ML – 7 trophies completed rest to be done</p> <p>Update – trophy store audit to take place 24th January</p> <p>Update – Trophy audit has taken place. ML will develop a proposal on next steps.</p>	<p>29.11.19 Min 164 Updated 10.09.20 Min 123 Updated 19.11.23 Min 141</p> <p>14.03.24 Min 24.2 10.09.24 Min 2.1.1 14.01.25 Min 2.1.2 13.02.25 Min 2.1.2</p>	<p>CL, GA, ML & BD</p> <p>ML</p>	<p><i>In Progress</i></p>
6	<p>Incorporation Company AGM – The Company Articles require the company to have an AGM annually. Currently the company consists of the 4 directors, so it was agreed that an AGM would be held in conjunction with an RMB meeting, by the end of the year, to cover the requirement.</p> <p>Update - New company information to go onto website – CL, RGP to inform BD so information can be published on website. 1. Remains ongoing meeting to be held between SE, region and Charter house to establish way forward</p> <p>Update – ST and CL collated information gathered from other regions, meeting is being set for January to discuss this further with Charterhouse. Update – meeting with Charterhouse has taken place and written advice has now been received. This will be reviewed by the Finance Group.</p>	<p>12.09.23 Min 101</p> <p>14.03.24 Min 24.6.2 25.06.24 Min 59.6 10.12.24 13.02.25 Min 2.1.1</p>	<p>BG</p> <p>RGP</p> <p>CMB</p> <p>Finance Group</p>	<p><i>Ongoing</i></p>
9	<p>Swim Manager Role</p>	<p>13.02.24 Min 16.2</p>	<p>ML</p>	<p><i>In Progress</i></p>

	<p>ML - to provide an analysis of the main tasks of the role and how these could be resourced/ delegated to make it more attractive to potential candidates.</p> <p>Advert to be drafted for Swim England jobs board</p> <ul style="list-style-type: none"> - Suggested possibly to be put forward to a paid role, to be taken in consideration as part of the Regional staffing review 	<p>10.09.24 Min 2.1.2 17.10.24 Min2.1.3</p>	<p>ST/ML/CB ST</p>	
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Updated 06.03.25 BG

Annual General Meeting of The Amateur Swimming Association (Swim England) Limited

Agenda

Time and Date: Tuesday 20th May 2025 at 7:00pm

Venue: Held via TEAMS

1. **Welcome by the President**
2. **Meeting format and apologies**
3. **Introduction by the CEO**
4. **Formal Business**
 - 4.1 To approve the minutes of the 2024 Swim England AGM.
 - 4.2 To receive the annual report and consolidated financial statements of the Amateur Swimming Association (Swim England) Limited for the period ended 31 December 2024.
 - 4.3 To elect members to the Judicial Appointments Panel 2025-26.
 - 4.4 To note the appointments made by the Judicial Appointments Panel
 - 4.5 To confirm Claire McAuslane as Judicial Commissioner until the AGM 2026.
 - 4.6 To confirm the Swim England representatives as directors on the board of Aquatics GB.
 - 4.7 To reconfirm the continuation of UHY Hacker Young as auditor of the Association and the Company.
 - 4.8 Handbook Updates
 - 4.9 To confirm Sara Todd as the new Member Appointed Director of the Swim England Board
 - 4.10 To receive Roger Prior as the nomination for President.
 - 4.11 To receive Tom Baster as the nomination for Vice-President.
 - 4.12 Special resolution to amend the Amateur Swimming Association (Swim England) Limited Articles of Association
5. **Other Matters**
 - 5.1 Open mic session.
6. **Close of meeting**



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

Key Activity and focus since last RMB March 2025

- Aquatics GB Board Meeting (at the British Swimming Champs)
- AGB interviews for new independent member of the Audit & Risk Committee.
- Contributed to panel discussion at Club Chairs Forum re Working Together initiative
- Swim England Board Meeting
- Annual Council Meeting
- Progressing regional team structure
- Progressing Strategy discussion
- Launched Succession Planning process

Areas of Focus May /June

- Finalise Strategy for July launch
- Regional team structure : implement agreed roles and responsibilities
- Board / Discipline Succession Planning
- Regional Chairs Meeting
- Review activity regarding Governance code
- Progress incorporation as required
- Prepare for the fall- out from the BBC Panorama documentary May 19th (more detail to be shared / discussed at the meeting)
- Regional Chairs Meeting June 2nd

The region continues were necessary to support county and club welfare officers.

The region works with the national team joining in when relevant and also being a member of the safeguarding and welfare network and regional officers group.

We have acknowledged that the south east has a good relationship with the board and that this has positive attribute in supporting aquatics across the region.

In supporting globocol I am hoping that this system which works in the south east, having 20 low level issues reported, will be rolled out across all Swim England clubs.

This will give at least a statistical report showing just how successful our welfare officers are and the issues that are being dealt with.

As a region we can ask national what level 1 an 2 issues they are involved with.

During the last few weeks we as a region have had to spend some time on a safety issue arising from a regional event which will help in the future making events safer.

National are currently working with the following level 1 and 2 issues some will involve our county officers at an information only level and judicial.

level 1 - 6 issues

level 2 - 18 issues

plus a historic issue going back to 2017

level 3 issues being recorded on globocol are 20. Once we have a national system in place patterns can be more easily seen and the active partnership can perhaps help.

Andy Giess

Regional Welfare Officer

Staff update April & May 2025

Bryony		
Financial management		Finance meeting took place to discuss the advice from the accountants on moving forward with incorporation.
RMB attendance & administration		Planning underway for June meeting
ACM administration		Meeting has taken place, Members Forum Delegates advised to Swim England and all updates completed post meeting.
Regional Awards Administration		Not yet launched for 2025 - draft timelines have been received. This will be included on the June RMB agenda
New club affiliation		Affiliation for Hedge End SC has been agreed, enquiry received from Sevenoaks Tri Club but has not progressed
Communicate with the counties		
Time to Listen pre course checks		May workshop completed
Management of the team		Final review meeting took place with Kristie. Waiting on updated process for 2025 from Swim England People Team. Staffing review work still in progress.
Regional Governance Code Support		Work is underway on reviewing documents in line with the task timeline. Welfare Plan has been updated, Risk assessments have been collated, data has been obtained from Swim England for DIAP review.
Regional Governance / Incorporation		Finance meeting has taken place to discuss the way forward with incorporation. Transfer agreement is being put together by CL
Regional Development / Strategy Group		A meeting of the group has taken place, another one is planned to discuss strategy further
Newsletter collation		
Website maintenance		
Para Swimming Records		Updates will be needed following Regional Champs, a handful of claims have been submitted
Kristie		
SwimMark Accreditation (103 clubs)		April clubs all completed club affiliation successfully.
Club affiliation (Surrey, Hampshire, BSB)		Complete for this quarter. St Georges Ascot completed the process as part of their new affiliation, they will be fully operational from September 2025.
County liason (attend two meets per year)		Attended Surrey Meeting in April.
Regional pathway camps - swimming		Currently planning the 2025/2026 programme. Final camp on the 1st June.
Regional off shore camp		
Regional open water/distance camps		Taking place on the 15th June - 60 athletes

National club leadership group attendance		I've been asked to sit on a sub group regarding club affiliation and club suspension v individual suspensions. They hope to launch the SE Time to Listen course in January 2026, this should reduce the cost of the courses (by half) without the UK coaching license fee.
Regional Development/ strategy group		We still need to arrange a meeting of this group asap.
Regional swimming group attendance		I have attended several days at the long course champs in order to network with clubs and coaching and support the team when needed.
Regional swimming coaches' forum		We have an excellent action planning meeting on the 3rd May at Wycombe. We looked at coach development, competition, athlete development and "other" we are now producing an action plan. The coaches have been really engaged in this process and leading within which is a really positive position.
National coaching strategy group		I have now attended 2 meetings of this group as a regional rep. Consultation on the new strategy is underway in the form of surveys for coaches, participants, parents and clubs. Face to face meetings with coaches are planned for March, I will be attending the Guildford workshop.
Time to Listen course planning		All booked until the end of the year. The new course should be available from January 2026.
Swimming coach mentoring programme		Quarterly reviews have been completed. We need to raise the profile of this programme through our communication channels. I will be actioning this in the lead up to applications for next season.
Management of regional staff		Completed Kate's and Caroline's performance reviews with Bryony. Working with Bryony on the staff review, disciplines have been consulted on their requirements by Bryony and we have reviewed their comments.
Club support		
G9 Group/ Swim England and regions		I have the next full meeting in May. The TOR have now been agreed.

Kate		
Team manager training		
Young volunteer training		11 non-active - volunteer, parent and mentor all contacted
County Liaison (attend 2 meetings per year)		Kent and ONB both due to attend next week
Club affiliation (ONB, Sussex and Kent)		All clubs got through this quarter (InSync suspended but completed)
Regional Development/ strategy group		
Disipline Support - Para swimming		Two coaches joining as new development coaches in June - currently 15 swimmers signed up
Discipline support - Water polo		
Discipline support - Artistic swimming		
Discipline support - Diving		
Discipline support - Masters		

club support		
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Caroline		
Financial management		Month end completed for April
Regional awards administration		Complete for 2024
Website maintenance		ongoing
Manage the office e-mail account/ phone and answer/redirect enquiries		up to date
Time to listen post course admin		Post course admin completed for May course
Coach bursaries		on track
Meet licensing		all up to date, will be slight delay over coming weeks due to results processing at rankings this was communicated to pannel and shouldnt affect SE

Meeting of the Board of the Amateur Swimming Association (Swim England) Limited

Thursday 20th February 2025 11:30am – 6:00pm

Venue: Pitch meeting room, SportPark, Loughborough and via TEAMS

Members	Initials	Mtg 1 20.02.25	Mtg 2	Mtg 3	Mtg 4	Mtg 5
Richard Hookway (Chair)	RH	✓				
Neil Booth	NB	✓				
Ali Breadon	AB	A				
Caroline Green	CG	A				
Aysha Kidwai	AK	✓				
Carolyn Ryan	CR	✓				
Andy Salmon (Chief Executive)	AS	✓				
Barry Saunders	BS	✓				
Katie Walcott-Greenwood	KWG	A				
Joan Wheeler	JW	✓				

Non-members in attendance:

Ashif Manjothi, Interim CFO	AM	✓
Catherine Searcy (Minutes)	CS	✓
Items 11 and 13 only:		
Kirsten Fasey, Interim Director of Safe Aquatics, Legal and Governance	KF	✓

Item 12 only:		
Rebecca Cox, Business Engagement Director and Institute of Swimming Managing Director	RC	✓
Item 13 only:		
Kevin Suckling, Head of Safeguarding & Welfare	KS	✓

Key: ✓= Present, A = Apologies given, P = Partial attendance, X = Non-attendance

STANDING ITEMS: ADMINISTRATION	
1.	<p>Welcome and apologies</p> <p>Welcome from RH to all present and AK who is joining us online.</p> <p>Apologies received from:</p> <p>Ali Breadon Katie Walcott Caroline Green</p>
2.	<p>Declarations of interest</p> <p>NB: no longer regional conflict</p> <p>BS declared a small personal contract with Aquatics GB.</p> <p>JW is now one of the Swim England representatives on the Aquatics GB Board.</p>
3.	<p>Minutes of the Board of the Amateur Swimming Association (Swim England) Limited</p> <p>Decision: Draft minutes of 16th December 2024 approved.</p>
4.	<p>Actions arising from the meeting held on 16/12/2024</p> <p>Comments:</p> <ul style="list-style-type: none"> • Meeting 15.03.23 Minute number 12.12.4: Deadline of 31st July 2025 added for v1 of Commercial Strategy. • Meeting 20.02.24 Minute 9.11: Action completed. • Meeting 20.02.24 Minute 13.5: Pending start of new People Director in April 2025. • Meeting 25.03.24 Minute Number 7.4: Review meeting has been held with Counties recently. Action completed. • Meeting 21.05.24 Minute Number 6.13: This work is in KF's planned work, however safeguarding has taken priority. April target now. • Meeting 09.07.24 Minute 16.4.10: Action can be closed. • Meeting 16.12.24 Minute 10: Updates in AS and AF's reports at today's meeting. • Meeting 16.12.24 Minute 11: Being covered in discussion at today's meeting. <p>Action log to be updated accordingly after this meeting.</p>
5.	<p>Confirmation of decisions made by email</p> <p>Decision: Change of Bank signatories as per email sent 24.01.2025 by KF to all Board members. Approved by email prior to meeting and confirmed 20.02.2025.</p>

SECTION 2: STRATEGIC MATTERS	
6.	<p>Aquatics GB</p> <p>There was a discussion around Aquatics GB.</p> <p>This text has been redacted.</p>
SECTION 3: ORGANISATIONAL	
7.	<p>Chair's Report</p> <p>Verbal report from RH:</p> <ul style="list-style-type: none"> • Aquatic NGBs Chairs meeting is due to take place at some point – RH will feedback to all once this has taken place. • Nothing additional to report currently.
8.	<p>CEO's Report</p> <p>AS gave verbal overview of report headlines:</p> <ul style="list-style-type: none"> • Focus currently is on strategy implementation and the sequence in which changes/implantation occurs to ensure a smooth transition and process. • Text redacted. • Stakeholder relationships are all in a good place and AS is encouraged by the recent appointment of the new Chief Exec of Scottish Swimming. • A review of all H&S procedures is underway • There is currently a strong sense of opportunity to grow our revenues. • Go Cardless relationship continues positively. <p>Trophies</p> <p>This text has been redacted.</p> <p>Transformation lead role</p> <p>AS is reluctant to grow the SLT beyond current number (7) but is exploring the idea of having an interim post to oversee the transformation project, so that SLT can focus on their individual roles.</p> <p>Discussion around Board members' views on this possible role:</p> <p>This text has been redacted.</p>
9.	<p>Annual Scorecard</p> <p>This was discussed at the last Board meeting and broad approval of principle and contents given by Board, but there was a request to add in start/finish dates and which metrics will demonstrate achievement.</p> <p>These have been added into the template and the scorecard will be updated at the end of Q1.</p> <p>There was a discussion around the number of objectives and a suggestion of reducing these and/or setting a priority for the next 12 months, although as new members of SLT join SE, objectives will then be spread around more people.</p> <p>AS and SLT to be conscious when reviewing the scorecard objectives of:</p> <ul style="list-style-type: none"> • Sequencing • Self-funding

	<ul style="list-style-type: none"> • Proportion of target achievement • Other commitments/investments
10.	<p>People Report</p> <p>AS gave a verbal overview of the report headlines:</p> <ul style="list-style-type: none"> • Once the new People Director is in role they will complete this report for Board and include more data. • Have now appointed a Director of Finance, though the successful person has not yet been announced. They will be joining SE at the end of March 2025. • Long listing has begun for the Director of Safe Aquatics role with interviews taking place on Thursday 13th March in person. NB will be part of the panel for these interviews. • We are in the process of developing an 'employee council' so that we can work with staff to resolve difficult decisions where possible. • This text has been redacted.
11.	<p>Safe Aquatics, Legal and Governance reports</p> <p>KF joined the meeting.</p> <p>This text has been redacted.</p> <p>Complaints</p> <ul style="list-style-type: none"> • SE are seeing a small number of complaints come through under the new policy. • KF and the team are viewing complaints as opportunities to learn and improve processes. The team will endeavour to speak to the complainants to encourage dialogue and informal resolution where possible • Have engaged an external independent organisation to assist on appeals and the first case is now with them. • The number and type of complaints is being kept under review to ensure effective allocation of resources and so that opportunities to make proactive improvements are not missed due to time taken in responding to individuals. However, focus is on rebuilding trust within our community first. <p>This text has been redacted.</p> <p>Regulations change</p> <p>It was proposed to make a change to Regulation 47.4.2 to remove the option for Swim England to fine a club for late submission of its annual membership return on the basis that such a regulation was contrary to the strategic direction of travel.</p> <p>Decision: Approved by Board.</p> <p>Governance review</p> <p>Action: KF to draft Terms of Reference for discussion at next meeting.</p>
12.	<p>Finance Report & 2025 Budget</p> <p>Becky Cox joined the meeting.</p> <p>AM gave a verbal overview of his report:</p>

- Auditors are in on 10/03/25
- There was a general sentiment from Board that the data presented for this meeting is a significant improvement on previously available data, but that there is still more work to do. It was requested that a definition of what some line items are is also added e.g. 'Talent'.
- Zoe Mitchell has recently been appointed Head of Commercial and is exploring where her priorities will be for the next 12 months. She will be bringing an overview of this to SLT in April 2025.

Decision: Agreed to proceed with rationalising the group of companies by exploring options to transfer Enterprises to another subsidiary.

Transformation Projects

- CR suggested requesting to see a fee structure for any outsourced agencies we're planning to use e.g. digital transformation companies, with a preference for using an outcome-based fee agreement.

Cashflow & operating surplus impact over 5 years:

- These figures are if SE does everything on the transformation 'wish list' over the next 5 years, but this is still a work in progress with very high-level assumptions.
- RH suggested planning a number of alternative scenarios with various levels of investments and costs in any given year and showing pacing over that time. This would allow Board to look at the risk/s involved in each scenario.
- CR suggested negating any/some risk/s by front loading some easy targets and then sequencing year on year and using 'stage gates' at each level of investment.

Provisional budget

- It was discussed at Trading Board about being cautious initially this year and so RC and team have been more prudent in some of the revenue assumptions.
- SE headcount has increased therefore inevitably so have overall staffing costs.
- This text has been redacted.

Agreed by Board to reconvene in March 2025 to approve the 2025 budget.

13. Safeguarding update

Kevin Suckling (KS) and KF joined the meeting.

KS gave update of current safeguarding cases/status at SE:

- The number of referrals involving the use of mobile phones is increasing so are keeping a close eye on trend (see below).
- Safeguarding team is in a good place, but it can be challenging at times due to workload. The team are finding the time to complete proactive work and all are up to date with training. The team are also finding time to support clubs as needed.
- SE achieved 'Met' status in the annual CPSU review. Recommendations for further improvements would have been welcomed but none were forthcoming. Nevertheless, the process is valuable to go through as an opportunity to both reflect on the previous 12 months and also to look forwards.
- Safeguarding & Welfare team: have a full team currently. Will shortly be advertising for a new Talent Welfare Officer, with the role increased from part to full time to allow additional support for Learn to Swim affiliated clubs.

	<ul style="list-style-type: none"> • BS noted that it has been requested for a SE Welfare Officer to be in attendance at the last two national events but no one has been available at either date. BS to send detail to KF and KS to pick up outside of meeting. <p>Misuse of phones</p> <ul style="list-style-type: none"> • Victims of Concern are predominantly female, 13-15yrs old, with Subject of Concern predominantly males of the same age. • Various sanctions are available, depending on the level of risk involved, and can include speaking with the Subject of Concern and parents/guardians, suspension (short/long) and risk management plans. SE do not usually inform the school but do inform the Police where relevant. This would need to be looked at on a case-by-case basis. • It was asked if SE are informing Regions of the number of cases or what support we are giving clubs on how to handle these conversations. The Safeguarding team are meeting with stakeholders next week to discuss what support is needed and how this is rolled out. <p>Safeguarding dashboard</p> <ul style="list-style-type: none"> • These will be sent with Board papers going forward • 172 cases in past 12 months • Current average of 126 days from date of report to case closed, although there are a few larger cases currently which are skewing this data • Request for trend data going forward <p>Action: KS to put together draft report and share with Board for feedback, to then work from that template going forward.</p>
UKAD Assurance Framework	
	<p>BS continues to be the SE Board member with responsibility for doping compliance and has attended online workshops provided by UKAD.</p> <p>SE has continued to deliver our education plan. Our Talent Pathway have had awareness presentations to ensure that they are fully aware of their responsibilities in this area.</p> <p>SE have had pop up stands at our national events, staffed by SE employees with the appropriate expertise. These are intended to educate coaches/parents/carers as well as athletes. These have proved popular.</p> <p>SE has made extensive use of our social media channels to promote the message of clean sport at every opportunity.</p>
SECTION 4: SUBSIDIARY AND COMMITTEE REPORTS	
(to be taken as read – questions only)	
14.	Committee/Working Group Reports (meetings held since last Board meeting)
14.1	Sport Operations Committee 28.01.2025
	Nothing additional to report/discuss.
14.2	Institute of Swimming Board 27.01.2025
	<ul style="list-style-type: none"> • AK was unable to attend – nothing additional to report.

14.3	Trading Board 28.01.2025			
	CR gave verbal overview:			
	<ul style="list-style-type: none"> No major updates from meeting. Focus on: 1) reporting clean-up, 2) priorities of commercial strategy (retention, sponsorship, online shop), 3) forecasting. 			
	Action: CR to feedback to KF the type of skills that would be of benefit for new Trading Board member, ahead of recruitment for the role.			
14.4	People Committee 03.02.2025			
	<ul style="list-style-type: none"> There is a lack of clarity around the process of Member-Nominated Directors who are coming towards the end of their first term. The board agreed, following input from BS, NB and JW, that the situation is the same as when a Member-Nominated Director comes to the end of their second term, i.e. it will always trigger a new nominations process across the regions. It will be up to the outgoing Director to speak to their Regional Chair, if they are interested in serving a second term, to request whether they can be put forward as the nominee for that Region. The Vice President nomination process is on the Nominations Committee agenda for the end of March and the nomination process will then come back to the April Board meeting. 			
14.5	Aquatics GB Board report			
	JW gave verbal overview:			
	This text has been redacted.			
SECTION 5: CLOSE				
15.	Dates for next meetings:			
	Monday 7 April 2025	Virtual	1:00pm – 4:00pm	Information
	Wednesday 9 July 2025	In person	11:30am – 5:30pm	
	Wednesday 17 September 2025	In person	9:30am – 5:30pm	
	Monday 24 November 2025	Virtual	1:00pm – 4:00pm	
16.	Any Other Business			
	None.			

Meeting closed.