



Swim England South East Limited - Board of Directors Meeting

Minutes of Meeting held on 12.05.2026 7pm Online Meeting

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

In attendance (non-voting):

Sarah Endersby (SE)	Regional Member
Bryony Gibbs (BG)	Regional Manager
Alan Lewis (AL)	Regional Member
Peter Roycroft (PR)	Regional President

1. Apologies

Andy Giess
Roger Prior
Susan Harrison

2. Declarations of Interest

None declared.

3. Minutes from previous meeting 12 March 2026

The minutes were approved as an accurate record subject to the date being updated from 2025 to 2026 in 3.

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

Trophies – ML has contacted BG to look at next steps.

Action: BG

Awards – The Board discussed long service awards and if this is something Swim England should be looking at. It was felt there would be value in recognising long service locally as part of the Region's awards programme. It was also felt that there should be a structured process for considering additional awards for example when we are contacted by other bodies.

Action: BG

4. Items for Decision

4.1 AGM – Ratification of Decision by Email – Appointment of Members Forum Members

The AGM had delegated the appointment of 6 further Members Forum Members to the Board. It had been agreed by email to appoint the following;

Alan Lewis
Brian Deval
Carys Jones
Chris Lee
George Adamson
Jenny Gray

This decision was ratified.

4.2 Swim England Annual General Meeting

Members were asked if there were any comments, questions or concerns relating to the AGM pack and to consider any questions we might like to raise at that open mic session.

It was noted that there were proposed changes to the handbook and revisions to judicial arrangements. It was acknowledged that these changes were intended to simplify and improve coherence of the documentation. It was noted that the agenda appeared quite short. The Governance Review document was not included on the agenda, however any queries on this could be raised during the open mic session.

It was noted that there may be further questions that may arise under item 3, business relating to finance. Concerns were raised that the published accounts do not appear to provide a complete picture, and it was queried whether full accounts will be circulated to members, as they are not currently available via Companies House.

It was highlighted that the organisation is £1 million worse off than the prior year but with no explanation provided. It is understood that expenditure has included redundancies, investment in new systems and technology, and office refurbishment however, further detail and financial projections are required. It was agreed that AL would contact SH in advance of the meeting around questions regarding the financial position.

Action: AL

4.3 AGM – Appointments

Vice President –

The AGM had delegated the appointment of the Vice President to the Board. Members were asked if they had any suggestions, these are to be sent to BG. It was felt that it would be good to have someone from outside of

swimming. It was proposed to advertise the role through open recruitment, it will be put in the newsletter. Discipline Managers will also be asked for any suggestions.

Elected Director of Swim England South East Limited –

It was confirmed that the Region's President, Peter Roycroft had put himself forward for the role of Elected Director. PR left the meeting for the duration of the discussion. Following consideration, it was agreed that Peter Roycroft be appointed as an Elected Director.

Action: BG

4.4 Recruitment of Appointed Directors

The Board discussed the proposal to adopt an open recruitment process, noting the challenges associated with recruitment and the current lack of diversity, as well as a strong representation from within swimming. The importance of clear succession planning was highlighted.

It was agreed that roles should be advertised more widely. Experience from a similar process undertaken by Aquatics GB was referenced, which generated a strong response, including candidates without aquatics experience. The Nominations Committee will review, the process was agreed and the Board will be kept informed of progress.

The Board discussed the current composition of sub-committees, which are largely drawn from within the sport. It was suggested that, in support of future succession planning, consideration could be given to appointing independent members to sub-committees such as Finance and Governance, with the potential to progress to Board roles over time.

It was agreed that sub-committee structures and membership will be reviewed with Chairs to assess the suitability of including independent members, the Articles will also be reviewed, with findings to be reported back at the next Board meeting.

Action: BG

4.5 Governance Review

Process and consultation

- A consultation meeting took place in March, with an opportunity for Board feedback.
- Following this some questions were submitted to Swim England. While communications questions were answered, at least one technical question remains unanswered, creating concern about openness and potential resistance to change.
- It was confirmed that feedback is still being gathered to understand overall views; there is no desire to hide information, but the process is ongoing.
- Board to decide if feedback should be submitted collectively as a Board or individually.

Need for change

- There was agreement that change is needed. The challenge is not whether change is required, but what change is needed, what problem it is solving, and how it will be delivered.

Models and confidence

- Feedback suggests the integrated model is generally supported in principle. However, there is a lack of confidence in Swim England's ability to deliver it effectively.
- Some believe reports are being misread as offering two options.
- There is appetite to "do this once and do it right".

Trust and culture

- A major barrier is lack of trust:
 - Trust in Swim England's ability to deliver change
 - Trust in its commitment to grassroots delivery

Money vs purpose

- Money features heavily in discussions
- The issue is clarity on:
 - What services will be delivered
 - What improvements are being bought
 - What outcomes are expected for swimmers, clubs and volunteers
- Regions and counties are more likely to buy into change once they understand the "offer".
- Joint employment is noted as something that would not happen going forward, could mean the Region needs to be their own employer, this could be outsourced
- Noted that Swim England may want to charge for more shared services which could impact budgets

Volunteers

- Volunteers are consistently recognised as being absolutely essential to the sport yet perceived as under-represented in the review.
- Most volunteers start at club or county level and progress upwards; there is concern the proposals do not sufficiently allow for this.
- The same small group of people often volunteer repeatedly, while many others never will.
- Priority must be making volunteering simpler, more flexible, and less duplicated, without damaging competitive opportunities or local delivery.
- The value of what we have in clubs, counties and regions in terms of volunteers should not be underestimated.

Facilities and influence

- There is frustration at Swim England's perceived lack of influence over pool provision, which is seen as fundamental to the sport's future.
- Without stronger influence at this level, long-term sustainability of aquatics is at risk.

Simplicity and clarity

- A recurring theme is the need for:
 - Simpler structures
 - Clear roles and responsibilities
 - Reduced complexity across regions, counties and clubs
- Fear remains that the NGB may not have the capability to deliver the proposed changes, despite good intentions.

Next steps

- London has proposed an alternative model, which will be shared with Board members.
- Agreement to capture discussion clearly and revisit the topic in June.
- Members encouraged to review the papers and questions ahead of the next meeting.
- ST will put together feedback to circulate to the Board and send to Tamsin Pryce-Jones.

Action: ST / BG

5. Items for Discussion / Information

5.1 Chairs Report

There was no Chairs report available. ST gave a brief verbal update.

5.2 Finance Report

There was no finance report available. An update will be provided at the next meeting.

5.3 Regional Communications Update

The report was noted, no questions were raised.

5.4 Welfare Report

The Board discussed the lack of information being provided on the current situation within the Region in regard to Safeguarding. The Board requires data to understand the current position within the Region and to inform decision making. This will be raised with the Safe Aquatics team.

5.5 Regional Staff Update

The updated was noted.

5.6 Correspondence

None.

AOB

Hampshire ASA currently lends radios to the Region free of charge. These now require replacement at a cost of £3,770 (16 radios, three six-way bases, and 16 earpieces).

Hiring radios for Masters and Open Water events costs approximately £200 per year. The Board discussed whether the Region would be willing to contribute towards the replacement, no objections were raised.

It was agreed in principle that a contribution should be made. BD will respond to Hampshire ASA, the matter will be discussed further at the next meeting.

Action: BD/BG

6. Date of Next Meeting

Tuesday 23rd June 2026 – Holiday Inn Guildford

21.05 meeting closed



Swim England South East Limited - Board of Directors Meeting Agenda

7pm 12th May 2026 Online

- 1 Apologies
- 2 Declarations of Interest
- 3 Minutes from previous meeting 12th March 2026
 - 3.1 - Matters Arising not covered in agenda (From landscape sheet)
- 4 Items for Decision
 - 4.1 Swim England Annual General Meeting ST
 - 4.2 AGM – Ratification of Decision by Email – Appointment of Members
Forum Members ST
 - 4.3 AGM – Appointments
 - 4.3.1 Vice President
 - 4.3.2 Elected Director of Swim England South East
Limited (term of 2029) ST
 - 4.4 Recruitment of Appointed Directors ST
 - 4.5 Governance Review ST
- 5 Items for Discussion / Information
 - 5.1 Chairs Report ST
 - 5.2 Finance Update RGP
 - 5.3 Regional Communications Update BD
 - 5.4 Welfare Report AG
 - 5.5 Regional Staff Update BG
 - 5.6 Correspondence BG
- 6 AOB
- 7 Date of next meeting – Tuesday 23rd June 2026 Holiday Inn Guildford.



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 2025

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

AGENDA ITEM 3.1

MATTERS ARISING FROM RMB MEETINGS

Updated as at 05.05.26

	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. Update – ML will contact BG to work out what we do next</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>12.03.26 Min 3.1</p>	<p>CL, GA, ML & BD</p> <p>ML</p> <p>ML/ST</p> <p>ML/BG</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 05.05.26 BG

Report to the Board of Directors

Title	AGM Appointments
Date	06 May 2026
Presenter	Sara Todd
Purpose of Paper	For Decision

1. Purpose of the Paper

The purpose of this paper is to seek Board approval for the proposed approach to filling the roles of Vice President and Elected Director of Swim England South East Limited, following the delegation of these appointments to the Board at the Annual General Meeting (AGM).

2. Background

As there were no nominations received for either role, it was agreed that responsibility for the appointment of the Vice President and one Elected Director of Swim England South East Limited would be delegated to the Board.

It is proposed that both roles are filled through an open recruitment process.

3. Proposal

It is proposed that:

- Both the Vice President and Elected Director roles are advertised through open recruitment.
- Role descriptions, eligibility criteria, and terms of appointment are clearly set out and published.
- Members are encouraged to share details of the opportunities and, where appropriate, to reach out informally to potential candidates who may have the skills, experience, or interest to apply.
- The recruitment process is overseen by the Nominations Committee, with recommendations brought back to the Board for approval.

4. Rationale for Open Recruitment

Open recruitment is recommended in order to:

- Promote transparency, fairness, and inclusivity.
- Encourage a broader and more diverse range of candidates.
- Attract individuals with skills and experience aligned to the current and future needs of the Board.
- Demonstrate alignment with recognised governance good practice.

5. Recommendation / Decision Sought

The Board is asked to:

1. Approve the proposal to fill the Vice President and Elected Director roles via open recruitment.
2. Confirm that this process will be overseen by the Nominations Committee who will recommend appointments to the Board.

Report to the Board of Directors

Title	Recruitment of Appointed Directors
Date	06 May 2026
Presenter	Sara Todd
Purpose of Paper	For Decision

1. Purpose of the Paper

The purpose of this paper is to seek Board approval for progressing the appointment of Appointed Directors in accordance with the Articles of Association of Swim England South East Limited, and to agree the proposed approach to recruitment and selection.

2. Background and Articles Position

The Articles of Association provide that the Board may appoint up to three Directors for their skills and experience, in addition to Elected Directors.

These Appointed Directors:

- Are appointed by decision of the Board
- Serve until the close of the next Annual General Meeting, or for such shorter period as the Board determines at the time of appointment
- Are full Directors for the purposes of quorum, voting, and decision-making
- May be appointed specifically to strengthen the Board's collective skills, experience, and capacity

This mechanism is intended to ensure the Board remains appropriately balanced, effective, and capable of fulfilling its responsibilities.

3. Proposed Approach

It is proposed that the appointment of Appointed Directors is progressed through an open recruitment process, consistent with the approach proposed for the Elected Director and Vice President roles.

The proposed process would include:

- Advertising Appointed Director opportunities using clear role descriptions and eligibility criteria
- Encouraging members and stakeholders to share the opportunity and to informally highlight it to potential candidates
- Bringing recommendations back to the Board for formal appointment

4. Skills Analysis and Board Composition

As part of this process, it is proposed to undertake a current skills analysis to:

- Identify areas of existing strength
- Highlight gaps or areas where additional expertise would add value
- Inform the focus of the recruitment process for Appointed Directors

This review will support a more strategic approach to board composition, ensuring appointments are made in line with the current and future needs of the organisation.

5. Governance and Good Practice Considerations

This approach supports good governance by:

- Promoting transparency, fairness, and openness
- Encouraging a diverse range of candidates and perspectives
- Ensuring appointments are skills-based and evidence-led

- Aligning with wider governance review principles around effectiveness, clarity, and accountability

The Board will retain discretion over:

- The number of Appointed Directors to appoint (up to the maximum of 3 permitted by the Articles)

6. Recommendation / Decision Sought

The Board is asked to:

1. Approve the proposal to progress the appointment of Appointed Directors through an open recruitment process.
2. Agree that this process should be informed by a refreshed review of the Board's skills analysis.
3. Confirm that this process will be overseen by the Nominations Committee who will recommend appointments to the Board.

There has been significant activity around the Long Course Championships with a general drive to soften messages and avoid mention of cancelling events etc.

New - Officials Bulletin

As part of this process, we have launched an Officials Bulletin on the Mailchimp platform that allows for a wider range of content – WA updates, Open Water opportunities etc as well as requests for support. The distribution database for this is the SE Officials contact data for 1,464 licensed officials in the South East Region.

It is evident that the data is not up to date and that some officials need to review their contact information with Swim England. I have made some manual adjustments as they have been reported but these will get over written when new data is imported after release by.

The lead for use of this tool will be John Tripp.

SE comms

Related to the SE Governance review SE will be establishing a communications group to include regional representatives to ensure everyone provides a consistent message and appropriate position in what is going to be a crowded digital space.

Of this moves forward as hoped regional comms are most likely to be involved in delivering the core messages refocussed for local audiences.

SE currently considering best practice for this.

Social media channels

Our current focus is on using Instagram as this has greater pick up amongst younger audiences and the ability to be reposted on Facebook as a graphic. Viewing and engagement of messages over the Championships period has been significant with one post achieving 33k views with most posts getting around 9k views and significant likes. Our audience is also building on the back of this.

Banners & flags

Following the publication of our Regional Strategy I have developed two banners for use at the Championships and at future events with the aim of 'spreading the word'.

BGD

5th May 2026

Priorities goals 2026

Not Started - still on track	
Started - on track	Green
Started - challenges/delayed	Yellow
Not started - at risk	Red

Stronger clubs

	2026 OBJECTIVES	Status				KPI	Comments
		Q1	Q2	Q3	Q4		
1	Support all clubs to complete the club annual affiliation requirements	Green				100 % Club compliance	Insync did not complete.
2	Utilise existing national development tools to support clubs including the health tracker	Green				Access to club support tools available on the regional website	Need to check that these are all on the website and linked in.
		Yellow				We will make contact with all clubs following completion. Following up meets will be offered to all clubs with a red flag	Clubs are completing, curently not all clubs getting responses as national not picking up. KJ picked up with Andy Jack (AJ) for going forward. Some club meetings have happened
3	Ensure regional alignment with regionally based Swim England staff following the redesign	Yellow				Clearly documented areas of work	New structure still bedding in. Meetings have taken place with AJ. Reviewing areas in Region

Trusted welfare and safeguarding

	2026 OBJECTIVES	Status				KPI	Comments
		Q1	Q2	Q3	Q4		
1	Ensure all regionally delivered activity is inline with Wavepower					All disciplines to have controlled poolside access at events.	In place for Swimming, OW & Disability. Being addressed with WP and Diving. Artistic are also looking to set this up
						Risk assessments for all activity stored centrally	Will need updating shortly
2	Review and update the regional welfare plan					2026 regional welfare plan written in collaboration with Swim England regionally based staff	KJ met with Andy. Plan being reviewed. KJ will meet with Matt. Active Partners

Develop all aquatic disciplines

	2026 OBJECTIVES	Status				KPI	Comments
		Q1	Q2	Q3	Q4		
1	Ensure discipline budgets and plans that are inline with the identified needs of the sports and the national pathway programmes.					Annual budget planning meetings with discipline managers	Will take place later in the year as part of budgeting process - Q3
						Send representation to national planning meetings	These will take place later in the year. Representatives invited. Will need to look at this for some disciplines where leads are not in place

2	Transition swimming into a new delivery and governance structure to ensure high quality competitions and development including the meet licensing process.					Updated terms of reference for swimming competition group and coaching/development group	
						Review regional meet licensing process to align with new structure	

Outstanding people

	2026 OBJECTIVES	Status				KPI	Comments
		Q1	Q2	Q3	Q4		
1	Implement new staff structure to ensure greater clarity of work areas and additional support to regional volunteers					Administration and events officer to be employed	On track - looking to start end of April
						Measurable objectives set for all staff members	
2	Support the regional delivery of the national coaching strategy through regional programmes and the promotion of national opportunities					Continue to support and fund the regional swimming mentoring programme - 8 coaches mentored per year	KJ meeting in April
						Expand the regional coaching bursary scheme to all clubs and increase the number of clubs applying from 2025 (29)	Continue to promote

Principled Culture

	2026 OBJECTIVES	Status				KPI	Comments
		Q1	Q2	Q3	Q4		
1	Collect and use feedback to measure alignment with our values and drive improvement.					Implement a mechanism to obtain feedback and identify areas of improvement	Looking at a overall measure for all activity. KH looking at this initially

2	Design and implement a reward and recognition programme					Create a criteria and implement a long service award process	To be discussed with the awards panel
						Increase nominations for regional awards	Team to progress in Q2 now timelines for awards are known

Operational Excellence

	2026 OBJECTIVES	Status				KPI	Comments
		Q1	Q2	Q3	Q4		
1	Review and update governance policies and procedures annually and implement identified improvements.					Regional governance code compliance	To be updated and maintained
2	Completing the incorporation of the organisation. Implementing all required actions.					Recruitment of directors	Directors moved over. Elected Director to be recruited at AGM and appointed posts will be looked at following this
						Implement new finance system	Online banking / Sage - delayed currently. Work continues in this area.
						Transition into new AGM procedure	Comms have gone out, will take place in April
3	Review, develop and implement a shared electronic storage system for all regionally delivered activity.					Shared storage facility in place	Requires further review

Business as usual - other strategic goals

Not Started - still on track	
Started - on track	Green
Started - challenges/delayed	Yellow
Not started - at risk	Red

Outstanding events

	2026 OBJECTIVES	Status				KPI	Comments
		Q1	Q2	Q3	Q4		
1	Create Events Calendar for 2026 to ensure well coordinated approach					Events calendar published	Admin to pick up
2	Enhance and review the volunteer experience at regional events with monitoring tools and an action plan					Implementation of a monitoring tool	Ties in with the feedback measure to be looked at on priorities
						Review feedback and implement changes	
3	Implement the new staff structure to offer additional support in this area	Green				Employment of the administration and events officer	Starting late April

Access to water

	2026 OBJECTIVES	Status				KPI	Comments
		Q1	Q2	Q3	Q4		
1	Utilise the club health tracker and other insight to support clubs with pool operator relationships in partnership with the business engagement team					Offer a club support meeting where facility issues are identified	May be an area that AJ could support with
2	Support the SE facilities team with local authority consultation exercises	Green				Respond to all requests with information	

Effective talent pathways

	2026 OBJECTIVES	Status				KPI	Comments
		Q1	Q2	Q3	Q4		
1	Provide programmes to support athlete and coach development in all disciplines inline with national opportunities						
	Swimming Regional Development Programme					Two x 1 day camps delivered for 36 swimmers	
	Swimming Off Shore camp					Off shore camp delivered for 24 swimmers	Complete - delivered in January
	Open Water Development Camp					Pool and lake camp delivered for 60 swimmers	
	Diving - Regional development days					6 development days - 3 x coach development and 3x athlete	Delivered one, one planned for april
	Water polo regional development training					10 training sessions run per year	
	Water polo splash ball festivals					5 splash ball festivals to be run	Proposal put together and clubs being approached
	Artistic- Grade day delivery					4 days per year	
	Artistic - regional squad training weekends					4 weekends of training	
	Para swimming development days					Delivery of 2 camp days	

Learn to Swim

	2026 OBJECTIVES	Status				KPI	Comments
		Q1	Q2	Q3	Q4		
1	Continue to promote resources and guidance on club link programmes					Resources available on the website	Could be an area to link in with AJ

Increase engagement

	2026 OBJECTIVES	Status				KPI	Comments
		Q1	Q2	Q3	Q4		
1	Support placed based working through the national team					Provide club support in Sport England funded areas within the region.	No one in post for place at Swim England. Currently not engaged with the Region on this. Areas are Slough, Margate and Spelthorne

Build effective partnerships

	2026 OBJECTIVES	Status				KPI	Comments
		Q1	Q2	Q3	Q4		
1	Increase engagement with active partnerships and networking opportunities					1 engagement with each of the 7 active partnership per year	KJ & KH are in contact with partnerships. Will look more proactive work through welfare route

Aquatics for health

	2026 OBJECTIVES	Status				KPI	Comments
		Q1	Q2	Q3	Q4		
1	Continue to build resources and sign posting through our website					Resources/signposting available on the website	To be reviewed

Build Trust

	2026 OBJECTIVES	Status				KPI	Comments
		Q1	Q2	Q3	Q4		

1	Develop and implement a communications strategy for the Region					Documented strategy, approved by the RMB	Will look for progress in Q2
						Increased engagement metrics through all channels including website, newsletter and social media	Will look to progress with new role in place / strategy

Strengthen Revenue

	2026 OBJECTIVES	Status				KPI	Comments
		Q1	Q2	Q3	Q4		
1	Ensure policies relating to camp contributions are implemented across all disciplines and are reviewed annually					Policies are reviewed and communicated to all disciplines	

Staff update April 2026

Bryony	
Financial management	
RMB attendance & administration	
ACM administration	
Regional Awards Administration	
Affiliations & Reignations	
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 coach and development group	
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	

Outstanding appointments on agenda
This will move across to the Events and Administration Coordinator shortly
1 Enquiry from a club based in Alderney in the Channel Islands, 1 application for a Masters Club in Aldershot
April workshop took place next workshop will be in June - will move to Events and Administration Coordinator role
Nathan Friend started role on 27th April
Meeting being planning
Will need updating following Regional Champs
April - 8 Coach Bursaries, 41 Safeguarding, 2 Young Volunteer
April - 68 Licenses issued, 23 meets run - will move to Events and Administration Coordinator
All clubs successfully completed this quarter
Attended Surrey, Hampshire and BSB in March/ April
Final camp in June. Now planning 2026/2027
14th June, athletes selected, now recruiting support staff

Attended several days over the championships including a coaching and development meeting on the Friday evening at Wycombe LC
We ran 2 parents sessions in conjunction with AP race, over 70 parents attended each session and the feedback was really positive.
Met with the South Zone lead, Millie in April

3 more scheduled for this season - may need to add one more
Prep towards next seasons programme has started and expressions of interest out to clubs via newsletter
Sussex outstanding. Kent meeting 11 May F2F (need to see if I can attend remotely)
Development day 7th June - all planning in place and bookings open
Reaching out to active partnerships to support with this, progressing but slowly
All on schedule. One outstanding item re merchandise
Working Together meeting with Rushmoor ASC. Liaising with Kent CC & club supporting YVP regarding queries over local council policies and the programme. Additional workload recently.