



Regional Management Board

Minutes of Meeting held on 16.11.25 10am Holiday Inn Guildford

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

In attendance (non-voting):

Carol & David Butler (CB)	Open Water Manager
Bryony Gibbs (BG)	Regional Manager
Andy Giess (AG)	Regional Welfare Officer
Di Hughes (DH)	Artistic Swimming Manager
Kate Hutchinson (KH)	Aquatics Development Officer
Kristie Jarrett (KJ)	Aquatics Development Lead
Matt Pipe (MP)	Diving Manager
Peter Roycroft (PR)	Regional President
Geoff Stokes (GS)	Masters Representative

1. Apologies

Carys Jones
Roger Prior

2. Discipline Reports

2.1 Swimming

ML reported that he was retiring as Swimming Manager, effective today. A strong team has been established to ensure continuity and Mike had already stepped back during the Winter Championships, which ran successfully. He was congratulated for building such a capable team and thanked for his significant contributions over the years.

It was noted that the Region will require a designated Swimming Manager role, even if much of the operational work continues to be shared across the group. Mike's detailed succession plan has been extremely helpful in identifying priorities and any gaps that need addressing.

Finance remains largely on track, with some variances, but nothing of concern.

2.2 Open Water

2025 saw another successful event with continued growth. Thanks to KJ, BD and David Butler (DB) for their contributions. Increased funding has supported the need for additional facilities at the venue. Succession planning is a challenge with CB and DB currently leading supported by BD. Following a meeting with KJ, a few potential names have been identified for exploration. Officials continue to be an issue, the mentoring progress is lengthy unless candidates are willing to travel to other regions to get qualified. The aim is to keep progressing this area.

2.3 Diving

Strong progress reported across clubs, with notable success. The region will host the National Skills Finals in July. Preparations include training additional officials, with MP & Emma West recently shadowing. Pool bookings have been slow due to the operator change at Southampton

The first camp took place yesterday, and a coach/mentoring session is scheduled for January. There has been an increase in membership in clubs, with Albatross now reaching 200 members, this has been supported by the new pool. Work is currently underway to build the volunteer team for the National Skills event, provisional date for the finals is 18 July. KH will send information to BD, comms will need to be looked at for the event.

Action: KH to send details to BD

2.4 Artistic Swimming

DH shared a request for support from Rushmoor regarding a new pool due to concerns about the proposed pool depth and the absence of spectator facilities. Swim England have been involved however the Region have also been asked to provide support.

It was noted that the new pool built at Reading was too shallow for Artistic Swimming and similar specifications are being proposed for Farnborough. A similar situation was also emerging with a proposed pool in Brighton. DH confirmed that Artistic Swimming, the minimum safe depth is 2m, but ideally 2.5m with a length of 15–20m to accommodate all movements. Reading currently relies on the diving pit and cannot host county or regional events under current conditions.

Action: ST will liaise with Swim England's facilities team.

Budget – Positive outlook. Trials scheduled for next weekend and the next regional event on 7th December so expect to remain on target.

World Aquatics has announced a Down Syndrome event, possibly in Paris in the Spring. This may require additional regional financial support.

This year the squad went to Spain for their training camp before the Regional Games. There have been changes to the Regional Games for next year so it will look different with no overseas trip planned.

2.5 Water Polo

It was hoped to establish a senior league however despite best efforts, there was not enough buy in from clubs to establish the league. For 2026 the main objective is to introduce mini splash ball to create pathways for children to progress into WP clubs. Currently working on a coaching course to be run early in 2026. An officials' course has been completed, with 17 officials trained. Tim Ferris is working hard on communications and encouraging clubs to collaborate.

Focus for next year will be on junior water polo development, with ongoing discussions with the South West region looking at their approach. The aim is to build a strong group to drive development across multiple areas.

Drenched Water Polo continues to run a highly successful junior programme, although they are not currently affiliated with Swim England. KH is working with Drenched to review how their programmes are structured.

Junior performances remain strong, and international selections will be included in the report.

2.6 Masters

GS provided an update on behalf of Glen Issacs.

The SC event ran successfully in September, GS has supported this event for a number of years so great experience in running this. The LC is planned for January at K2 and entries are now open.

Recruitment of officials remains a challenge. Clubs supported during the Short Course event despite shortages. KH will include a reminder in the December update for Young Volunteers regarding LC volunteering and timekeeping opportunities.

The Masters Intercounty competition ran in November with seven teams competing. Surrey won both the regional and national titles. For 2026, the event cannot be held at the LAC; Aldershot is being considered as an alternative venue. The second weekend in November will become the permanent date.

Action: KH to send information to YVs in December update

2.7 Disability

Two development days had taken place, there has been an increase in participant numbers which has been positive. There also appears to be an increase in para activity across more clubs, with some expanding their provision. The June development day dovetailed with the Age Group Development Day, sharing studio and pool space which worked well for the athletes.

The Regional Para Competition took place in September, although entries were lower than anticipated. Current eligibility criteria (limited to S99 and classified swimmers) may need to be reviewed, as broadening access could help create a larger, more inclusive event. Young Volunteers provided valuable support at the meet, assisting with medal presentations and sign-in duties.

Sue Barker has stepped back from the Manager role but will continue to support Para meets going forward.

ST thanked all discipline leads their contributions and the excellent progress that had been made.

3. Finance – Budget 2026

Budget proposed of -£87,903 was put forward by the Finance Committee. **Vote: All in favour.**

Action: BG

4. Minutes from previous meeting 16th September

Approved as an accurate record.

4.1 Matters Arising Trophies – ML reported that this had not progressed and may require assistance from the Regional Office. The trophies have been categorised so it is known which are valuable. It was agreed this would be revisited and progressed after 1st January. A disposal policy has not yet been developed and will need to be drafted and approved.

5. Items for Decision

5.1 Incorporation;

5.1.1 Transfer agreement – Charterhouse reviewed the agreement to ensure no tax obligations would be triggered. The transfer agreement, originally produced by lawyers in another region, has been checked by both a lawyer and the Region's Accountants and has been approved by both. A Board meeting of the Limited Company was held earlier today, and the company resolved to enter into the agreement. The Board is asked to authorise the Chair and Brian Deval to sign on behalf of the unincorporated association. **Vote: All in favour.**

5.1.2 Co-option of Directors – The proposal was circulated in advance. There are currently four directors: ST, RGP, RFP, and CL. Six directors will transition across, and RMB will continue until the unincorporated company closes. All directors will need to provide identification, complete the required forms, and submit their codes. **Vote: All in favour.**

5.2 Finance – Reserves Policy – The Finance Group reviewed the Reserves Policy, considering both potential closure costs and six months of operating expenses. Closure costs vary throughout the year but were found to be less than six months of costs.

It was proposed to set the reserves policy at £250,000 and to adopt the policy circulated. The policy will be reviewed annually. It was felt this is valuable to explain why funds are held in reserve. It was noted that the reserves do not need to be instantly accessible. The Governance Group will lead on this policy. **Vote: All in favour**

5.3 Meeting Dates – Changes to the meeting dates were discussed to incorporate holding the awards in early October. It was agreed to keep the June meeting date as face to face but hold it on a weekday instead. January meeting date to be removed. *Post meeting a proposal from Swim England became known to move their awards so meeting dates after June will be revisited once more is known.*

Action: BG to review dates and send a revised list.

5.4 Swimming Governance Structure Review – The group discussed the proposed future governance structure for the swimming discipline following

ML's resignation as Swimming Manager. It was noted that the discipline encompasses several distinct areas, licensing, competitions and development and it was proposed to separate these functions.

The proposal included evolving the existing Coaches' Forum into a Swimming Coaching and Development Group. It was also highlighted that the licensing function needs a succession and escalation policy to support informal resolution of issues when needed, it was noted this occurs infrequently.

For competitions, it was proposed that each area should have a designated lead, supported by a Swimming Competition Manager. The Terms of Reference for this group will need to be updated accordingly, alongside a clear allocation of responsibilities across all areas. The group will need to identify a lead for the new structure. A potential volunteer has been identified, but further discussion within the group is required before confirming the appointment. Once agreed, the updated TORs will need to be finalised and published.

6. Items for Discussion / Information

6.1 Strategy & Development

6.1.1 **Update Report** – The report was circulated and noted. It was confirmed that the Region's Strategy had been finalised that that disciplines had been attending the group meetings.

6.1.2 **KPIs and Objectives**- The KPIs and Objectives for 2026 were discussed along with how these would be reviewed and reported quarterly.

6.2 Chair Report – ST reported on the activities since the last RMB meeting. A lot of meetings have taken place and ST has been able to attend 4/6 of the Counties meetings in the Region. The group discussed the ongoing reorganisation taking place at Swim England.

An update was provided on the Governance Review, which is being chaired by ST and is in the early stages. The review will focus on board and committee effectiveness, governance accountability, and the role of counties and regions within the wider structure. A consultation is planned for next year. As part of the process, every county and chair will be consulted.

It was noted that there had been ad hoc meetings of Regional Chairs with Andy Salmon. The next formal Regional Chairs meeting will take place on 1 December.

6.3 Regional Communications Update BD reported on the Region's communications. Website performs well however the visitor numbers are not monitored due to challenges with doing this. Budget has been requested for training for the team to use tools better and social media.

6.4 Welfare Report No update has been received from Swim England regarding the latest figures. Support is provided when needed in counties. It was noted that the Head of Equality and Diversity, Mike Hawkes being made redundant. Mike has been a key contact for certain issues.

Action: ST will follow up to clarify the situation with the Safeguarding team.

6.5 Regional Staff Update BG, KH & KJ talked through their individual work areas & the report was noted by the Board.

6.6 Correspondence -

Sports Operations Committee Minutes 09.09.25 – 8.9. It was noted that six serious incidents were reported resulting in 3 deaths and 3 unconscious but recovered.

7. **AOB – None**

8. **Date of Next Meeting – TBC**

Meeting Closed 16.15

RMB Agenda – 10am 16th November 2025 Holiday Inn Guildford

- 1 Apologies
- 2 Discipline Reports
 - 2.1 Swimming – (Mike Lambert)
 - 2.2 Open Water – (Carol Butler)
 - 2.3 Diving – (Matt Pipe)
 - 2.4 Artistic – (Di Hughes)
 - 2.5 Water Polo – (Tim Ferris)
 - 2.6 Masters – (Geoff Stokes)
 - 2.7 Disability – (Kate Hutchinson)
- 3 Finance – Budget 2026 CL
 - 11.15 – Meeting pause
 - 11:30 – Awards welcome
 - 11:45 – Awards ceremony
 - 12:30 – Lunch
- 4 Minutes from previous meeting 16th September 2025 ST
 - 4.1 - Matters Arising not covered in agenda (From landscape sheet) ST
 - 4.1.1 Trophies
- 5 Items for Decision
 - 5.1 Incorporation CL
 - 5.1.1 Transfer Agreement
 - 5.1.2 Co-Option of Directors
 - 5.2 Finance - Reserves Policy CL
 - 5.3 Meeting Dates ST
 - 5.4 Swimming Governance Structure Review ST
- 6 Items for Discussion / Information
 - 6.1 Strategy & Development JG/BG
 - 6.1.1 Update Report
 - 6.1.2 Objectives & KPIs
 - 6.2 Chair Report ST
 - 6.3 Regional Communications Update BD
 - 6.4 Welfare Report AG
 - 6.5 Regional Staff update BG/KH/KJ
 - 6.6 Correspondence –
 - Swim England SOC Minutes September 2025
 - Swim England Board Minutes July 2025

7 AOB

8 Date of next meeting – Wednesday 14th January 2026 Online.

Report to the Regional Management Board

Title	Budget 2026
Date	November 2025
Presenter	Chris Lee
Purpose of Paper	For Decision

1. Introduction

This report sets out the proposed budget for 2026 and outlines the process undertaken to develop and review it.

2. Background & Context

As part of the 2026 budget planning process, discipline managers held discussions with the Regional Club Development Officers to review requirements and priorities for their disciplines. These discussions informed the initial budget requests submitted for consideration.

Following this, the Finance Group undertook review of all submissions. The Finance Group recommends that the Regional Management Board adopt the proposed 2026 budget as presented with a deficit of £87,903.00. Members should note that this budget incorporates the revised staffing structure and the costs associated with an additional team member.

3. Recommendation

That the Regional Management Board adopts the 2026 budget as set out in the attached documentation.



Regional Management Board

Draft Minutes of Meeting held on 16.09.25 7pm Online Meeting

Present:	Sara Todd (ST)	Chairperson
	Brian Deval (BD)	Board Member
	Rosa Gallop (RG)	Board Member
	Jenny Gray (JG)	Board Member
	Carys Jones (CJ)	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)	Regional President

1. Apologies

George Adamson

2. Minutes from previous meeting 22nd June 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 that the storage unit had been terminated. Support may be required in due course to assist with the disposal of trophies. ML will draft a proposed disposal policy for agreement. Support will be needed for implementation, CL, RG and JG volunteered to support. ST to enquire if other Regions have implemented a similar policy. It was noted that Swim England/ASA may have had one in place previously.

Action: ML/ST

2.1.2 Incorporation – The target date for incorporation remains 31st December and progress is currently on track. Feedback from Charterhouse is

awaited. No issues are anticipated regarding the TUPE transfer, Swim England have confirmed they will provide support if needed.

- 2.1.3 Swim Manager Role – ML has announced his intention to step down as Swimming Manager following the conclusion of the Short Course Championships. A team has been established to help ensure the role is more manageable going forward. ST expressed sincere thanks to ML for his outstanding commitment and contribution. Consideration is needed regarding succession planning and how best to approach the recruitment of a replacement. ML requested a meeting with ST, BD, and Mark Leman to discuss next steps. ML confirmed he will remain on the Board for as long as appropriate and will continue to offer support, though he will no longer be involved in decision making.

Action: ML/ST/BD

- 2.1.4 Finance – Reserves Policy – CL & BG have a meeting planned.

- 2.1.5 Regional Awards – Criteria to be put together.

3. Items for Decision

- 3.1 Equality, Diversity and Inclusion (EDI) Lead – A role description for the EDI Lead was circulated. There was a strong recommendation that an EDI Lead should be appointed, either as part of the Regional Team or as a member of the Board.

Swim England is currently reviewing governance. The Region must decide whether to proceed with appointing an EDI Lead now or wait for further clarity from Swim England's proposed recommendations.

Following discussion it was agreed that the Region would defer a permanent appointment until Swim England's recommendations are available. However, interim representation was considered necessary and RFP was appointed as the interim EDI Lead.

Action: BG

4. Items for Discussion / Information

- 4.1 Chairs Report – ST provided an update on key developments since June.

- AP Race- The Board discussed the AP Race initiative and the rationale behind the Memorandum of Understanding (MoU) with Swim England, which aims to foster a collaborative relationship. It was noted that some Regions have hosted workshops with AP Race, and further work may be required to clarify and strengthen the partnership. Any additional questions should be directed to ST.
- Swim England AGM - Clarification on financial figures presented at the AGM is still pending.
- Strategic Priorities – Water Availability - The availability of water remains a key concern. The Board agreed that regular updates on this issue would be beneficial. Reference was made to the government's £400 million funding pot, which could potentially support the construction of up to sixteen 25m pools. Andy Salmon is currently developing a proposal in collaboration with other sports to request funding for new facilities. Discussions with government

departments are ongoing. Questions were raised about whether any analysis has been conducted to identify areas of need, particularly within the South East.

- Swim England Organisational Review - The organisation is undergoing a structural review to align with its new strategy, which aims to create a more effective and efficient framework for delivering swimming nationally. Feedback from the recent roadshows and listening report is being considered. The redesign is seen as a necessary step to ensure future sustainability. The overarching ambition is to build a cost-effective, fit-for-purpose organisation. Work is also currently underway to explore the ideal structure for Regions. However, this initiative is dependent on the completion of Swim England's national restructure to ensure alignment. The Region will have opportunities to contribute to the consultation process.
- County Engagement - ST has been attending County meetings and is on track to have visited all Counties within the next few weeks.

4.2 Communications Report –

BD reported that the website hosting had been successfully moved. This change does not affect the front-end user. To ensure ongoing maintenance and timely resolution of any issues, a support agreement has been put in place. This provides up to two hours of technical support per month at a cost of £150, covering essential updates and system upkeep.

4.3 Welfare Report –

Swim England continues to provide ongoing support in welfare matters. Currently, there are 20 Level 2 investigations being managed by the team at Loughborough, many of which involve external agencies such as the police and the Local Authority Designated Officer (LADO). Level 1 cases typically involve suspensions, while Level 3 matters are overseen by the Region. The rollout of Golbacol, intended to enhance oversight and case management, is progressing more slowly than initially expected. It was noted that some counties have begun working with Active Partnerships. The Board agreed that data is essential to better understand the safeguarding landscape both regionally and nationally. This insight will help guide education and support strategies for clubs.

4.4 Regional Staff Update –

The circulated report was noted by the Board. Appreciation was expressed to BG, KH, and KJ for their contributions. RGP highlighted the recent Para Swimming Meet, commending KH for the excellent work in organising the event.

4.5 Regional Affiliation –

New Affiliation - Rari Nantes Waterpolo and Swimming (Slough)

4.6 Correspondence –

The minutes of the Swim England Board and Sports Operations committee were noted.

4.7 Staffing Sub-Group Update

The recommendation approved at the previous meeting is now progressing. ST has been working with Swim England on job evaluations and grading, with plans moving forward in line with the proposed budget. The process will continue as planned. Thanks were extended to BG, KJ, and KH for their patience and for absorbing additional responsibilities during this period.

5. AOB

The Board were made aware that Glen Issacs the Region's Masters Manager was extremely unwell. The Board expressed their best wishes for Glen's recovery.

In the interim, BD, BG, and KH have been supporting the Masters group in preparation for the Short Course event. This highlighted the importance of having robust succession planning in place. ML reported that a risk analysis and contingency plan have been developed for swimming, identifying who would assume responsibilities should a key individual become unavailable. It was discussed that similar risk assessments should be conducted across all disciplines to ensure continuity and resilience. This should form part of a wider strategy for succession planning. There is also a need to rethink recruitment strategies, moving beyond "who do we know", to more structured approaches.

AI Policy, a query was raised regarding Swim England's position or policy on AI. Further clarification was needed.

Action: BG/ST

6. Date of Next Meeting –

Sunday 16th November, Holiday Inn Guildford

21:00 meeting closed

AGENDA ITEM 2.1

MATTERS ARISING FROM RMB MEETINGS

Updated as at 12.11.25

	SUMMARY OF AGREED ACTIONS	MIN REF	ACTION	COMMENTS
1	<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>Update – Storage unit in Basingstoke has now been terminated and ML will be looking at disposal of the trophies as agreed.</p> <p>Update - Support may be required in due course to assist with the disposal of trophies. ML will draft a proposed disposal policy for agreement. Support will be needed for implementation, CL, RG and JG volunteered to support. ST to enquire if other Regions have implemented a similar policy. It was noted that Swim England/ASA may have had one in place previously.</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 15.05.25 Min 2.1.1</p> <p>16.09.25 Min 2.1.1</p>	<p>CL, GA, ML & BD</p> <p>ML</p> <p>ML/ST</p>	<p><i>In Progress</i></p>
2	<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>12.09.23 Min 101</p>	<p>BG</p>	<p><i>Ongoing</i></p>

	<p>Update - New company information to go onto website – CL, RGP to inform BD so information can be published on website.</p> <p>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.</p> <p>Update – meeting with Charterhouse has taken place and written advice has now been received. This will be reviewed by the Finance Group.</p> <p>Update - A draft transfer document had been put together and sent on for review from a legal perspective. Once feedback has been received this will be sent on to the accountants to check in terms of tax. We will then look to proceed with official transfer looking to be on 31 December at the end of the accounting year. This will come back to the Board for approval in due course.</p>	<p>14.03.24 Min 24.6.2</p> <p>25.06.24 Min 59.6</p> <p>10.12.24</p> <p>13.02.25 Min 2.1.1</p> <p>22.06.25 Min 4.3</p>	<p>RGP</p> <p>CMB</p> <p>Finance Group</p>	
3	<p>Swim Manager Role</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>13.02.24 Min 16.2</p> <p>10.09.24 Min 2.1.2</p> <p>17.10.24 Min 2.1.3</p>	<p>ML</p> <p>ST/ML/CB</p> <p>ST</p>	<i>On agenda</i>
4	<p>Finance</p> <p>A review will be completed looking at closing down costs and the Region's reserves policy. A paper will be produced in due course.</p>	<p>22.06.25 Min 3.1</p>	CL/BG	<i>On agenda</i>
5	<p>Regional Awards</p> <p>It was agreed that criteria for Long Service Awards within the Region should be developed, with consideration given to what forms of recognition would be most meaningful. The aim is to have a framework in place for next year. This will be reviewed by the awards review panel.</p>	<p>22.06.25 Min 3.2</p>	CL/BD/RG/ML/BG	

Updated 12.11.25 BG

Report to the Regional Management Board

Title	Incorporation: Transfer Agreement
Date	04 November 2025
Presenter	Chris Lee
Purpose of Paper	For Decision

1. Introduction

This paper seeks approval from the Regional Management Board of the unincorporated association, Swim England South East Region, to enter into the Transfer Agreement with Swim England South East Limited. The agreement facilitates the formal transfer of assets, responsibilities and operations to the incorporated entity.

2. Recommendation

The Regional Management Board is asked to:

- Approve the Transfer Agreement as circulated.
- Authorise Sara Todd and Brian Deval to sign the agreement on behalf of the unincorporated association.

Report to the Regional Management Board

Title	Incorporation: Director Co-option Proposal
Date	04 November 2025
Presenter	Chris Lee
Purpose of Paper	For Decision

1. Introduction

This paper outlines the proposed process for co-opting Board members to become Directors of Swim England South East Limited. The proposal includes terms of office, eligibility criteria and the rationale of Board approval. This process is subject to ratification at the Regional Annual General Meeting.

2. Articles of Association Reference

In accordance with the Articles of Swim England South East Limited:

- The Company shall have a minimum of five Directors, each of whom must be a member of Swim England and a member of a club affiliated to the Company.
 - The Board of Directors shall consist of:
 - The Chair (Director by virtue of office)
 - The Finance Director (Director by virtue of office)
 - Up to nine Elected Directors (three year term)
 - Up to three Directors appointed by the Board for their skills and experience, who shall remain in office until the close of the AGM following their appointment or for a shorter period as determined by the Board

3. Current Board Composition

The Chair, Sara Todd and Finance Director, Roger Prior, began their appointments on 01 January 2024 and will serve a four-year term.

There are currently eight Regional Management Board members proposed to become elected Directors, subject to their consent.

Roger Penfold and Chris Lee are already registered directors of the company.

4. Proposed Terms of Office

The following rotation schedule is proposed to ensure balanced turnover and continuity:

- George Adamson – Term until 2027
- Rosa Gallop – Term until 2027
- Chris Lee – Term until 2027
- Mike Lambert – Term until 2028
- Jenny Grey – Term until 2028
- Roger Penfold – Term until 2029
- Carys Jones – Term until 2029

- Brian Deval – Term until 2029
- Vacant Position – Term until 2029

Chairperson – Sara Todd – Term until 31 December 2027

Finance Director – Roger Prior - Term until 31 December 2027

5. Eligibility and Consent Requirements

To comply with Companies House and the Companies Act 2006, individuals must:

- Confirm their consent to act as a director by signing a declaration.
- Certify they are not disqualified from acting as a director.
- Be formally appointed via submission of form AP01 to Companies House
- From November 2025, complete identify verification as part of new Companies House requirements

6. Director Responsibilities

Board members have received the consent form in advance of this meeting. Members are encouraged to familiarise themselves with their responsibilities as a director. Further information is available at: <https://www.gov.uk/guidance/being-a-company-director>

7. Rationale for Proposal

The proposed co-option and rotation schedule ensures:

- Compliance with legal and governance requirements
- Continuity and stability within the Board
- Alignment with the Region's Articles of Association
- Progress towards incorporation by the targeted date of 31 December 2025, ensuring the Region is fully operational as a limited company with an appropriately constituted Board

8. Recommendation for Board Approval

The Board is asked to approve the proposed co-option process and terms of office as well as the submission of this proposal for ratification at the Regional Annual General Meeting.

Report to the Regional Management Board

Title	Finance – Reserves Policy
Date	06 November 2025
Presenter	Chris Lee
Purpose of Paper	For Decision

1. Introduction

This report summaries the review and update of the Region’s Reserves Policy and presents the Finance Group’s recommendation for consideration by the Regional Management Board.

2. Background

The current reserves policy has maintained a limit of £150,000 for several years. In light of increased costs and evolving financial risks, a comprehensive review was conducted to ensure the policy remains appropriate and provides sufficient financial cover.

Approach:

The revised reserves figure has been assessed using two scenarios:

- Estimated Cost of Closure
- Six Months of Operational Expenditure

The recommendation is that the reserves policy should be based on **whichever of these two scenarios presents the higher financial requirement.**

Each discipline within the Region was reviewed using worst-case assumptions to identify potential liabilities. Particular attention was given to pinch points in the calendar where multiple disciplines may run events, increasing potential exposure due to pre-booked commitments.

Closure Costs:

The estimated cost of closure includes:

- Liquidation-related expenses, such as the production of up to two sets of final accounts.
- Staffing costs, including staff salaries for work needed to prepare for close down, redundancy, accrued holiday pay, notice periods and an additional month’s salary to account for any time worked but not yet paid.

3. Recommendation for Board Approval

The Board is asked to approve the Finance Group’s recommendation to set the reserves policy limit at £250,000, based on the higher of the two scenarios outlined and to adopt the policy in Appendix 1.

Appendix 1 – Proposed Reserves Policy

1. Introduction

The Swim England South East Limited ('SESEL') reserves policy outlines how the company will manage its reserves to ensure long-term financial stability and support the achievement of its objectives. The policy defines the amount of reserves the company needs to hold, how reserves will be used, and how the company will ensure they are appropriately maintained.

2. Purpose of Reserves

The primary purposes of holding reserves are:

- **Financial Stability:** To ensure the company can continue to operate in periods of financial uncertainty or during temporary shortfalls in income and can effect an orderly solvent closure if needed.
- **Liquidity:** To provide a buffer that allows the company to meet its short-term financial obligations and commitments.
- **Risk Management:** To mitigate risks associated with fluctuations in income, unexpected expenses, or changes in funding.
- **Strategic Flexibility:** To allow the company to take advantage of opportunities or respond to unforeseen needs that align with its mission.

3. Reserve Levels

SESEL will maintain reserves within the following parameters:

- **Target Reserve Range:** The company will aim to hold free reserves of the higher of 6 months of operating costs and the current estimated costs of closure, providing additional flexibility to support strategic objectives or respond to unexpected challenges.

4. Types of Reserves

SESEL reserves will be classified as follows:

- **Unrestricted Reserves:** These are reserves that the company is free to use at its discretion in support of its mission. They can be used for operational needs, investments in programs, or as a buffer for periods of lower income.
- **Free Reserves:** These are unrestricted reserves less fixed assets and any defined pension liability.
- **Restricted Reserves:** These are funds that are designated for specific purposes based on donor restrictions or legal requirements. These funds cannot be used for general operational needs but must be spent in accordance with their intended purpose.
- **Designated Reserves:** These reserves are a subset of unrestricted reserves that the Directors have specifically set aside for particular projects or future commitments. These reserves are flexible but can only be used for the purpose designated by the Directors.

5. Management and Monitoring of Reserves

The Governance Committee is responsible for monitoring and managing reserves. They will:

- **Annual Review:** The reserves policy and reserve levels will be reviewed annually as part of the company's financial planning process to ensure the reserves are appropriate for the company's needs.
- **Regular Monitoring:** Through the Management reporting, the Treasurer will monitor reserves on a quarterly basis to ensure they are being used effectively and to identify any potential shortfalls of reserves that may need to be addressed.
- **Financial Planning:** The company will consider its reserves as part of its broader annual financial planning, ensuring that it has a sustainable balance between income generation, expenditure, and the maintenance of reserves.

- **Reporting:** The company will report on the level of its reserves annually in its financial statements and within its annual report to ensure transparency and accountability to its stakeholders.

6. Use of Reserves

Reserves will be used in the following circumstances:

- **To cover operational shortfalls:** In case of unexpected income reductions or expenditure increases, reserves may be used to maintain normal operations while the situation is addressed.
- **To fund new initiatives or one-off projects:** Surplus reserves may be used to fund strategic projects or programs that align with the company's mission but are not covered by designated income or funding sources.
- **To support cash flow needs:** Reserves may be used to bridge gaps in cash flow, particularly if there is a delay in receiving income, grants or donations.
- **To respond to emergencies:** Reserves may be deployed in response to unforeseen circumstances, such as an emergency opportunity or a response to a crisis that aligns with the company's mission.

Any use of reserves will be carefully considered, ensuring that the decision is in line with the company's strategic objectives and that reserves are replenished within a reasonable time frame if they are used and ratified by the Board of Directors.

7. Replenishment of Reserves

If reserves are below the minimum required level, the company will aim to replenish them as follows:

- **Replenishment Plan:** The company will set a clear plan for replenishing reserves, which may involve reducing expenditure, increasing fundraising efforts, or diverting surplus income toward reserves.

8. Communication of Reserves Policy

The company will ensure transparency around its reserves policy, including communicating the rationale behind its reserves strategy and the level of reserves held, to stakeholders such as members, stakeholders, donors, funders, and the general public. This will be included in the company's annual report and financial statements.

9. Review of Reserves Policy

The Finance, Audit and Risk Committee will review the reserves policy and the calculation of estimated closure costs annually or more frequently if required, ensuring that the policy remains relevant and appropriate in light of changes in the company's activities, financial position, or external environment.

1. Introduction

The Swim England South East Limited ("SESEL") reserves policy outlines how the company will manage its reserves to ensure long-term financial stability and support the achievement of its objectives. The policy defines the amount of reserves the company needs to hold, how reserves will be used, and how the company will ensure they are appropriately maintained.

2. Purpose of Reserves

The primary purposes of holding reserves are:

- **Financial Stability:** To ensure the company can continue to operate in periods of financial uncertainty or during temporary shortfalls in income and can effect an orderly solvent closure if needed.
- **Liquidity:** To provide a buffer that allows the company to meet its short-term financial obligations and commitments.
- **Risk Management:** To mitigate risks associated with fluctuations in income, unexpected expenses, or changes in funding.
- **Strategic Flexibility:** To allow the company to take advantage of opportunities or respond to unforeseen needs that align with its mission.

3. Reserve Levels

SESEL will maintain reserves within the following parameters:

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Report to the Regional Management Board

Title	Meeting Dates 2026
Date	November 2025
Presenter	Sara Todd
Purpose of Paper	For Decision

1. Introduction

The purpose of this paper is to seek approval from the Regional Management Board for the proposed meeting dates for 2026.

2. Background & Context

Proposed meeting dates are as below for 2026. This incorporates the updated meeting schedule that was agreed earlier this year.

Date	Location	Meeting
Wednesday 14th January 2026	Online	Regional Management Board
Thursday 12th March 2026	Online	Regional Management Board
Wednesday 22 nd April 2026	Online	Annual Council Meeting
Tuesday 12 th May 2026	Online	Regional Management Board
Sunday 21 st June 2026	TBC (in person)	Regional Management Board
Wednesday 16 th September 2026	Online	Regional Management Board
Sunday 15 th November 2026	TBC (in person)	Regional Management Board & Discipline Managers

3. Recommendation

That the Regional Management Board approves the proposed meeting dates for 2026 as set out above.

Regional Swimming governance structure review

Current landscape

- The regional swimming manager currently oversees competition, licensing and development
- The vast responsibilities are as set out in the current job description, including the budget setting of the above areas and delivery of regional swimming competitions specifically
- The current swimming group meets as required in the lead up to the short and long course events to plan and distribute tasks, led by the swimming manager

Challenges

- The current Swimming Manager role is extremely challenging and extensive and there have been no expressions of interest for it in its entirety nor has an individual with the full skill set to administer all responsibilities been identified
- The additional responsibilities – licensing and development are not discussed at meetings of the swimming group – which have only focused and on competition due to the balance of time and the current structure and membership

Proposal

- Swimming competition should be separated from development and licensing
- Regional swimming competitions will be organised by a group, solely focusing on the short and long course annual events. Group members will have individual tasks as identified with a lead team member/chair appointed for each competition in turn supported by a member focussing on admin. Group members will be identified under a list of key annual tasks, such as budget setting and meet specific tasks
- The swimming coach's forum will be renamed as the swimming coaching and development group. This group will be responsible for planning and budget setting for swimming development programmes in line with national guidance and strategy where applicable
- The swimming coaching and development group will have a representative on both the swimming competition and the development groups to ensure two-way communication

Actions required

- Agreement from the RMB
- The terms of reference for both the swimming group and coach's forum to be agreed and updated to reflect the changes - KJ
- A list of key competition tasks to be collated and a name to be put against each one – annual and meet specific – competition group
- A review of the meet licensing process, key responsibilities and the lines of reporting to ensure clarity and efficiency -BG
- Staff team to update the national database of regional contact e-mail addresses to ensure that the correct people in the region are informed of national messages to ensure updated guidance is reviewed and planned for.

Report to the Regional Management Board Strategy and Development Group

The purpose of the report is to update the Regional Management Board on the progress made by your Discipline Group. Please use as much space in each box as you require.

1. **Items for Discussion with the RMB**

Please summarise the main items that you would like to discuss with / bring to the attention of the Regional Management Board.

- a) The process for finalisation of the Regional Strategy
- b) Our sincere thanks to the Regional development officers for their continued work to support all disciplines

2. **General Overview of Discipline Group's Progress**

Please briefly outline any significant developments in the delivery of your action / operational plan. **The information you provide will form the basis of your discipline's section in the Annual Report.**

The group has become more inclusive with all disciplines being invited to the online meetings. The uptake varies but has been well received and allowed disciplines to understand the development opportunities offered by the region

3. **Specific Areas**

Please provide a summary of significant developments achieved by the Group in the following areas. This covers activities from 01 January 2025-31 December 2025:

The outline regional strategy has been agreed and is awaiting final confirmation

Due to SwimMark being under review it was agreed that all clubs within the region could apply for 2 Coaching Bursaries and an additional Senior coach bursary. This will be monitored for demand.

Bursaries –
Assistant Coach – 19
Coach – 29
Land Training – 3
Senior Coach – 9
Safeguarding – 131

Team Manager 1 workshops – 12/15 for 2025 delivered with 367 members attending
Team Manager 2 workshops – 5 delivered in 2025 with 103 members attending

Young Volunteer Programme

Jan 2025-Dec 2025 programme.

43 members from 13 clubs (swimming and artistic) aged 14-18 signed up to the programme, with 11 achieving their bronze award, 11 achieving their silver award and 3 achieving their gold award (as at 1st November).

Sep 2025 – August 2026 programme.

23 members from 12 clubs (eight additional clubs to the previous programme) currently engaged in the programme with one final workshop due to take place in November. 2 volunteers have already achieved their bronze award (as at 1st November).

There has been 9 time to listen courses this year to date with 1 more planned. Currently 64 people have attended. Swim England are planning to bring this training in house away from UK coaching in quarter 2 2026.

3.1 Competition

Please include statistics on the number of competitors, including splits for gender and ages. If your discipline runs more than one competition per year please break this information down by competition.

N/A

3.2 Development

Please include statistics on the number of athletes that attended any camps, including splits for gender and ages

N/A

3.3 Workforce - including coaches, officials, group's members

We are delighted that discipline representatives join our online meeting and because of their specific expertise, add richly to discussion

4. Notable Results or Achievements

This should include any members of South East Region Clubs in National Squads (GB, English, Scottish & Welsh). **Please provide names of athletes, their club and details of the event they competed in. This will be included in the Annual report.**

N/A

5. Finance

Performance against Budget 2025. Please highlight any significant over/under spends and why these have occurred.

6. Any other comments to be included in the Annual Report

Report Completed by;

Name of author:

Position:

Email Address:

Phone Number:

To : RMB

From: Sara Todd

Re: Chair's Report November 2025

Key Activity and focus since last RMB September 2025

- **Aquatics GB**
 - Audit & Risk Committee meeting
 - Preparation for AGM
 - Board meeting in Glasgow
 - Board Meeting in Newport, Wales
 - Strategy Day
 - Annual Awards
- **Swim England**
 - Board Meeting / Strategy Day in Loughborough
 - Governance Review
 - Board Interviews
 - Governance group
 - Team meeting in Loughborough
 - Developing recommendation for consultation January – March 2026
- **Swim England South East**
 - Finalised strategy and provided guidance for Regional staff to develop 2026 Operational plan and KPIs
 - Implemented new org structure from 1st November
 - Officiated at the Masters Short Course Championships
 - Officiated (briefly) at Regional Winter Short Course Championships
 - Participated in County meetings (4/6)
 - Preparation for Regional Chairs Meeting 1st December

Areas of Focus in November / December

- Complete County Meetings
- Support completion of Operational plan
 - Consider feedback mechanisms to measure quality impact of delivery
- Regional team structure : Recruit Events & Administration officer
- Board / Discipline Succession Planning; establish levels of interest.
- Review activity regarding Governance code
- Support progress towards Incorporation

Swim England Organisational Review

The primary objective is to design an organisation that can deliver the ONE Swim England Strategy effectively and efficiently ; a new strategy needs a new organisation structure and the newly designed SLT needs to ensure roles and responsibilities are aligned and appropriately staffed. Associated policies and procedures need to be reviewed to ensure fairness and transparency across the organisation. Additionally , current organisation costs are circa 40% higher than other sports NGB's which suggests a review is appropriate and timely.

This is part of a modernising programme, in response to the Listening Report and subsequent roadshows , which is also considering enhanced support for members. Examples include a contemporary approach to Safeguarding & Welfare and investment in outdated and unsupported technology.

Update : The consultation period has ended and the organisation structure finalised. Appropriately staffing the organisation is underway and naturally there are some shifts and departures which continue the uncertainty. Nevertheless , progress is being made , including the evaluation of outsourcing non-core activities, to establish a more efficient, focused and ultimately effective base. Importantly , a new role has been established to support the co-ordination and collaboration between the Regional Staff and the centre. Precisely, how this will work is currently being discussed but most Regional Chairs perceive this as a positive move.

Regional Staff structures

Given the variety in approach to regional organisations (as presented to RMB) the Regional Chairs Forum recommended a review of roles and responsibilities with the ambition to develop an optimum model to deliver an aligned and improved service to our members. This is in parallel to the broader organisational review and is led by Alex Haines (London) , John Hidle (East Midlands) supported by Helen Marney (Swim England)

Update : No progress to report (Update due at Regional Chairs Meeting Dec 1st)

Governance Review Supported by, and aligned with, the Regional Chairs Forum, the brief for the review is to “start with a blank piece of paper”, to explore what best practice governance structures and procedures could look like. The review will be rooted in the current sporting landscape with an eye on future challenges and opportunities rather than how things have always been done. The steering group has been selected to represent a diverse range of expertise from other sports and governing bodies and the ambition is to make recommendations to the Board before the end of this year.

Update : Significant progress/ understanding has been made with reference to the following Focus Areas , harnessing the diverse experience of the Steering group, engagement with other sporting NGB's , Sport England and the current Board.

Board & Committee Effectiveness, Governance Accountability, Legal & Structural Considerations , Regional & County Governance structures , Membership & Representation

Important consultation and engagement with key stakeholders of Swim England is being planned for Q1 2026. , including RMB's

Kirstin Fasey , interim Director of Safe Aquatics, Legal & Governance will be retained in 2026 to focus exclusively on this initiative (40%)

Report to the Regional Management Board

Title	Communications
Date	November 11 2025
Presenter	Brian DeVal
Purpose of Paper	For Information

1. Introduction

This report is a summary of the Region's communications activity in 2025.

The primary tools used by the region for general communications are the website and monthly Newsletter (published on the 1st each month excluding January). Current circulation of the Newsletter is 1,245 with an average of 2/3 new subscribers each month and 1/2 unsubscribes each month. We use this tool to disseminate both national and regional information relevant to our constituents.

The website is the single resource for all regional information – all other tools are used to direct users to it. As a principle any information on the website that relates to original material from SE or other reliable sources eg Welfare, only link to the original source. Use of the website is variable and depends on what is happening in the region at any one time – for example Age Group Championships will see very high demand.

In addition to the Newsletter, we have Swimming Competition News that is used as a route to inform self-selected subscribers about any issues to do with swimming competitions. This currently has 750 subscribers.

Our social media activity is limited to Facebook, Instagram and X. Each platform has a different demographic so what we publish on each platform does vary depending on what we want to say and who we are saying it to. As a principle we use the tools to 'call to action' and direct users to information on the website or to provide updates on events etc. We rarely invite comment.

Facebook: 2,100 subscribers
 Instagram: 2,200 subscribers
 X: 3,100 followers

Content on all our platforms is very dependent on discipline managers providing information in a timely manner. Without knowing about it we cannot tell people about it.

We are very aware that our social media activity is not as good as it should be and that we are not utilising the tools to their capacity. To address this a request has been made for additional training in the 2026 budget. Similarly, we are not yet making good use of AI and training has also been requested.

Report to the Regional Management Board

Title	Welfare Report
Date	06 November
Presenter	Andy Geiss
Purpose of Paper	For Information

This last few months over the summer have been quiet although there have been various incidents which have been referred to Swim England and are currently being supported by them.

The Globocol system has been quiet and reports seem to have stopped with the request to add county welfare officers in the south east and a few more clubs still in consideration.

There has been the some requests about organisational aspects of regional events which have passed to Brian to deal with.

There has been a continual development with our sport partner in the south east who offer support where appropriate.

I am still waiting on incident statistics being dealt with by Swim England and hopefully will be able to update at the next meeting.

Andy
South East Welfare Officer

Sports Operations Committee

Minutes of the meeting held 9 September 2025

Draft minutes subject to approval at the next meeting

Present:

Joan Wheeler (JW)	Swim England Board Member (Chair)
Amy Bryant (AB)	Swim England Member
Alex Harrison (AH)	Swim England Member
Keith Munday (KM)	Swim England Member
Jo Sackett (JS)	Swim England Member
Alex Williams (AWi)	Swim England Member
John Hidle (JH)	Regional Chairs Representative
Ally Whike (AWh)	Director of Sports
Helen Marney (HM)	Director of Community Participation and Health

Staff:

Andy Salmon (AS)	Chief Executive Officer
Claire Coleman (CC)	Head of Development
Catherine Searcy (minutes)	Executive Assistant
Leanne Brace (LB)	Head of Membership Development (item 4 only)
Lisa West (LW)	Finance Director (item 4 only)

Apologies:

Richard Palmer Jones (RPJ)	Swim England Member
Neil Booth (NB)	Swim England Board Member
Ellie Conway (EC)	Youth Advisory Panel Representative

1. Standing Items

1.1 Chairperson's Welcome

Members were welcomed to the meeting. JW thanked all for accommodating the earlier meeting start.

1.2 Apologies

Apologies received from RPJ, NB and EC.

1.3 Declarations of Interest

None.

1.4 Declarations of AOB

None declared.

1.5 Minutes from previous meeting (16 June 2025)

The minutes were approved and agreed as a correct and accurate record of the meeting.

1.6 **Actions from the previous Meeting**

CC has updated the action log 08/09/25. The majority of actions had been completed so outstanding items are shorter than what was circulated with meeting papers.

Reference 23.15 – Risk Assessment Portal: Reminder that the decision was made to not pursue this portal from Howdens. Has been referred into the H&S Forum for guidance on work that should be delivered for upskilling on risk assessments but also covered within ongoing governance review taking place.

Reference 24.09 - Governance and Coach Compliance: This is under review to agree the purpose of reporting. Currently the view is to provide SOC with national and regional performance analysis and trends.

Reference 25.11 – Artistic Swimming LG: current legal workload has delayed this action. Will remain as live.

All other actions identified have been noted as complete.

2. **Sport Development Directorate**

2.1 AWh provided a verbal update to members.

2.2 Commonwealth Youth Games 2027 have now been confirmed as allocated to Malta. They include Water Polo for the first time, though in a different format to full WP matches.

2.3 The Sport Directorate is collating a report to highlight successes over summer 2025 including medal winners at the World Championships in Singapore and World Juniors in Romania. Both were available to watch live online free of charge via the AGB website, with great performances across the disciplines. Clubs, coaches and programmes should be very proud of their performances.

2.4 World Para Swim Champs take place in Singapore 21st – 27th September 2025 and we look forward to seeing some great swimming.

Community Participation and Health Directorate

2.5 HM provided a verbal update to members.

2.6 Once the current Organisational Redesign and resourcing for the new strategy is completed, a new range of work within the Directorate will start focusing on new areas.

2.7 One of the focus points will be looking at a place-based approach with Regional and National members to explore where we can have impact through partner working. Additional funding is being requested from Sport England (target of 20 places in England) to primarily tackle inequality but this would also enable us to incorporate a number of different work strands e.g. health, participation opportunities.

- 2.8 There is an Active Partnership Network session in October. This is an opportunity to reset our relationship and start to work with them more consistently and within a wider remit/area of work. Swim England will be presenting to all Active Partnerships across England at the event.
- 2.9 We have been confirmed as a priority NGB in the school sport partnership infrastructure that the Government are investing in. The tender for this is coming out in Autumn 2025 for national organisations to submit, with a view to implement in Autumn 2026. Swim England are involved as a key NGB, aiming to operate more within space and influencing the strategy nationally.
- 2.10 CC confirmed that the Club Health Tracker shows the current national average score. Of 129 clubs who completed the tracker, 83.5% of those were performing well in Coaching and Teaching. CC asked that where possible members should advocate completion of the Club Health Tracker
- 2.11 **ACTION: Discuss a future report/session on Club Health Tracker (JW/CC).**
- 2.12 AP Racing MOU: The MOU allows for clarification on roles within the swim space we both operate in, acceptance of Swim England as the NGB of the sport within England. In discussion SOC members raised similar concerns to those shared by Regional Chairs during their meeting. It was noted that work is to be done on how the relationship between SE and AGB is being promoted within the sport/members.
- 2.13 Concern was also raised around the language used in the MOU which felt had a negative view of the regional engagement with AP Racing. AWh confirmed this was not the intention
- 2.14 **ACTION: AWh to review the language of the MOU and make changes where possible to present a balanced view of the regional engagement.**
- 2.15 AWh confirmed that the Coach Education programme will go out to further development and consultation once work is completed internally. Craig McCulloch will attend a future SOC to provide an update.
- 2.16 The committee raised the need to be more proactive in promoting 'Flourishing In Coaching' information to a wider audience including clubs.
- 2.17 **ACTION: CC to discuss wider communication of 'Flourishing in Coaching' with the communications team and Craig McCulloch (CC)**

3. CEO Update

- 3.1 AS provided a verbal update to members.
- 3.2 Organisational Redesign: The proposal was presented to staff on 02/09/25 at which point collective consultation began. The rationale for structure is 1) to bring the organisation in line with our new strategy, 2) ways of working need to change 3) feedback received via The Listening Report and 4) financial sustainability with predictions showing a significant budget deficit by 2029. Members were advised that Swim England's current payroll is 40% more compared to other similar NGB's. Elected Employee Representatives are playing a key role in the staff consultation.

- 3.3 Regional staff are not within the scope of consultation. However, they are able to feed in via the People Team.
- 3.4 A separate working group is exploring the regional structure with the aim to compliment the agreed national structure.
- 3.5 A Culutre Deck has been produced to support the change in the ways of working and this forms part of the consultation process. It is hoped this will be communicated wider once the consultation has been completed.
- 3.6 Governance Review: This is now underway, with a third meeting of the Steering Group taking place on 09/9/25. This was made up of a good blend of participants including regional representatives, other sports and independents. Terms of Reference have been agreed for the review which was starting from a blank sheet with the timeline showing an interim report available in November 2025 before going out for consultation on questions and possible solutions/answers.
- 3.7 There was a discussion around what other potential income streams have been explored, including sponsorships. AS confirmed this work was being done alongside reducing costs including work to look at income from programmes, education, commercial and partnerships. It is not yet clear what harm the Listening Report and Panorama has done to the Swim England brand, though AS was confident that SE remains a fantastic vehicle for a brand to be associated with.
- 3.8 Text redacted.
4. **Membership Fees 2026 - proposal**
LB and LW joined meeting.
 - 4.1 LB shared a presentation to summarise key points.
 - 4.2 JW reminded SOC that whilst the decision on Membership Fees would be made by the Board, she will feedback SOC views at the September Board meeting before a decision is made.
 - 4.3 In the discussion that followed, SOC members were in favour of the proposed increases in light of the need to invest in the One Swim England Strategy.
 - 4.4 The committee was of the view that the communication to explain the increase in fees to members must be carefully considered. There was a need to highlight benefits more and demonstrate 'you said, we did' actions such as investment in Safeguarding
 - 4.5 Noted that there is a risk around club training fees increasing, as there have been examples of entire clubs taking all of Learn To Swim out of SE membership, making independent arrangements for insurance. It was accepted that there was much work to do with those clubs to highlight benefits of SE membership.
 - 4.6 AS noted that with Train category, there is still an action to look at the fee in more detail before further changes could be considered.

- 4.7 **ACTION: AWh and HM to progress review with Head of Membership**
5. **Scorecard 2025 - update**
- 5.1 CC gave a verbal overview of paper circulated.
- 5.2 The report focused on the 4 primary goals that are within the responsibilities of SOC. Going forward, the Scorecard will be presented in the same way at meetings with narrative included. It was noted that there were gaps in the reporting for the previous quarter, particularly in the safeguarding areas.
- 5.3 When building the template for the 2026 Scorecard learnings/feedback will be used to develop the format so appearance/information may change.
- 5.4 AWh confirmed that discussions with AquaticsGB (AGB) regarding the future arrangements for Artistic and Water Polo at an elite level may have some staffing implications but that the proposed structure was based on the current arrangements.
- 5.5 AS stressed that this report shows a snapshot of the 18 goals in our strategy and although our role may stop as an athlete transition from national level to AGB, we are focused on all sporting elements of our strategy rather than just traditional elements as reported here.
- 5.6 A question was asked around the 'Keep It In Your Locker' campaign and previously discussed case increases of mobile phones in changing rooms. SOC was advised that there has been no notification of any increase in trends, but staff are exploring how the messaging is being continually delivered. The committee provided feedback that clarity on the impact of using mobile phones on changing rooms should be part of the messaging.
- 5.7 **ACTION: circulate updated scorecard on safeguarding after meeting.**
- 5.8 AS confirmed the intention to publish the Scorecard on the website on an annual basis at the end of each applicable year.
6. **Meridians Titans National Club application**
- 6.1 HM gave a verbal update.
- 6.2 It was noted that more work was to be done on the potential implications of this model of membership and therefore that the application would be deferred for consideration at a later meeting.
- 6.3 **ACTION: Explain to the applicant that outcome would be delayed.**
- 6.4 **ACTION: Revisit the specified 60 days' time frame in policy relating to direct affiliates.**
7. **Harold Fern and AH Turner Awards – nominations for 2025**

- 7.1 JW reported that the nominations had been circulated to SOC members, and scores had been aggregated.
- 7.2 As a result of the aggregation of scores recommendations to the Board were agreed.
- 7.3 Text redacted.
- 7.4 Text redacted.
- 7.5 It was noted that awards will be presented at the National Awards on 29th November and should therefore be regarded as confidential at this stage. CC confirmed that after the annual awards event, SE write to all nominees to inform them they were nominated.
- 8.0 **Minutes of Leadership Group meetings and any reports from SOC Liaison**
- 8.1 **Artistic Swimming Leadership Group**
Nothing to report.
- 8.2 **Club Leadership Group**
The minutes were taken as read.
- 8.3 **Diving Leadership Group**
The minutes were taken as read.
- 8.4 **Swimming Leadership Group**
Nothing to report.
- 8.5 **Water Polo Leadership Group**
The minutes were taken as read.
- 8.6 CC reported that work was currently being done to review the role of regions in the development of Water Polo going forward. There is a paper going to Regional Officers on 15/09 which will then be circulated around community following that meeting.
- 8.7 **Masters Swimming Leadership Group**
Met 08/09 – nothing to report. Comments regarding the application from Meridian Titans were noted.
- 8.8 **Youth Advisory Panel**
Work continuing to develop the group without trying not to tie members up in too much Governance work.
- Health and Safety Forum**
- 8.9 Reporting on the recent meeting of the Forum, KM advised that the incident register from Howdens showed there have been six serious incidents in 2025, in which 3 people have died and 3 were unconscious but recovered. There has been nothing like that number in previous years. The Forum agreed that there is a need to have more detail about these incidents and that this was being sought from the insurers so that the Forum could consider whether any further action was required.

8.10 ACTION: KM to provide further details of the outcome at the next meeting following the forum.

8.11 AWh informed the group that Swim England are looking into the insurance register to identify any trends. These will be brought back to SOC if trends are found or lessons to be learnt.

9. **Regional update**

9.1 Regional Chairs met 01/09/25.

9.2 Members received information from the working group review of regional roles and there was a discussion around the AP Racing MOU.

10. **AOB**
None.

F E M I N A L

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

Wednesday 9th July 2025 11:30am – 5:00pm

Venue: TEAMS

Members	Initials	Mtg 1 20.02.25	Mtg 2 07.04.25	Mtg 3 09.07.25	Mtg 4 17.09.25	Mtg 5 24.11.25
Richard Hookway (Chair)	RH	✓	✓	✓		
Neil Booth	NB	✓	✓	✓		
Ali Breadon	AB	A	✓	✓		
Caroline Green	CG	A	✓	✓		
Aysha Kidwai	AK	✓	✓	A		
Carrie Ryan	CR	✓	✓	✓		
Andy Salmon (Chief Executive)	AS	✓	✓	✓		
Barry Saunders	BS	✓	✓	✓		
Sara Todd	ST	NA	✓	✓		
Katie Walcott-Greenwood	KWG	A	✓	✓		
Joan Wheeler	JW	✓	✓	✓		

Non-members in attendance on 09.07.2025:

Catherine Searcy (Minutes)	CS	✓
Item 6 only:		
Lisa West, Finance Director	LW	✓

Rebecca Cox, Business Engagement Director and Institute of Swimming Managing Director	RC	✓
Item 13 only:		
Maria Papadopoulos, People Director	MP	✓
Item 14 only:		
Simon Davies, Director of Safe Aquatics and Welfare	SD	✓
Kirsten Fasey, Interim Director of Safe Aquatics, Legal and Governance	KF	✓

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

STANDING ITEMS: ADMINISTRATION	
1.	<p>Welcome and apologies</p> <p>RH welcomed everyone.</p> <p>Apologies received from AK.</p>
2.	<p>Declarations of interest</p> <ul style="list-style-type: none"> • BS declared a small personal contract with Aquatics GB (AGB).
3.	<p>Minutes of the Board of the Amateur Swimming Association (Swim England) Limited held on 7 April 2025</p> <p>Comments:</p> <ul style="list-style-type: none"> • ST to be added as in attendance. • AS to provide AGB, Digital Transformation and brand conversations update today as part of CEO update or Finance Report. • JW suggested when a redacted version is created, as per Item 6, a non-redacted line is added to capture broad discussion e.g. 'Board discussed its financial arrangements with AGB'. <p>Decision: Draft minutes of the Board meeting held on 7th April 2025 approved, subject to the amendments agreed above.</p>
4.	<p>Actions arising from the meeting held on 07.04.2025</p> <p>Meeting 15.03.23 Minute number 12.2.4: Zoe Mitchell will be attending today's Board meeting to present the commercial strategy.</p> <p>All other actions updated as per the action log distributed with the Board papers.</p>
5.	<p>Confirmation of decisions made by email</p> <p>Decision:</p> <ul style="list-style-type: none"> • Approval of audited accounts ahead of AGM 2025 • Text redacted.
SECTION 2: STRATEGIC MATTERS	
6.	<p>Finance</p> <p>2026 Membership Fee:</p> <p>A paper making recommendations for 2026 membership fees had been previously distributed.</p> <ul style="list-style-type: none"> • Discussion took place in regard to the process involved in producing the paper and the requirements of the Swim England Handbook. It was agreed that more time was needed to consult with Regional Chairs and SOC and to enable this, an

amendment to the Handbook was approved, amending the deadline for a Board decision from 31 July to 30 September.

- The executive team will consult with Regional Chairs and SOC, noting that such consultation does not involve approval as the decision lies with the Board.
- The discussion then focused on the options and rationale for each.
- The paper provided a breakdown of all County and Regional membership fees and the membership fees of other NGBs, including Scottish Swimming and Swim Wales, so that comparisons could be made. It also noted the significant investment in a new membership management system to benefit members and the new website plans, both of which are planned for launch in Spring 2026.
- There was concern amongst most members that a 10% increase was too high.
- AS reported that even after a 10% increase and when considering the most expensive permutation of county, regional and national fees, the Swim England (SE) membership fees would still be significantly lower than other Home Nations. Furthermore, the 10% increase would equate to £3.40 at the most.
- It was agreed that any increase above inflation would need to be accompanied by outstanding communications, outlining the rationale for such an increase.

Action: Handbook to be updated.

Action: Final proposal to be prepared for September Board meeting, following consultation with Regional Chairs and SOC.

Financial Overview:

LW gave a verbal update of current finances:

- Phasing has led to a positive in Y2D income (membership)
- Two previously proposed transformation projects have been removed from the 5-year pipeline: 1) data warehouse (other systems will provide the data and reporting functions SE need) and 2) AI Cyber Security project (exploring alternative options so no longer feel is needed). The total effect of removing these two projects is £1.2m. Furthermore, both the new membership management system and Human Resources system vendor selections have produced savings versus budget.
- The Board felt this was prudent and was in approval of this course of action. AB noted that the Audit and Risk and Governance (ARG) (previously Audit, Risk and Probity) had seen this proposal and were in support.
- There had been a significant downturn in the 5-year forecast, producing a challenge of circa £3m over the next four and a half years. This was discussed in detail and the next steps agreed.
- Text redacted
- LW is confident in the figures presented for today's meeting. AS and LW advised that the culture and ownership levels we are trying to establish are not yet fully

	<p>embedded, but SLT is fully committed to individual and collective accountability for the accuracy of budgets and forecasts.</p> <ul style="list-style-type: none"> LW will produce a comprehensive reserves policy for the group and each subsidiary for the September Board meeting. <p>Action: SLT to bring options for returning to a sustainable financial basis to the next Board meeting (see also item 8). This will include analysis of downside and upside risks, with probabilities, in the analysis for the September board meeting.</p>
7.	<p>Panorama debrief</p>
	<p>AS gave a verbal overview of the process:</p> <ul style="list-style-type: none"> Swim England (SE) received notification from the BBC of the impending programme and was given a "Right to Reply", involving providing written responses to multiple questions and follow-up questions. The BBC also provided an option to speak to camera. The decision was made for AS to interview on camera. AS was interviewed for 90 minutes. A comprehensive communications plan had been prepared which included providing support to clubs and regions. Feedback had been very positive in this regard. The media reaction to the programme was not as significant or adverse as expected. However, there was a greater response to the misleading statement issued by Swim Ireland following the programme. Text redacted. AS had received numerous messages of support and encouragement from the aquatic community and the wider sporting sector following the programme but was disconcerted by the silence from the SE Board, leaving him to speculate on whether the Board was dissatisfied with his and the organisation's response. Constructive feedback had been received in relation to the communications plan and a key learning was to improve clarity on the meaning of confidentiality and to be explicit about which individuals or groups were party to confidential information. <p>Board members apologised for not contacting AS before or following the programme being aired and thanked him for his and the team's approach to the situation. All agreed that the programme was not as negative towards SE as had been anticipated. CG has previously raised that she felt the BBC could have been clearer that AS was the new SE CEO.</p> <p>Discussion moved to consideration of how much detail Board members should know regarding safeguarding cases. AS felt that it would be inappropriate for the Board to become immersed in specific cases but that it should satisfy itself that the organisation is handling concerns in the appropriate way.</p> <p>Action: SD and AS to consider what further Board training might be required in this regard.</p>
8.	<p>Strategy Day in September</p>
	<p>A paper had been previously distributed. In the paper, AS proposed that the day in September be focused on two key topics:</p>

1. Board Engagement & Ways of Working
2. Strategic Focus

Board Engagement & Ways of Working

RH requested a private session for NEDs only, following which AS and CS rejoined the meeting.

RH asked AS to summarise what he was looking for from the Board. AS' response is summarised as follows:

- Acknowledgement that the organisation had and still has a number of very serious issues that needed addressing.
- Most importantly, it seems likely that the Board was not aware of the issues that existed within the organisation and AS is anxious to ensure this can't be repeated.
- That the Board provide the executive with challenge and support, broadly in equal measure. AS does not feel supported in so much as he has no idea whether the Board considers him to be doing a good, bad or indifferent job.
- With regard to historic cases in general and the one to be considered at item 14, that the Board reflects and shows humility in its consideration.
- That, as outlined in the paper, his first consideration is to ask what he and the executive can do better to improve board engagement and with this in mind, time is spent in September on co-creating a better way of working.

RH invited each Board member to respond.

The Board expressed their regret and agreed that time should be spent in September to address this matter. AS was assured he had the Boards full confidence and support.

Initial discussion considered how to align expectations and to what extent the Board should consider itself a team. AS suggested it absolutely should be a team with high trust relationships to enable constructive challenge and robust debate in a supportive way.

RH suggested that in addition, consideration is needed around minimum performance and outcomes, and the Board and executive must align around:

- Direction of travel
- Boundaries
- Resources
- Delivery

It was agreed to have a facilitated session in September and that at least part of the day to be restricted to the Board only.

Action: AS & RH to design the session and any pre-session work required.

Strategic Focus:

The paper outlined the need to consider the organisation's strategic focus in light of the financial challenges and the performance levels a broad strategy enables. It suggested a

	<p>narrower focus would produce higher performance levels, and that difficult decisions are needed.</p> <p>The Board agreed and this topic will also form part of the September day.</p>
9.	<p>Commercial Strategy</p> <p>As the Board wished to prioritise time for thorough consideration of item 14, this matter was postponed until the September Board meeting.</p>
SECTION 3: ORGANISATIONAL	
10.	<p>Chair's Report</p> <p>No updates required.</p>
11.	<p>CEO's Report</p> <p>A paper had been previously distributed.</p> <p>AS reported four key challenges:</p> <ul style="list-style-type: none"> • Historical matters, mostly of a safeguarding nature. • Financial projections. • Lack of strategic focus and the potential that the organisation is too sport performance focused (see item 8). • Board engagement and ways of working (see item 8). <p>He also reported positively on a recent meeting with Aquatics GB, Scottish Swimming and Swim Wales CEOs and Safeguarding leads. The meeting established some key areas for collaboration and joint action.</p> <p>Notwithstanding matters reported at item 6, none of the live brand partner discussions had been progressed to contract.</p>
12.	<p>Annual Scorecard</p> <p>No comments.</p>
13.	<p>People Report & Gender Pay Gap Report</p> <p>MP joined the meeting.</p> <p>The Gender Pay Gap report was taken as read.</p> <p>MP gave a verbal update of first few months in the role:</p> <ul style="list-style-type: none"> • The impending organisation design process is much needed. • Line management of staff is a significant learning opportunity. • Text redacted. • People policies have been reviewed and updated where necessary • Two new People Partners have been employed and aim is to get back to proactively supporting Directorates and Regions • Text redacted. <p>MP left the meeting.</p>
14.	<p>Safe Aquatics, Legal and Governance reports</p> <p>KF and SD joined the meeting.</p> <p>SD gave a verbal overview of his background.</p>

Verbal update from SD and KF:

- Update from Kevin Suckling at the February Board meeting was useful and Board would be keen to repeat this at a few points of the year.
- Safeguarding trends remain the same – mobile phone use and teen boys.

Action: SD to give a review of trends at next Board meeting.

SD left the meeting.

ARG Appointment

NB has agreed to join this Committee.

Decision: Approved.

Appointment of RH as Chair for 2nd term

It was noted that CG, as the Senior Independent Director, has conducted an appraisal of RH's performance among fellow Board members.

RH left the meeting.

Decision: Approved.

CG will feedback to RH in person.

RH rejoined meeting.

Terms of Reference (ToFR) for Governance Review: update

- These were shared in the April Board pack, with some amendments shown in tracked changes, principally relating to how members of the Working Group and Steering Group will be selected.
- Applications for the Working Group close 16/07/25. KF and ST to shortlist applications and bring back to Board.
- There was a discussion around clarity on the role of Board in the review process. It was agreed the Board should be consulted during the Review as a key stakeholder.

Historical case review tender: update

- Agreed that preferred supplier was NSPCC for reasons set out in report. The NSPCC consultancy arm would be carrying out the review – we would be allocated three reviewers to complete review, and have been given a timescale for the review to be completed.
- Text redacted.
- There is the option to employ NSPCC to carry out regular reviews each month/dip sampling of SE Safeguarding cases – these would be on current and not historical cases.

- CG asked KF to highlight to SE insurers to ensure full awareness of it, the following statement in the NSPCC Expression of Interest document (Page 4) (notwithstanding that approval from the insurers has already been obtained):

2. Whether any such failure to follow its procedures led to, or is likely to have led to:

- a) disciplinary action not being taken when it ought to have been taken or
- b) disciplinary action being taken when it ought not to have been taken
- c) and there is, or is likely to be, a continuing risk of harm to the public as a result of that action or inaction.

Decision: Approved subject to confirmation that SE insurers are aware of the statement above.

Complaints Policy

- Needs to be clearer and simplified, with the language amended to enable some discretion to challenge unreasonable complaints.
- The board were requested to consider whether the option to request external review should remain. Considerations here include that this was relatively recently requested within the Listening Report, balanced against this being a higher standard than any other NGBs are held to, and also in light of resourcing constraints.
- There was a discussion around another option, namely referral back to a Board Member instead, given this was all that was required in the Weston Report. The Board discussed the impact on their time, other roles/commitment and personal health, as well as on the cost of using an external service. It was agreed to leave the option for an external to review where requested, with every claim being 'triaged' first.

Ellesmere: update

KF gave verbal update:

- Text redacted.
- The Board engaged in a lengthy discussion, Text redacted:
 - Text redacted.

Decision: Agreed to issue a clear apology, to be on behalf of the Board along with the organisation, as to how Swim England handled the consequences of disaffiliation and its impact on **all** those affected.

SECTION 4: SUBSIDIARY AND COMMITTEE REPORTS

(to be taken as read – questions only)

15.	Committee/Working Group Reports (meetings held since last Board meeting)
15.1	Sport Operations Committee 29.04.2025 and 17.06.2025
	Minutes taken as read – no further comments.
15.2	Swim England Qualifications Board 13.05.2025
	Minutes taken as read – no further comments.
15.3	Regional Chairs 02.06.2025

	Minutes taken as read – no further comments.			
15.4	Audit, Risk and Probity 23.06.2025			
	No further update required.			
15.5	People Committee 16.06.2025			
	Minutes taken as read – no further comments.			
15.6	Trading Board 01.07.2025			
	No further update required.			
15.7	Institute of Swimming Board 04.07.2025			
	No update available.			
15.8	Oversight Committee			
	A paper had been previously distributed.			
	It was agreed to dissolve the Oversight Committee but to explore other ways in which the Board can hear from the aquatic community.			
	Action: set up call to discuss 'survivors group'.			
SECTION 5: CLOSE				
16.	Dates for next meetings:			
	Wednesday 17 September 2025	In person	9:30am – 5:30pm	Information
	Monday 24 November 2025	Virtual	1:00pm – 4:00pm	
17.	Any Other Business			
	None.			

Meeting closed.