



Swim England South East Limited - Board of Directors Meeting

Minutes of Meeting held on 12.03.2026 7pm Online Meeting

Present:	Sara Todd (ST)	Chairperson
	George Adamson (GA)	Director
	Brian Deval (BD)	Director
	Rosa Gallop (RG)	Director
	Carys Jones (CJ)	Director
	Mike Lambert (ML)	Director
	Chris Lee (CL)	Director
	Roger Prior (RGP)	Finance Director

In attendance (non-voting):

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

1. Apologies

Jenny Gray (JG)	Director
Roger Penfold (RFP)	Director

2. Declarations of Interest

None declared.

3. Minutes from previous meeting 11 February 2026

The minutes were approved as an accurate record.

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

Trophies – ML will contact BG work out what we do next.

4. Items for Decision

4.1 Annual Accounts Y/E 31 December 2025

The only amendment from the accounts previously presented was the cost of advice from the Accountants which has been separated from accountancy costs. Accounts were approved and will be signed.

4.2 Annual Report 2025

The report will need to go to the designers by Monday 16th March, members requested to send any comments as soon as possible.

Action: BG

5. Items for Discussion / Information

5.1 Chairs Report

The Governance Review was discussed including the points raised. An update on the on the recruitment process was reported with ST & BG having conducted first interviews for 8 candidates. A second round of interviews had taken place with BD & BG and the intention is now to proceed with making an offer. ST shared a report which was presented to Regional Chairs. It was felt that this may provide a better understanding of what was going on than sharing minutes of the various boards.

5.2 Welfare Report

The Welfare Report was noted. The rollout of Globacol had been suspended. ST confirmed that she now received a report relating to Welfare so further information on this may be available for future updates.

Action: ST

5.3 Regional Staff Update

The updated was noted and thanks were expressed to the team for their work.

5.4 Regional Affiliation

The application for Benenden School (Kent) was approved.

Action: BG

5.5 Correspondence

Minutes from the meetings held in November and December were circulated and noted.

6. AOB

Strategy is now available on the website.

7. Date of Next Meeting

Wednesday 22nd April (Annual Council Meeting) Online
Tuesday 12th May Online



Swim England South East Limited - Board of Directors Meeting Agenda

RMB Agenda – 8pm 12th March 2026 Online

- 1 Apologies
- 2 Minutes from previous meeting 11th February 2026
 - 2.1 - Matters Arising not covered in agenda (From landscape sheet)
- 3 Items for Decision
 - 3.1 – Accounts Y/E 31 December 2025 RGP
 - 3.2 – Annual Report 2025 BD
- 4 Items for Discussion / Information
 - 4.1 Chairs Report ST
 - 4.2 Welfare report AG
 - 4.3 Regional Staff update BG
 - 4.4 Regional affiliation BG
 - 4.5 Correspondence – BG
 - Swim England Board Minutes Nov 2025
 - Swim England SOC Minutes Dec 2025
- 5 AOB
- 6 Date of next meeting –
Wednesday 22nd April (Annual Council Meeting) Online
Tuesday 12th May Online.



Swim England South East Limited - Board of Directors Meeting

Minutes of Meeting held on 11.02.2026 7pm Online Meeting

Present:	Sara Todd (ST)	Chairperson
	George Adamson (GA)	Director
	Brian Deval (BD)	Director
	Rosa Gallop (RG)	Director
	Chris Lee (CL)	Director
	Roger Prior (RGP)	Finance Director

In attendance (non-voting):

	Bryony Gibbs (BG)	Regional Manager
	Andy Giess (AG)	Regional Welfare Officer

1. Apologies

Jenny Gray
Carys Jones
Mike Lambert
Roger Penfold
Peter Roycroft

2. Declarations of Interest

None declared.

3. Minutes from previous meeting 16 November 2025

The minutes were approved as an accurate record.

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

Regional Trophies – BG to reach out to ML on how to move forward.
Complete items to be removed post meeting
Regional Awards – Long service criteria – still needs to be addressed.
The changes to the national awards were discussed.

4. Items for Decision

4.1 Annual Council / Annual General Meeting –

The following were agreed;

- Submission deadline for nominations agreed as 25th March
- President 2026/27 – agreed to approach Peter Roycroft around completing a second term. It was agreed that there was a need to look at succession planning to ensure that we have these roles in place.

Action: BG

5. Items for Discussion / Information

5.1 Chairs Report

A summary of Swim England restructure was shared. It was noted that there will be a Swim England appointed role who will be visiting clubs and working with the Regional Team and how this would work. It was confirmed that this would be agreed with the Regional Team. Given the number of clubs in the Region, it was also noted that additional support for the South may be introduced in the future, subject to Sport England funding.

There had been 19 applications for the Events and Administration Coordinator role and it is anticipated that an appointment will be made in the next 6 weeks.

The Chairs report for the Annual Report is in progress. In addition ST will be conducting review meetings with the Board Members, Members should expect to be contacted around this shortly.

5.2 Finance Update

Finance meeting took place yesterday, apologies that this was delayed. The annual accounts have been circulated, with the accountants' fee being the only remaining item to be added. The expected bottom line is £9–10k surplus, the Region is in a good position financially however it is disappointing that the variance is in the region of £100k. Several disciplines were significantly off their budget. A number of other factors contributed to this, including increased income from membership fees and a rise in licensed meet fees.

For Swimming 2026, costs have increased considerably. Pool hire is expected to rise by around 5%, and catering by 10–12%. Hotel and accommodation costs have also increased significantly, with Winchester seeing a 45% increase compared to the previous year. BD has secured a rate at the Holiday Inn Eastleigh for Regionals. RGP will be conducting further research into hotel options, and the Finance Group discussed alternative approaches to managing these rising costs.

The following budget adjustments had been agreed:

National Skills – Pool Hire: An additional £1,460 approved. The original budget was based on the price previously paid by the East Region.

Parent Education Session – AP Racing: £600 approved. This session will be delivered online and made available to a wide range of families.

Diving – Tutor Training Support: Funding approved for Matt Pipe to complete tutor training, enabling courses to be delivered within the Region.

Disability Officials' Expenses: Reduced from £500 to £100.

The Masters Inter County Event was discussed. As the event will not be held at the London Aquatics Centre due to pool unavailability and will instead move to Guildford Spectrum at a cost of £1,450. A discussion was held on whether counties should still be charged; this requires further review. BG will analyse the 2025 figures to determine costs and recommendations.

Action: BG

5.3 Governance Update

CL and BG are reviewing the schedule for updates in the year. This will include company requirements and the Regional Code.

ST discussed the thorough Governance review taking place at Swim England, a report from this week is currently in the consultation phase. ST will be meeting Regional Chairs tomorrow and a face to face meeting in Loughborough will follow. There is a desire to meet with the Regional Board and potentially the Members' Forum.

Andy Salmon has been invited to the March meeting. He is available to discuss any topics the group wishes to raise. It was noted that advanced notice of key questions may be helpful.

5.4 Regional Communications Update

We are currently working with a social media educator, who will also be working with staff in due course. This has already been extremely valuable and has significantly improved the way we create and share content on Instagram. He will attend the upcoming team event to capture stock photos for future use.

The new incorporation details will need to be added to the website. Strategy was also discussed and how this might be presented on the website. A brief needs to be put together for the board regarding design and artwork to share the final look and feel of the document. Ways of reinforcing the messages within the strategy were discussed including ST producing blogs or video content and also monthly themes linking back to the core strategy document on the website.

Currently Looking at expanding our use of Mailchimp to send communications out to officials as we can no longer manage this effectively via email due to volume limitations. To accommodate all swimming officials, we will need to increase our Mailchimp capacity. We currently pay approximately £45 for a list size of 2,500 contacts; upgrading to a 5,000-contact plan would cost around £74. This would allow us to include all officials in our communications. This change was supported. It was noted that there was also a need to look at wider IT solutions.

Action: BD/BG

5.5 Welfare Report

There had not been much recent communication from Swim England.

County Welfare Officers continue to deal with issues as needed. As part of the new structure there will be an officer covering the South.

The lack of information regarding Safeguarding issues in the Region was discussed. At present, there is no visibility of the number of cases or their status. It was felt that there was a need to understand how many issues exist, what actions are being taken, and when these matters are resolved. It is not acceptable for the Region to be without this information. It was felt that a regular safeguarding report should be requested setting out clearly what information was required.

5.6 Regional Staff Update

ST expressed thanks to the team for their work.

5.7 Regional Affiliation

New application – Benenden School (Kent) Application currently with County for their input.

Resignation – Ashford School (Kent)

5.8 Correspondence

The meeting minutes from the Swim England Board meeting in September were circulated. The minutes were discussed, it was felt that it is difficult to gauge what is going on based on these.

6. AOB

None raised.

7. Date of Next Meeting

Thursday 12th March

21:04 meeting closed

AGENDA ITEM 2.1

MATTERS ARISING FROM RMB MEETINGS

Updated as at 05.03.26

	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>Regional Awards 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</p>	<p>22.06.25 Min 3.2</p>	<p>CL/BD/RG/ML/BG</p>	

	place for next year. This will be reviewed by the awards review panel.			
--	--	--	--	--

Updated 06.02.26 BG

**SWIM ENGLAND
SOUTH EAST REGION**

Unaudited Financial Statements

for the year ended 31 December 2025

SWIM ENGLAND SOUTH EAST REGION

For the year ended 31 December 2025

CONTENTS

	Pages
Statement of Responsibilities of the Regional Management Board	1
Accountants' Report	2
Income and Expenditure Account	3
Balance Sheet	4
Notes to the Financial Statements	5

SWIM ENGLAND SOUTH EAST REGION

STATEMENT OF RESPONSIBILITIES OF THE REGIONAL MANAGEMENT BOARD FOR THE FINANCIAL STATEMENTS

Current accounting practice requires the Regional Management Board to prepare financial statements for each financial year which give a true and fair view of the Region's state of affairs at the end of the year and of its income and expenditure for that period. In preparing those financial statements the Regional Management Board is required to:-

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;

state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and

- prepare the financial statements on the going concern basis unless it is not appropriate to assume that the Region will continue in business.

The Regional Management Board is responsible for keeping proper accounting records which disclose, with reasonable accuracy at any time, the financial position of the Region. It is responsible for maintaining a satisfactory system of control over the Region's books of account, its cash holdings and its receipts and remittances and must also take adequate precautions to guard against falsification and facilitate its discovery.

SWIM ENGLAND SOUTH EAST REGION

ACCOUNTANTS' REPORT TO THE MEMBERS OF SWIM ENGLAND SOUTH EAST REGION

In accordance with our terms of engagement we have compiled the financial statements of Swim England South East Region for the year ended 31 December 2025 which comprise the Income and Expenditure Account, Balance Sheet and the related notes from the accounting records and information and explanations you have given to us.

The financial statements have been compiled on the accounting basis set out in note 1 to the financial statements. The financial statements are not intended to achieve full compliance with the provisions of UK Generally Accepted Accounting Principles.

This report is made to you, in accordance with the terms of our engagement. Our work is undertaken so that we might compile the financial statements that we have been engaged to compile, report to you that we have done so, and state those matters that we have agreed to state to you in this report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Regional Management Board, for our work, or for this report.

We have carried out this engagement in accordance with technical guidance issued by the Institute of Chartered Accountants in England & Wales and have complied with the ethical guidance laid down by the Institute.

.....
Charterhouse (Accountants) Limited
166 College Road
Harrow
Middlesex
HA1 1RA

Date:

SWIM ENGLAND SOUTH EAST REGION

INCOME AND EXPENDITURE ACCOUNT

For the year ended 31 December 2025

	2025		2024	
	£	£	£	£
Income				
Affiliation fees	176,674		168,845	
Licensed meet fees	46,330		42,545	
Bank interest (net)	12,077		8,904	
Sponsorship	8,500		8,500	
Miscellaneous income	32		185	
		243,613		228,979
Expenditure				
Cost of Democracy				
Regional management board	1,926		2,245	
President's expenses	208		569	
Welfare officer's expenses	-		-	
Legal and professional fees	2,400		-	
Accountancy fees	3,396		2,976	
Bank charges	1,165		926	
	9,095		6,716	
Disciplines				
Diving (net)	6,822		5,240	
Disability (net)	1,909		3,095	
Masters (net)	71		(5)	
Open water (net)	6,118		2,758	
Swimming (net)	21,075		5,689	
Artistic swimming (net)	13,796		10,481	
Water polo (net)	11,079		13,268	
Medals	1,955		374	
	62,825		40,900	
Development plan				
Development group costs	-		1,840	
Course subsidies	28,683		22,010	
Volunteer training	6,255		11,554	
Athlete support	450		452	
	35,388		35,856	
Staffing and Office Expenditure				
Staffing costs	121,047		119,590	
Central establishment costs	6,109		6,234	
	127,156		125,824	
		234,465		209,297
Surplus for the year		9,153		19,682

SWIM ENGLAND SOUTH EAST REGION

BALANCE SHEET

As at 31 December 2025

	Notes	2025		2024	
		£	£	£	£
CURRENT ASSETS					
Debtors	2	44,153		9,895	
Cash at bank	3	<u>392,979</u>		<u>428,082</u>	
			437,132		437,977
Less: CURRENT LIABILITIES					
Creditors	4	<u>47,962</u>		<u>57,960</u>	
			47,962		57,960
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>389,169</u>		<u>380,017</u>
Accumulated surplus	5		<u>389,169</u>		<u>380,017</u>
			<u>389,169</u>		<u>380,017</u>

Approved by the Regional Management Board on the and signed on its behalf by:-

.....
Sara Todd (Chairman)

.....
Roger Prior (Board Member responsible for Finance)

SWIM ENGLAND SOUTH EAST REGION

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

1 ACCOUNTING POLICIES

The financial statements have been prepared under the historical cost convention.

2	DEBTORS	2025 £	2024 £
	Trade debtors	6,910	1,000
	Prepayments and accrued income	37,243	8,895
		44,153	9,895
3	CASH AT BANK	2025 £	2024 £
	Cash at Bank - General Purposes	392,979	428,082
		392,979	428,082
4	CREDITORS	2025 £	2024 £
	Amounts falling due within one year		
	Trade creditors	13,572	22,377
	Accruals and deferred income	34,391	35,583
		47,963	57,960
5	ACCUMULATED SURPLUS	2025 £	2024 £
		General Fund	General Fund
	Balance brought forward	380,017	360,334
	Surplus / (deficit) for the year	9,153	19,682
	Released liabilities	-	-
	Balance carried forward	389,169	380,017

6 RELATED PARTY TRANSACTIONS

The Region is controlled by the Regional Management Board on behalf of the members.

To : RMB

From: Sara Todd

Re: Chair's Report February 2026

Key Activity and focus since last RMB February 11th

- **Swim England**
 - Governance Review
 - Progressing consultation process
 - Regional Chairs Governance Workshop Loughborough 19th Feb
 - Regional Chairs Meeting 2nd March
 - SE Board Meeting Loughborough 10th March

- **Swim England South East**
 - First round Interviews and subsequent shortlisting of Events & Admin candidates
 - Individual RMB reviews

- **Areas of Focus in March / April / May**
 - Regional Governance
 - Complete and record Board reviews
 - Prepare for ACM April 22nd
 - Commence recruitment of Independent Directors
 - Finalise selection for Event & Admin Assistant
 - Swim England Summit March 19th
 - Swim England Board Meeting 6th May
 - Swim England AGM 19th May.
 - Aquatics GB Board meeting April 14th/15th (unavailable)
 - Vacation 31st March – April 20th

Events & Administration Co-ordinator

We received a total of 19 applications and offered a diverse slate of 8 candidates to an initial interview. (Diversity in age, gender, experience and ethnicity). Last week we interviewed 7, identified the 4 we believe are the strongest candidates and have offered two of them the opportunity for a second interview.

The second interviews will be conducted by Bryony with support from Brian DeVal given the significance of Communications within the role. Ultimately, Bryony will make the final selection following a full review with the Nominations Committee.

Governance Review

The RMB/Members Forum Consultations will take place throughout March and papers circulated by 8th March. (South East Region 12th March)

Regional Chairs Meeting 2nd March

The meeting focused on an Updates from Sport and Community Health & Participation (CPH)

Please see attached report.

Staff update March 2026

Bryony	
Financial management	
RMB attendance & administration	
ACM administration	
Regional Awards Administration	
Affiliations & Resignations	
Communicate with the counties	
Time to Listen pre course checks & post course admin	
Management of the team	
Regional Governance Code Support	
Regional Governance / Incorporation	
Regional Development / Strategy Group	
Newsletter collation	
Website maintenance	
Para Swimming Records	
Manage the office e-mail account/ phone and answer/redirect enquiries	
Coach bursaries	
Meet licensing	
Kristie	
Club affiliation (Surrey, Hampshire, BSB) Plus former Swim Mark clubs (103)	
County liaison (attend two meetings per year)	
Regional swimming development programme.	
Regional off shore camp	
Regional open water development	
National club leadership group attendance	
Regional Development/ strategy group	
Regional swimming group attendance	

Regional swimming coaches' forum	
Welfare liaison	
Time to Listen course planning	
Swimming coach mentoring programme	
Club support	
G9 Group/ Swim England and regions	

Kate	
Team manager training	
Young volunteer training	
County Liaison (attend 2 meetings per year)	
Club affiliation (ONB, Sussex and Kent)	
Regional Development/ strategy group	
Discipline Support - Para swimming	
Discipline support - Water polo	
Discipline support - Artistic swimming	
Discipline support - Diving	
Discipline support - Masters	
club support	

Accounts finalised for 2025 and draft accounts back from accountant
First communication circulated to clubs. Further communication will follow later this month.
Timescales now shared by Swim England, planning will take place for a November ceremony
Benenden School application in progress
Workshop taking place later this month
Monthly one to one meetings have taken place. A face to face team planning meeting is scheduled for later this month. Interviews have taken place for the Events and Adminstration Coordinator role, second interviews are due to be conducted next week.
Meeting of the group to be arranged
To be updated shortly following county champs
Feb - 5 coach bursaries, 21 safeguarding bursaries
Feb - 76 licences issued, 26 meets took place
All clubs successfully completed this quarter including new affiliation Rari Nantes WP and Swimming.
Attending Surrey and Hampshire meetings in March.
Next camp June.
A very successful camp with positive feedback. 2 British age group records was the highlight.
Date booked for 14th June 2026. Selection policy is published and recruiting staff now.
Supporting the planning group.

We are looking at 2 initiatives this quarter - parents education and committee/coach working. The coaches continue to support and drive these developments - the group agreed the new TOR and the associated changes moving to the coaching and development group - website updated

Due to the busy club affiliation quarter, progress on the action plan has been limited, meeting with Andy on the 6th March.

Courses booked up to June 2026

I have seen an increase in requests for support this year.

I attended the national development meeting in February.

Numbers high - showing continued demand for courses

Need to schedule Sussex and Kent dates

East Invicta still hoping to pull through

Splashball plans in early development

NSF planning timeline progressing well. Working on website content.

Sports Operations Committee

Minutes of the meeting held 9 December 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
Richard Palmer Jones (RPJ)	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:

Claire Coleman (CC)	Head of Development
Catherine Searcy (minutes)	Executive Assistant
Craig McCulloch (CMc)	Head of Coaching (Item 4 only)

Apologies:

Jo Sackett (JS)	Swim England Member
Neil Booth (NB)	Swim England Board Member
Ellie Conway (EC)	Youth Advisory Panel Representative
Andy Salmon	CEO

1. Standing Items

1.1 Chairperson's Welcome

Members were welcomed to the meeting.

1.2 Apologies

Apologies received from JS, NB, EC and Andy Salmon.

1.3 Declarations of Interest

None.

1.4 Declarations of AOB

None declared.

1.5 Minutes from previous meeting (09 September 2025)

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

1.6 Actions from the previous Meeting

Reference 23.15 Risk Assessment Portal: following testing of the system, it was determined it would not be suitable for clubs. Health & Safety Training for clubs needs to be considered as a wider item as part of the Health & Safety Forum.

Reference 24.09 Governance and coach compliance: paused whilst the awaiting the outcome of the current redesign.

Reference 25.11 Artistic Swimming (music licence): have now received a response from Legal which clarified that a PRS licence is required but this maybe held by the venue. Further questions arose specifically in relation to Artistic Swimming so further work is needed here before guidance is given to all club.

Action: AB to provide artistic swimming specific details for consideration. Aquatic Clubs Team to produce necessary guidance and communicate to clubs. Katya (?) to meet with AB.

Reference 2.11 Mtg 09.09.2025 Club Health tracker: to be added to future agenda (Jan or March 2026).

Reference 2.14 Mtg 09.09.25 MOU: This is now completed and the final MOU reflected the concerns/feedback received from Regional Chairs.

Reference 2.17 Mtg 09.09.25 Flourishing coaching: The wider group met last week re.comms and this is now completed.

Reference 4.7 Mtg 09.09.25 Membership fees: Completed.

Reference 6.3 Mtg 09.09.25 Meridian Titans application: Completed. The 60 day time frame needs to be part of wider review in 2026.

Reference 8.1 Mtg 09.09.25 H&S update: Completed.

All other actions identified have been noted as complete.

2. **Governance Review – update**

- 2.1. AWh gave a verbal overview of the process so far, with Kirsten Fasey (KF) continuing to lead on the project until March 2026.
- 2.2. **Action:** JW will circulate the Terms of Reference (ToR) by early Jan 2026 for reading by Members, with feedback to be submitted in advance of the next SOC mtg on 27.01.26 and then discussion at that meeting.
- 2.3. Noted that the draft annual planner included in the paper does not make any reference to Health and Safety and relevant incidents, membership or staff satisfaction. This will be fed back to KF and can be discussed in more detail at the next SOC.
- 2.4. The existing process for making decisions takes too long – an emphasis on timely decisions as theme/output of review would be welcomed by Members.
- 2.5. Suggestion of moving some activities to other quarters throughout year as 3rd and 4th are particularly busy. The Governance Steering Group will look at frequency and membership of meetings across all Boards/Committees as part of the process.

3. **Adult Open Water – Membership**

- 3.1. HM gave a verbal overview of the proposal including some background and answered questions.
- 3.2. There was a discussion around the target audience at the initial stage of launching the membership, with the possibility of expanding this over future years.
- 3.3. Discussions with Howdens have taken place and continue to develop. Insurance cover will be restricted to event activity, which will be made clear to those taking up the offer.
- 3.4. The initial concept is limited to national events but subject to the agreement of regions, it is hoped to also include regional competitions. The programme will not include County and Club events, but this may develop at a later date.
- 3.5. Competitions will not be run in line with World Aquatic rules.
- 3.6. HM confirmed that SE is intending to engage a consultant to deliver the time trial series using established venues. SE has access to specialists within the organisation to assist in delivery and the Events Team will also be involved.
- 3.7. There was a discussion around the benefit of involving a partner with experience in running mass participation events. HM confirmed that discussions have taken place with NOWCA and Sport Guardian around their offerings.
- 3.8. Responding to a question about measuring success, HM confirmed that KPI's would be set.
- 3.9. Beyond Swim scheme brings in £12k per year which SE expect to increase on in 2026. In view of the potential cross-over of athletes SE, is working with British Triathlon to explore the market opportunities in more detail.
- 3.10. Members gave overall approval subject to a clear market and staged plan over a number of years.
- 3.11. It was agreed that AWi would join the working group as SOC Representative.
(Action: HM)

4. **Coaching Strategic Plan – update**

- 4.1. CMc joined the meeting and gave an overview of the Coaching Plan going forward. He reported that the plan focussed on achieving better quality coaching, with person-centred effective and ethical coaching. Learning and education would be central to future coaching with the value of coaching and coaches increasing.
- 4.2. There was a discussion around how SE will bring all coaches on the journey, including informal opportunities, and create new pathways into coaching. The end focus is on moving towards required licensing with requirements for frequent upskilling and personal development.
- 4.3. Previous feedback has been that coaching courses are too expensive particularly as these may be volunteer roles. CMc confirmed that the new Session Coach

course is cheaper and coaches would be encouraged to continue their development via shorter courses.

4.4

Although timescales are to be confirmed, it was anticipated that both Session Coach and Practitioner courses would launch in January 2027.

4.5.

The role of Head Coach is a very specific one so new module will help both Head Coaches and the wider coaching team.

4.6.

CMc confirmed the next step will be to go back out to consultation both with coaches and clubs, in preparation for significant change in 2027. Consulting Club Chairs will be supported by the SE Clubs team.

5. **Place based working – a starting point**

This agenda item was deferred until next SOC meeting on 27.01.2026.

6. **Directorate Updates**

Community Participation and Health Directorate

6.1 HM provided a short verbal overview of key parts of the update circulated with the agenda.

6.2 SE is working with Neurodiverse Sport in developing the neurodiversity project and believe the content covers diagnosed and undiagnosed conditions in athletes. There was a discussion around identifying common themes and issues experienced by athletes, coaches and volunteers in order to develop a toolkit for how to deal with these.

6.3 SE will look at how it positions the Neurodiverse Sport course and communicate this widely to all SE communities, not just to coaches.

Sport Development Directorate

6.4. AWh provided a short verbal overview of key parts of his update.

6.5. AWh confirmed that the WhatsApp group is open to anyone from the coaching community – CMc is actively trying to grow members and engagement via the channel.

6.6. In response to a question about the format of County and Regional swimming development programmes AWh confirmed that SE have not promoted any changes in relation to these.

6.7. Dive Recorder: Referring to previous discussions, AWh confirmed that the current platform will cease to exist from January 2026 but will move to a different platform hosted by SE for clubs and programmes to use. SOC was assured by this development as uncertainties around Dive Recorder have long been recognised

6.8. Members indicated that they were happy with the format of report and agreed that this should continue to use going forward.

7. **Scorecard 2025**

- 7.1. Q4 almost finished but will be reported on at January 2026 meeting.
- 7.2. It was agreed that for items that continue to be red rated, some context or detail as to why would be helpful.
- 7.3. **Action:** Evergreen launch information to be sent to SOC members (HM)

8. **Health and Safety Update**

KM gave a verbal update:

- 8.1. Kirsten Fasey has met with H&S Forum as part of the Governance Review.
- 8.2. Trends are being evaluated every 3 months within the H&S Forum and are identifying any occurrences in clubs that are not insurance claims. The Forum also continues to look at policies and guidance.
- 8.3. KM advised that there is no process currently for near misses to be reported.
- 8.4. AWh reported that the membership of the H&S Forum is not wholly reflective of the current needs. The membership of governance groups will be looked at as part of the Governance Review. A broader overview of committees is needed as numerous programmes are in action at the same time and these need to be effectively joined up.

9.0 **Minutes of Leadership Group meetings and any reports from SOC Liaison**

Artistic Swimming Leadership Group

- 9.1. KM reported that Artistic Swimming have had a good year and the Group is very pleased with results.

Club Leadership Group

- 9.2. AB reported that the sharing of good practice continues and neurodiverse resources reported earlier would be helpful.

Diving Leadership Group

- 9.3. A query was raised about DiSE athletes attending the J1 course. AWh noted that it is not a consistent feature but is an available opportunity and where interest is shown, SE can signpost people to it.

Swimming Leadership Group

- 9.4. Query as to whether technical officials training is on the SOC agenda in the future. It was noted that this area would be reported via the Swimming Leadership Group minutes. Meet Licencing is in the process of being reviewed with changes likely to be rolled out from September 2026.

- 9.5. **Action:** An update to be included in January's Directorate Report.

Water Polo Leadership Group

- 9.6. Nothing to report. It was noted that the minutes indicated that water polo may be struggling at a regional level. CC clarified that SE is trying to support regions in their growth and management of talent development and although water polo is not struggling, SE are exploring why the messaging might not be reaching all.
- 9.7. The Water Polo LG have an application going to them to establish another league. Unfortunately, the application is retrospective in that the league has already begun before affiliation is determined. From a strategic view, SE is midway through a competition review. Subject to the views of the Water Polo Leadership Group, it is possible that SOC will this consider this application at its next meeting.

Masters Swimming Leadership Group

- 9.8. Nothing to report.

Youth Advisory Panel

- 9.9. Continue to meet and will be recruiting for the panel currently.

Health and Safety Forum

- 9.10. Discussed already in item 8.

10. **Regional update**

- 10.1 Regional Chairs met 01.12.2025 in London.
- 10.2 All feedback has already been covered in the meeting.

11. **AOB**
None.

Meeting closed.

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

Monday 24th November 2025 1:00pm – 4:00pm

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	✓	✓	✓	✓	A
Ali Breadon	AB	A	✓	✓	P	✓
Caroline Green	CG	A	✓	✓	A	A
Aysha Kidwai	AK	✓	✓	A	✓	A
Howard Marsh	HM	NA	NA	NA	NA	✓
Carrie Ryan	CR	✓	✓	✓	✓	✓
Andy Salmon (Chief Executive)	AS	✓	✓	✓	✓	✓
Barry Saunders	BS	✓	✓	✓	✓	✓
Sara Todd	ST	NA	✓	✓	✓	✓
Katie Walcott-Greenwood	KWG	A	✓	✓	✓	A
Joan Wheeler	JW	✓	✓	✓	✓	✓

Non-members in attendance on 24.11.2025:

Catherine Searcy (Minutes)	CS	✓
Lisa West, Finance Director	LW	✓

Item 8, 10 and 18 only:		
Kirsten Fasey, Interim Director of Safe Aquatics, Legal and Governance	KF	✓
Items 7 and 16 only:		
Maria Papadopoulos, People Director	MP	✓
Item 11 only:		
Helen Marney, Director of Community Participation and Health	HM	✓
Item 17 only:		
Simon Davies, Director of Safe Aquatics and Welfare	SD	✓

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>RH noted that this was HM's first SE Board meeting and welcomed him to the role. HM has been able to spend some time shadowing AB's role with the ARG since being appointed and attended the most recent ARG meeting on 21.11.2025.</p> <p>Apologies received from AK, NB, CG and KW.</p>
2.	<p>Declarations of interest</p> <p>None declared.</p>
3.	<p>Minutes of the Board of the Amateur Swimming Association (Swim England) Limited held on 17 September 2025</p> <p>Decision: Draft minutes of the Board meeting held on 17th September 2025 approved.</p>
4.	<p>Actions arising from the meeting held on 17.09.2025</p> <p>Mtg 09.07.25 Item 7 Panorama Debrief – Further training for Board around safeguarding knowledge/cases: not yet actioned.</p> <p>Text redacted.</p> <p>Mtg 17.09.25 Item 12 AGB Board Update from Reps - Explore publicising results in collaboration with AGB: This has not started yet due to other commitments/priorities.</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> <ul style="list-style-type: none"> • Approval of meeting dates for 2026. <p>Decision: Dates approved via email.</p> <p>These have been circulated to the Board, Outlook diary invites sent and are also included at the end of each meeting minutes for reference.</p> <ul style="list-style-type: none"> • Approval of Membership Management System <p>Due to the value of the purchase this requires Board approval to proceed. AS emailed all Board Members on 20.11.2025 with a breakdown of costs and request for approval to proceed. There was a discussion between Board Members around the ownership of Swim England (SE) data upon exiting the contract. LW confirmed that she had requested specific inclusion of terms within the contract to safeguard SE's position on this.</p> <p>Decision: Subject to confirmation of the exit data point, approval to proceed was given.</p> <p>Action: Recommendation that a Delegation of Authority (DOA) matrix be created. The proposed DOA to go to ARG for scrutiny first and then back to Board for approval.</p>

6.	Director Updates
	<p>RH noted that this meeting was the last for both AB and CG following the completion of each of their two 4-year terms as Directors. RH thanked them for their contribution to SE over the 8 years, leadership of Committees and representation on groups/Boards and insight brought to the Board.</p>
SECTION 2: STRATEGIC MATTERS	
7.	Organisation Redesign
	<p>MP shared a presentation with the meeting and gave a verbal update of the process so far:</p> <ul style="list-style-type: none"> • Completion of Collective Consultation on 20.10.2025 • Employees requiring an Individual Consultation meeting have now had at least two. • There has been a reduction in the number of redundancies anticipated, which is positive as employees have been able to remain with the organisation/in a role. • The forecasted savings are slightly below what was estimated at the start of the process. • Salaries for each new role are being assessed on an individual role basis, and we are managing vacancies through natural turnover. • A clearer financial picture is anticipated over the next two weeks as individual consultations are completed. • Reminder that SE payroll as a percentage of turnover is more than 40% higher than other NGB's that we benchmark against. We have now invested in re-evaluating these. • The recent People Committee meeting explored the process in more detail. The Committee was happy with progress and the direction being taken. • A query was raised about any anticipated legal challenges that may come back to SE in relation to compulsory redundancies. MP feels that it is too early to say if any will arise as individual consultations are still taking place. It is important to ensure that the business case that is driving the organisational restructure is adhered to for all employees.
8.	Governance Review
	<p>KF and ST gave a verbal update on the progress of the Governance Review:</p> <ul style="list-style-type: none"> • ST thanked KF and Helen Weeks for their leadership on the process • There are 4 x external and 4 x internal reps on the Steering Group, with an initial 'sprint' phase of the group. • KF gave an overview of actions and consultations that have and are due to take place so far and the focus for next steps: <ul style="list-style-type: none"> ➤ Draft report from Steering Group by December 2025 for check & challenge ➤ Jan – March 2026: consultation on models, contents of report ➤ April onwards: agreed preferred direction of travel and plan in place • AB noted that there were conversations at the recent ARG on what consultation of the committee may mean, and KF has taken that feedback away. • There was a general agreement that the Counties and Regions may present bigger challenges when the focus moves to them, including SE's authority to change external groups, and though the process cannot be rushed, it must be completed.

	<ul style="list-style-type: none"> • Discussions have been held with Regional Chairs and will continue to be, including at the next meeting on 01.12.2025. • KF will be stepping away from the role of Interim Legal and Governance Director from 18.12.2025 as always intended, however she will be staying on until end of March 2026 to oversee the Governance Review consultation. • Discussed proposal to bring a wider range of reports to the Board, including “Commercial” to include reports from Trading and IoS subsidiaries. • The Board asked for clarity regarding decision rights for each recommended action – whose authority is needed. • It was noted that this is a huge project and we need to recognise this may take quite some time. <p>Action: Board Members are asked to inform KF of any concerns with the interim hypothesis in the paper (2nd page) and consultation plans, as soon as possible.</p>
9.	Matters arising from September Board meeting
	<p>Verbal update from AS:</p> <p>Text redacted.</p>
10.	Strategic Risk Register
	<p>KF and AB gave a verbal update:</p> <ul style="list-style-type: none"> • This has now been through ARG number of times, largely with discussions on format. ARG wants to now get into a deep dive in each area it is responsible for. • Board will retain ultimate ownership of the register so any feedback/comments to go to KF as soon as possible. • KF confirmed that the previous and current risk is per quarter, and not per year. • RH suggested that the wording used for Risk 3 (the only one to mention safeguarding) needs to be clear; the only concerns are not just finance and reputation – we are concerned about risk to individuals too. • There was a request to revisit the risk rating around Risk 4, loss of market share, and Risk 6, digital. • Risk 10 – reword to include wider health & safety considerations. • It was noted that the Board needs to be confident in the risk mitigation plans and understand the level of inherent risk outside of any mitigation. Also, it would be useful to have an indication of how long it will take to get to a comfortable level of risk. • KF will take these comments away to incorporate into the Register and will plan out four Board-owned risks that require a deep dive during 2026. • The board supports the direction of travel being taken and thanks ARG for all their hard work.
11.	New Membership Category
	<p>HM gave a verbal overview of the request being made to Board:</p> <ul style="list-style-type: none"> • Approval is being sought to proceed with the recommendation and to launch a trial in Spring 2026. • There is a market for swimmers who would like to participate in competition but without the membership of a club and this alongside the open water market is a massive opportunity. • Text redacted.

	Decision: Approval from Board to proceed with pilot. The results of the pilot are to be brought back to the Board at a future date in 2026.
12.	Chair's Report
	No update required in addition to what will be discussed elsewhere in the meeting.
13.	CEO's Report
	AS gave a verbal overview of key parts of his report: <ul style="list-style-type: none"> • The scale of transformation required is a constant consideration • Whilst 2026 will be another year of significant change, there is a need to produce some tangible outcomes. Text redacted. • The Swim England Summit takes place on 19/03/26 – AS would like to extend an invitation to all Board members to attend if wish to. Please inform CS if you would like to attend.
14.	Finance Report
	LW gave a verbal overview of her report: <ul style="list-style-type: none"> • Currently predicting £1.4m deficit • There was a discussion around redundancy payments which are currently estimated to be significantly higher than what was originally budgeted (£100k higher at the time of this meeting – these figures will be finalised once the restructure process is completed). • Digital transformation projects have now been amended to operational expenditure as the products are SaaS/cloud based, so we will not own them. Previously, they had been budgeted incorrectly as CAPEX. • Membership continues to deliver an upside for us. • October continues to be positive • Text redacted. • JW noted that with regard to championships and events, breakeven work was done previously by SOC and never used and suggested event expenditure go to SOC in the future for discussion. <p>Action: Events budget to go to SOC for discussion.</p> <ul style="list-style-type: none"> • There was a discussion on the timing for the 2026 budget plan to come to the Board. LW has one final budget meeting to hold and will then consolidate. Anticipate to present approval at the January board meeting, but will share outside of Board meetings and as soon as possible, once SLT is comfortable with it.
15.	Annual Scorecard: 2025 & 2026
	<ul style="list-style-type: none"> • Scorecard 2026 drives budget and planning process for year so looking for approval of that. <p>Decision: Broadly supportive of direction of Scorecard but is to be integrated with budget plan for 2026.</p>
16.	People Report
	MP gave a verbal overview:

	<ul style="list-style-type: none"> Reward – proposed salary review taking place in April 2026 and have two suggested options, as well as the proposal to remove car allowances. This will all go into the 2026 budget for final approval. HRS update has gone well so far and will continue to be implemented in stages.
17.	<p>Safe Aquatics Report</p> <p>SD gave a verbal overview of his report:</p> <ul style="list-style-type: none"> The historical case file review is ongoing. Some queries have come back for clarification/further information from SE, and the team is completing these as requested. Of the cases coming into the team, currently they appear to be cyclical, nothing out of ordinary or a higher volume of cases. Mobile phones in changing rooms continue to be an issue but only have a small sample size at present. There is a piece of work to be completed collaboratively with pool operators to tackle mobile phone use in changing rooms We have begun engaging in collaborative work with other NGB's to make safeguarding processes more consistent across sports.
18.	<p>Legal and Governance Report</p> <p>Regulations amendments</p> <ul style="list-style-type: none"> Any urgent/immediate changes have been requested during the year, with non-urgent changes collated and included now (at the end of the calendar year). There will inevitably be a large volume of changes in 2026 as part of the Governance Review. <p>Decision: All amendments provided in Annex 1 approved, with a slight amendment agreed verbally to Regulation 104.8.11 to include reference to working days.</p> <p>Identity Verification – Companies House</p> <p>Action: Any verification codes received by Board Directors from Companies House to be sent onto legal@swimming.org</p> <p>Text redacted.</p>
SECTION 4: SUBSIDIARY AND COMMITTEE REPORTS	
(to be taken as read – questions only)	
19.	Committee/Working Group Reports (meetings held since last Board meeting)
19.1	Swim England Qualifications Board 28.10.25 Minutes taken as read – no further comments.
19.2	Regional Chairs 01.09.2025 Minutes taken as read – no further comments.
19.3	Audit, Risk and Governance 21.11.2025 No further update available.
19.4	People Committee 13.11.2025 Minutes taken as read – no further comments.

19.5	Trading Board 13.11.2025		
	No further update available.		
19.6	Institute of Swimming Board 18.11.2025		
	No further update available.		
SECTION 5: CLOSE			
20.	2026 Meeting Dates		
	Meeting Number	Date	Venue
	1	Wednesday 14 th January 2026	Online 1:00pm – 4:00pm
	2	Tuesday 10 th March 2026	In person 11:30am – 5:30pm
	3	Wednesday 6 th May 2026	Online 1:00pm – 4:00pm
		Tuesday 19 th May 2026	Online AGM 7:00pm – 9:00pm
	4	Wednesday 1 st July 2026	In person 11:30am – 5:30pm
		Friday 11 th September 2026	In person - Manchester <ul style="list-style-type: none"> 10am – 4pm: Swim England Board meeting/Strategy Day 7:30pm: Dinner with the AGB Board
	5	Wednesday 25 th November 2026	Online 1:00pm – 4:00pm
21.	Any Other Business		
	UKAD Annual Statement of Compliance 2025		
	<p>A paper was shared with the Board as part of the papers for this meeting, providing an overview of Swim England's (SE) anti-doping approach, including staff involved at all levels.</p> <p>Text redacted.</p> <p>A number of education sessions have been held throughout the year, educating some 290 athletes, which have all continued to be extremely proactive, as well as parent and club specific sessions. Outreach continues to take place at national events from various disciplines and BS noted an ongoing successful collaboration with Aquatics GB, in particular Jane Smith and an outreach session that she has designed, that SE are using.</p> <p>The annual national Clean Sport Week was engaged positively, and SE continues to be proactive in its approach to the best of its ability.</p> <p>The SE Board continues to support the organisation with its anti-doping activities and teaching, alongside supporting the work and aims of UKAD.</p>		
21.1			

	BS noted that this may potentially be last Board meeting he attends as a Director as he nears the end of his first 4-year term and the role is currently up for election within the Region. He thanked all for their support throughout his time on the Board.
21.2	AS noted that he is attending the FAB Awards on Thursday 27 th November with the SEQ Chair, Mark Burrows and a small number of Swim England staff and will feedback to the Board on any success in the evening.

Meeting closed.

FEMNAL