



Good Governance Guide

for Affiliated Clubs and Organisations



Introduction

This guidance has been produced to support Swim England Affiliated Clubs and Organisations.

If your organisation is in the very early stages of planning, is just starting or is already well established, this guidance will help to give advice on policies and procedures, what good governance entails and why it is relevant. This guidance will be essential to consider when succession planning in your aquatic organisation.

This guidance has been put together for all Swim England members to benefit from and supports Swim England to cascade good governance throughout our affiliated bodies. For the benefit of the information shared within this guidance, the use of the word organisation will be applicable for any club and county that affiliates to the region and/or Swim England and can be replaced as such.

This guide does not replace the one-to-one support from partners or regions, neither does it provide specific legal or accountancy guidance, but provides tools, case studies and discussion points around each topic for organisations to consider.



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01

Good Governance





An Introduction to Governance

It is important to understand not only what governance involves from an organisation's perspective, but to understand what it means and why it exists. If asked to define governance in aquatic organisations, there will be many different answers. This is mainly due to the fact that each organisation is governed by their own constitution, traditions, practices and goals. Sport England says governance is "the collective processes and systems employed by an organisation to ensure delivery of their objectives". Governance is therefore establishing sufficiently robust and thorough processes to ensure that not only can these objectives be delivered, but are they delivered in an efficient, effective and transparent way.

Governance is fundamental to ensuring all members, including volunteers, can enjoy all aquatic activity and get the most from their organisation whilst following rules and regulations. It can also help an organisation to:

- > focus on priorities.
- > meet funding criteria.
- > engage a strong team of volunteers.
- > manage risk and protect members and volunteers.
- > create a sense of pride in the community.
- > meet a range of specific compliance standards.
- > provide an environment where individuals feel safe and feel they can progress within their aquatic activity.



“ A well-governed organisation is one that is able to flourish. Governance is about ensuring your organisation is appropriately structured and has the right people, policies and procedures in place. It underpins every aspect of how your organisation is run and is vital for your long-term success and sustainability. ”



Governance is not only about meeting legal requirements, but also about changing behaviours and going above and beyond what is required, to ensure your organisation runs well and can be attractive to funders, stakeholders and more importantly members. Weak governance can lead to reputational or financial damage and a loss of many members within an organisation.

Every organisation is governed in a slightly different way and this is due to the legal and management structures that are in place. However, the responsibility is down to:

- > board members and trustees.
- > committee members.
- > volunteers or staff.
- > professional advisors such as an accountant or bookkeeper.



Background: The Governance Code

In 2016, Sport England and UK Sport launched '**A Code for Sports Governance**' to drive improvement across all areas of governance. Many of the principles set out in the code are widely accepted as being elements of good practice in corporate governance and can be found in most models of governance, both within and out of the sporting sector, for example the **UK Corporate Governance Code** and the **Sport and Recreation Alliance's Voluntary Code of Good Governance**.

At the heart of the code are five basic principles of governance; Structure, People, Communication, Standards and Conduct and, Policies and Processes. These set out high level statements of governance and provide the structure of the Code. There are also two significant tiers; Tier 1 and Tier 3.

Principle 1
Structure



Principle 2
People



Principle 3
Communication



Principle 4
Standards
and Conduct



Principle 5
Policies and
Processes





As a national governing body in receipt of funding, Swim England has a duty to recognise and cascade the importance of good governance to its affiliated organisations, to remain a Tier 3 organisation itself. Currently, Swim England cascades good governance to aquatic clubs through our policies and procedures such as the [Swim England Handbook](#), [Wavepower](#) but also [Club Affiliation](#) compliance. Club Affiliation represents the minimum standards of good governance (for example Tier 1) and is applicable to all aquatic discipline clubs including Masters Clubs. All Swim England Affiliated Clubs must have Club Affiliation which recognises that a club is operating in a safe and compliant way and has achieved the minimum standard of effective practice.



Swim England runs
Club Affiliation
workshops?

Register your
interest here.



Tiers from Sport England's and UK Sport's '[A Code for Sports Governance](#)'

Tier 1

Represents the minimum level of mandatory governance requirements in the Code. The requirements in this tier seek to ensure the protection of public funding through good governance processes without it being unreasonably onerous.

Tier 3

Represents the top level of mandatory governance requirements in this code. The requirements in this tier seek to ensure high governance standards because of the significant public investment being made.

Swim England is a Tier 3 funded organisation and we are required to cascade good governance throughout its organisation but also within its membership and/or associated organisations such as counties, regions or any affiliated aquatic organisation.



Good governance isn't just limited to clubs and it is important that counties and Regions also create a positive experience for their members by having certain policies and procedures in place. Counties and Regions are required to follow the 'Swim England Governance Code'. Counties will have to ensure that they are following certain requirements for example, is the County holding an Annual General Meeting (AGM) and do they have a relevant and up-to-date constitution? Regions have however chosen to enhance their governance by producing risk registers, a skills matrix for employed staff and volunteers.

The regional Governance Code has been developed to incorporate elements of Tier 3 of Sport England Code for Sports Governance. This include a rigorous review of governance structures, independence and communication with members relating to finances, structures and all policies. Both the County and Regional Governance Codes focus on delivering a safe environment for participants and volunteers taking part in all aquatic disciplines.

Throughout this guide, we will break down each principle in relation to governance and what Swim England recommends you have in place as an aquatic organisation but furthermore, its relevance to Swim England's compliancy standards. For reference, Swim England's compliancy standards for organisations refer to [Club Affiliation](#) for clubs and also the Governance Code for counties and Regions.





02

Exploring the Depths of Good Governance





Principle 1 Structure



Structure is having an appropriate governance structure which demonstrates to all stakeholders that the organisation is well managed. It provides a framework for an organisation's growth and development. The structure is often led by a board or the executive officers, who are collectively responsible for the long-term success of the organisation and is exclusively empowered to lead it.

It is important to think about a structure in two different ways when considering how to run your organisation:

- 1.1 Legal Structure
- 1.2 Organisational Structure



1.1 Legal Structure

Legal structures are important as they determine the level of legal protection for those involved such as members and trustees. Legal structures generally do not deliver tax benefits so these must be considered separately. For example, an organisation with Charity Status for tax purposes may receive corporate Gift Aid or may have certain tax exemptions. There are also different governance arrangements in each legal structure and how you run one organisation, may differ from another with a different legal status. Knowing and understanding your legal structure is also in the interest of funders and stakeholders as they will need to know how the organisation is run.

The structure of an organisation and its decision-making processes are usually set out in governing documents such as a Constitution or Articles of Association.



Discussion Point

Has your organisation recently considered the most appropriate legal structure?

You may also want to consider the organisational structure. Is your committee the right size? Does it have all of the necessary skill sets?



“ The Board shall be properly constituted, and shall operate effectively. ”

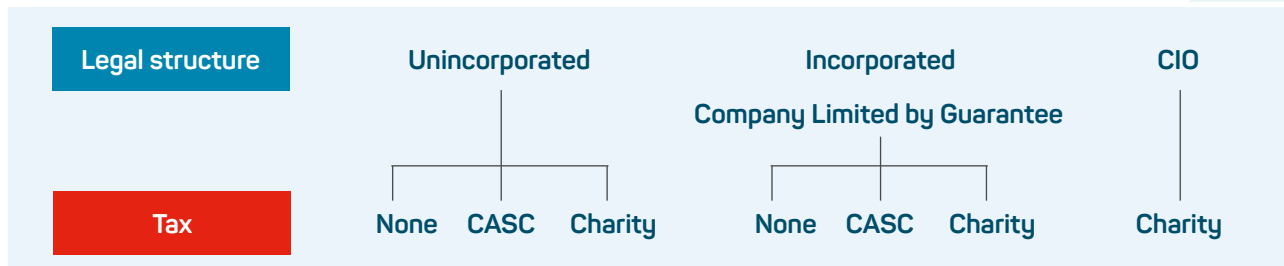


What are the different structures?

As an organisation you are either incorporated or unincorporated. Most organisations that are affiliated with Swim England are unincorporated, governed by a constitution. Swim England does not prescribe or specify a required format and it's important to understand the advantages and disadvantages of each structure to better evaluate your organisation's individual circumstances. Swim England strongly recommends that organisations obtain independent legal and tax advice when reviewing all legal structures other than an unincorporated organisation.

In order to affiliate with the Region and Swim England, it is essential to have an agreed legal structure along with a governing document that must be approved by the Region. This is also a requirement of Swim England's compliancy standards for affiliated organisations. When reviewing your structure, it is important to distinguish between legal form (i.e. type of legal entity and how it's governed) and its tax status as indicated in the diagram below.

Appendix 1



Please note that referenced are all the common legal structures aquatic organisations typically take so, therefore, Community Interest Companies (CICs) and Community Benefit Societies (CBS) aren't mentioned in the diagram or comparisons. It is possible for not-for-profit organisations to register with HMRC for favourable tax status as indicated.



Incorporated

If the organisation chooses to adopt an incorporated structure, it allows the organisation to enter into contracts in its own right and essentially offers protection for members and its Management Committee. There are different types of incorporation your organisation could adopt such as a company limited by guarantee or limited by shares but, there is also a Charitable Incorporated Organisation (CIO), which is a legal structure offering liability protection and charity status for tax purposes.

The following applies to both companies limited by shares and limited by guarantee which are the most likely company types to be used by Swim England organisations.

Governed by: Articles of Association (Swim England)		Register with: Companies House
✓	More formal structure	Usually gives the impression that the organisation is managed with a greater degree of procedural formality.
✓	Promotes good governance	This speaks for itself – it is therefore viewed well by external parties.
✓	Limited Personal Liability	Individuals will not be entering into contracts so therefore they will not be responsible for the debts of the organisation. It also offers protection for organisation members.
!	Formal Legal requirements	This can be quite restricting for organisations if you wanted to change a rule or change the constitution as, there might be more administration.
!	Administration	There is an annual return which includes annual accounts but also providing directors' information to Companies House which appear on its public register. In some cases, there are also fines for missing deadlines.
!	It is the responsibility of Directors	



Limited Company

Companies can be formed as companies limited by guarantee or companies limited by shares. The company you choose for your organisation will typically depend on the purpose as to which it was formed (i.e. financial gain for the members/owners or community participation). If the primary motive is to promote community participation in aquatics then a company limited by guarantee is the more common legal form.

Limited by Guarantee

This is usually formed when organisations are 'not for profit', and invests profits it makes back into the company.

Governed by: Articles of Association (Swim England) and the Companies Acts

Register with: Companies House

✓	Separate Legal Entity	The company is able to act and enter into legal agreements in its own rights rather than having to rely on members of the committee or other individuals. This removes the risk that directors could be held legally responsible for debts.
✓	Limited Liability	The members of the company have limited liability for the debts and liabilities of the company. If it becomes insolvent, the member's personal liability will be limited to a nominal amount stated in the company's articles of association (the rules of the organisation).
✓	Transparency	The company will be required to file annual accounts, an annual return and directors details with Companies House and certain information will therefore, be in the public domain.
!	Increased regulation	A company has to file annual accounts, an annual return and director's details at Companies House. Non-compliance can result in a penalty and in serious cases, prosecution.
!	Lack of privacy	Various documents and information submitted to Companies House are made available for public access.
!	Funding	Some funders are more hesitant to fund a commercial company limited by guarantee and may choose to fund a charity, CASC or CIO instead.
!	Increased costs	Independent legal advice needs to be considered prior to the forming and during the running of this structure.



Limited by Shares

Limited by shares is a very rare structure for an aquatic organisation. It is mainly used in some football clubs for example, whereby the investor wants to retain ownership and profits of an organisation. It is similar to limited by guarantee however the main difference is that it is owned by its shareholders (the members) and it is for organisations whose main purposes is to make a profit.

Governed by: Articles of Association (Swim England) and the Companies Acts

Register with: Companies House

✓	Owned by the Shareholders	These shareholders would also have certain rights. For example, directors may need shareholders to vote and agree changes to the company.
✓	Shareholders can profit from the organisation	Dividends can be paid therefore shareholders will receive this.
!	Members own most of the Shares	When a member leaves an organisation, shares will have to be issued to that individual.
!	Not usually used for community sports organisations	

Charitable Incorporated Organisations (CIOs)

This is a relatively new legal form for a charity which has the benefits of being incorporated coupled with the benefits of being a charity. The CIO is designed principally for small or medium-sized charities, particularly those which were previously constituted as unincorporated associations, which now wish to have the benefit of a separate legal personality and limited liability. This means that it is the CIO itself (rather than the management committee) which holds the assets, enters into contracts and employs staff; and the liability of members of the CIO to third parties is limited to a nominal amount (e.g. £1) as set out in the CIO's constitution.

Governed by: Constitution (Swim England) and the Charity Commission.

Register with: The Charity Commission

✓	Tax advantages	CIOs have all the tax benefits of being a charity. This can include full exemption from tax on profits made from membership fees, bank interest or investment income. Gifts are also free from income tax, inheritance tax and capital gains tax. This is as long as the funds are applied for the charity's purposes.
✓	Single regulator	As CIOs are not companies registered under the Companies Acts, they are not subject to company law or regulation by the Companies Acts.
✓	Limited or no liability	The members of the company have limited or no liability for the debts and liabilities of the company. This comes with the standard advantages of being incorporated.
✓	Small Donations Scheme	CIOs can claim back 25% as part of the Small donations scheme on any cash donations of £30 or less and also contactless donations of £30 or less collected on or after 6th April 2019.
!	Increased regulation	CIOs have the additional regulatory burden of being a charity which falls on its Trustees. This can be quite significant so it is important to read the Charity Commissions ' 5 minute guides ' for charity trustees to understand the implications and their responsibility.
!	New structure	It is generally less known and understood by third parties including banks and local authorities, but this is gradually changing.

Swim England has a model constitution for organisations wishing to become a CIOs, which organisations can use. This **model constitution** also includes Swim England regulations alongside the Charity Commission requirements.



Unincorporated

Unincorporated organisations are a group of individuals who are contractually bound together by the constitution and rules of the organisation. This is the most common structure that Swim England affiliated organisations take. As indicated by appendix 1, unincorporated organisations can choose an additional tax status such as charity or CASC. However this would have to be applied for if desired.

Governed by: Constitution (Swim England)		Register with: N/A
✓	No formal requirements	Within the constraints of the law, Swim England and the region, the rules or constitution of an unincorporated organisation can be whatever the members choose and can also usually be easily changed.
✓	Easy to set up	
✓	No extra administration	
!	Not a legal entity	This means that it isn't a legal 'person' in its own right, so any contract of the organisation must be entered into on behalf of the organisation i.e. a member of the executive committee may have to sign the contract in their name.
!	Unlimited liability	Members could be liable for all debts if the organisation; breaches contract; has a claim against it or has insufficient assets to meet a claim.
!	Increased personal risk	Members are entering into contracts on behalf of the organisation which could put the individuals at risk.
!	Registration with HMRC's Trust Registration Service will generally be required*	

How the organisation is governed under unincorporated organisations is stated within the constitution.

Swim England has an approved **model document** along with guidance notes which organisations must adopt.

***Please note:** In early 2023, it was announced that organisations who are unincorporated **may** have to register with the Trust Registration Service. Unincorporated organisations have no distinct legal entity to hold assets such as property, equipment and bank accounts therefore the legal opinion suggests trustees are appointed to hold these assets on behalf of the members of the organisation.

The Sport and Recreation Alliance will produce further guidance on when unincorporated organisations are required to register and how they are to do so. Swim England will also ensure that this change is announced, and affiliated organisations will be supported with guidance throughout this process



Community Amateur Sports Club (CASC)

CASC is a favourable tax status and it is separate from legal status. You can be an unincorporated association or company limited by guarantee with CASC status, but this has to be applied for if desired. There are detailed conditions to be met if registration is to be accepted by HMRC. We have chosen to include this within the guide as the national picture of aquatic organisations suggests that this is one of the common tax statuses to have.

Governed by: Constitution/Memorandum (Swim England) and Articles of Association and HMRC which must be CASC compliant		Register with: HMRC
✓	Business rate relief	CASCs may claim a mandatory 80% non-domestic business rate relief on property.
✓	Gift Aid and the small donations scheme	Allows CASCs to claim tax rebates of 25% under Gift Aid on individual donations of money. In addition under the gift aid small donations scheme individual small donations of up to £30 qualify. Up to £8,000 in total qualifies for a 25% tax rebate without the donors having to make a tax declaration.
✓	Tax exemptions and reliefs	CASCs are exempt (subject to limits) from various Corporation Tax on certain income sources including fundraising or trading turnover (i.e. non-member receipts from a bar or sales of branded clothing).
!	De-registration restrictions	There could be a cost if the organisation is deregistered. The organisation may be subject to capital gains tax and will have to pay this to HMRC. Items that are subject to capital gains tax are for example equipment or if the organisation has run any galas or meets.
!	HMRC regulation	A CASC must register with HMRC to benefit from the tax advantages available to CASC's. A serious breach of the CASC rules may result in an investigation by HMRC.
!	Complexity	The legislation governing CASC status has become more complex specifically from 2015. Organisations should nevertheless not find it difficult to register but need to weigh up the benefits of registration (principally access to gift aid and the small donations scheme) before deciding whether it is worth registering.

Case study



Pioneer 79

Pioneer 79 and the committee looked into becoming a CIO. We decided to apply for full charitable status because, at the time, the club was over 600 strong and had a turnover of over £250,000 and so we already had the financial and accounting systems in place, therefore the burden wasn't an issue and the benefits were greater. Pioneer 79 is now a CIO.

What led you to change your legal status?

The role of the club was basically a charity and the fact that it was non-profit making but also its funding, opportunities, committee structure and clauses within the constitution. These clauses stated that the club's aims were to provide opportunities for the residents of Accrington and so we used our existing structure to secure charitable status. We also amended our Swim England- based constitution and secured charitable status which increased our revenue by 20 per cent.

What was the process and how did you find it?

The incumbent treasurer at the time and officers of the club, spent many hours amending the constitution to fit the Charity Commission template. It wasn't easy and needed someone with certain skills, patience and a working knowledge of legal documentation to draft an acceptable document.

Were there any barriers you faced and how did you overcome them?

Time, convincing the Charity Commission of our charitable intent and providing relevant, detailed financial information!

How did the change of legal status benefit your club?

Financially, it allowed the club to secure 50 hours of pool time to facilitate five training groups of 180 swimmers and a learn to swim programme of 450+ swimmers seven days per week, with three full-time coaches, three part-time and 16 teachers. Although circumstances have changed with increased pool expenditure, the charitable status has allowed us to survive, without that additional income we would have gone under.

Any further advice you wish to add?

Advice to anyone going through the process would be to contact the Charity Commission and work with them; they have some incredibly helpful staff. Also be clear on the club's objectives as it has to be non-profit making and there needs to be charitable aims detailed within the constitution. Financially for us, it made sense but requires a greater burden on the treasurer and those helping, as accounts need to be of the highest standard and require regular applications to claim back gift aid monies. However, this will increase a club's revenue, which is essential in these times of hardship.



1.2 Organisational Structure

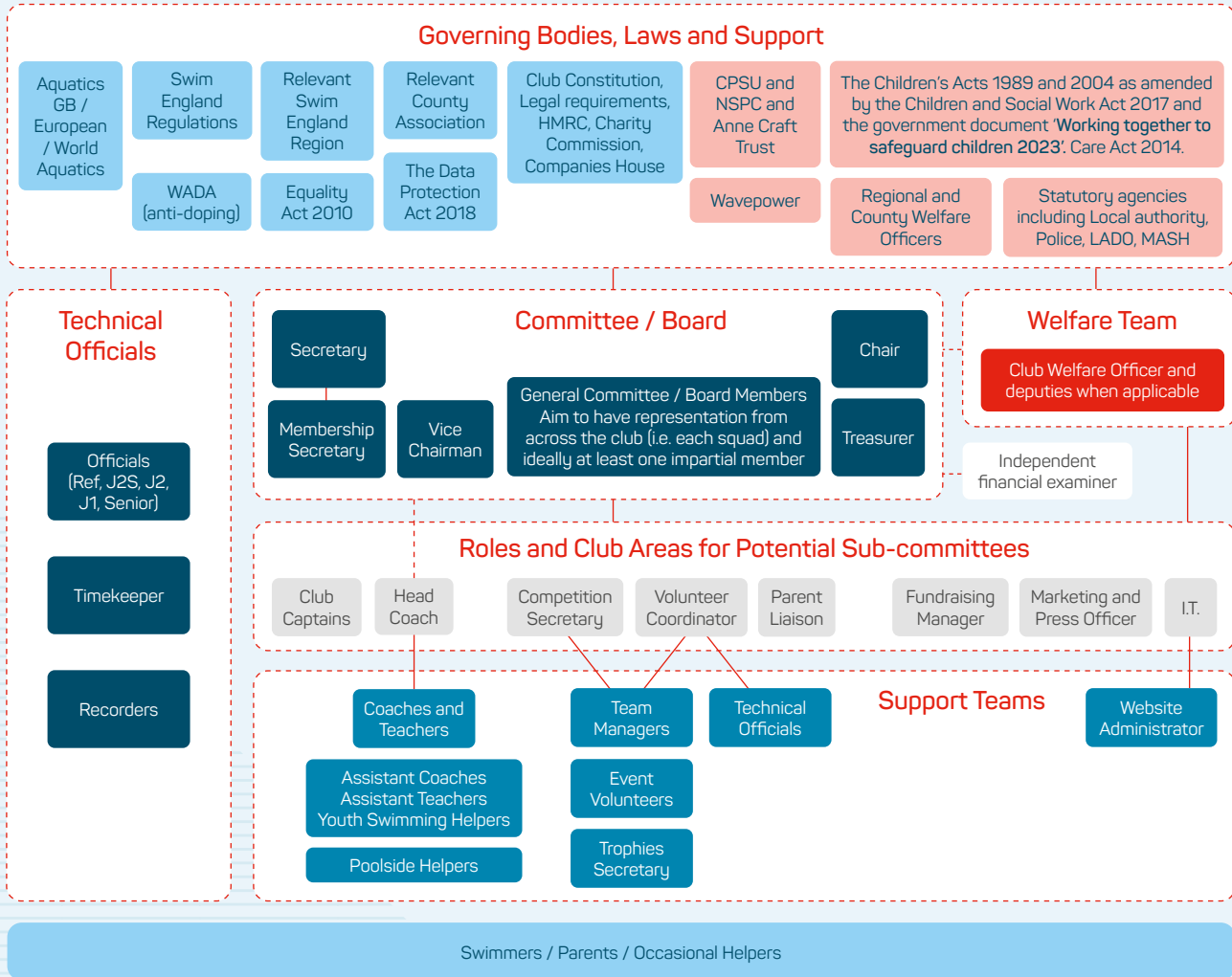
Organisational structure refers to a system that outlines how certain activities are directed in order to achieve the organisation's aims and objectives. No matter the organisation's legal structure, broadly speaking, the organisational structure of the committee is fairly similar. It is important to understand that not all roles are relevant within an aquatic organisation, as they vary in demographics, size and what aquatic discipline is being delivered.

Your governing document or constitution will determine your organisational structure. As a minimum, Swim England recommends all organisations to have a Chair, Secretary, Treasurer and a Welfare Officer/lead.

For the purpose of this guide, we have referenced three types of committees and groups who are outlined in the diagram opposite, with a brief description of the committee type but also an example of roles within that committee. Again, all organisations have different objectives and are of different sizes, so it is important to understand that this might not be relevant to all organisations and it is just an example. It is ultimately the Chair's decision, along with committee members, to decide what additional roles are needed within an organisation's structure to ensure it operates to its full potential.



Swim England's Good Governance Structure Example



Executive Officers

At an organisation's Annual General Meeting (AGM), the voting members will appoint the Chairperson, Secretary and Treasurer (the 'Executive Officers') and how this is done is referenced within your governing document.

The Executive Officers should govern the organisation on behalf of its members and have ultimate responsibility and authority for all of the organisation's decisions. It is a requirement that organisations have in place all Executive Officers and it is important that these remain updated on the Swim England Online Membership System (OMS), so officers can be contacted if needed.

Each Executive Officer will have specific roles and responsibilities within the organisation:

Chairperson

Lead figure of an organisation and is elected by the members. It is important that this individual can demonstrate good leadership skills and can be approachable but also diplomatic and helpful. Swim England have a **non-certified online workshop** available to chairs to help understand the main responsibilities they have, but also a **mandatory Good Governance workshop** which is run online via Microsoft teams and is free of charge to attendees.

Secretary

Deals with communications of an organisation and will be heavily involved in the AGMs and committee meetings when it comes to minutes and communicating these meetings to members. It is essentially a role which involves a lot of administration for the organisation. Swim England have a recommended **Good Governance information session** which is run over Microsoft teams and is free of charge to attendees.

Treasurer

Deals with finances of an organisation and may have to present the organisations financials at AGMs. The treasurer may also be responsible for reporting to Companies House, HMRC or the Charity Commission depending on your legal and tax status.

Did you know?

Swim England has a **Financial Toolkit** available to support treasurers in their role.





Committee

Typically the committee is a body of individuals delegated to consider, investigate, take action on (i.e. voting), or report on some organisational matters. These roles could include, but are not limited to:

Committee members

Generally best practice could be representation from across the organisation and it is important to consider being inclusive of all disciplines and activities the organisation offers. Ideally you would also need one impartial member who are then able to vote.

Membership Secretary

The membership secretary should have knowledge of the Swim England membership categories and fees and understand the online membership system (OMS). This particular position may also be the organisation secretary or SwimMark coordinator. Not all organisations will have a membership secretary as it depends on the size of each organisation.

Welfare Officer

This role is a mandatory role, **appointed by** the committee however not voted in at the AGM. This officer deals with any safeguarding and welfare issues within an organisation. They **do not have the power to vote at committee meetings** as they are viewed as an independent member, but can attend just for information and informing relevant parties of any issues which have arisen (within a 'needs to know' basis as most information might not be able to be shared). As a Welfare Officer, there are various training opportunities that are **mandatory** for this role. This includes; **Swim England Safeguarding in Aquatics**; Time to Listen Training (accessible through your regional office) and the **Good Governance Workshop**. Welfare Officers must also have a valid DBS with barred list check.



Sub-committee Members

The sub-committees are generally there to plan, organise and help assist with events and the daily running of the organisation. This is generally where most of the workload sits. It is important they communicate with the committee and executive officers. Some examples of these roles could be (but are not limited to):

Parent Liaison Officer

The key link between the organisation and the parents. They promote clear and effective organisation communication channels and ensure parents feel supported.

Accreditation Coordinator

The key point of contact for Club Affiliation. They will have access to our accreditation portal to collect and submit evidence.

Marketing and Press Officer

Leads and promotes organisation activities, ideally to increase membership, income and/or raise the profile of the organisation within the community.

There are various other roles within your organisation, such as the coaches, teachers, poolside volunteers and the technical officials which are all really important roles to the efficient running of the organisation.

If you are recruiting for any of the roles mentioned above, visit our [website](#) to find the job descriptions.

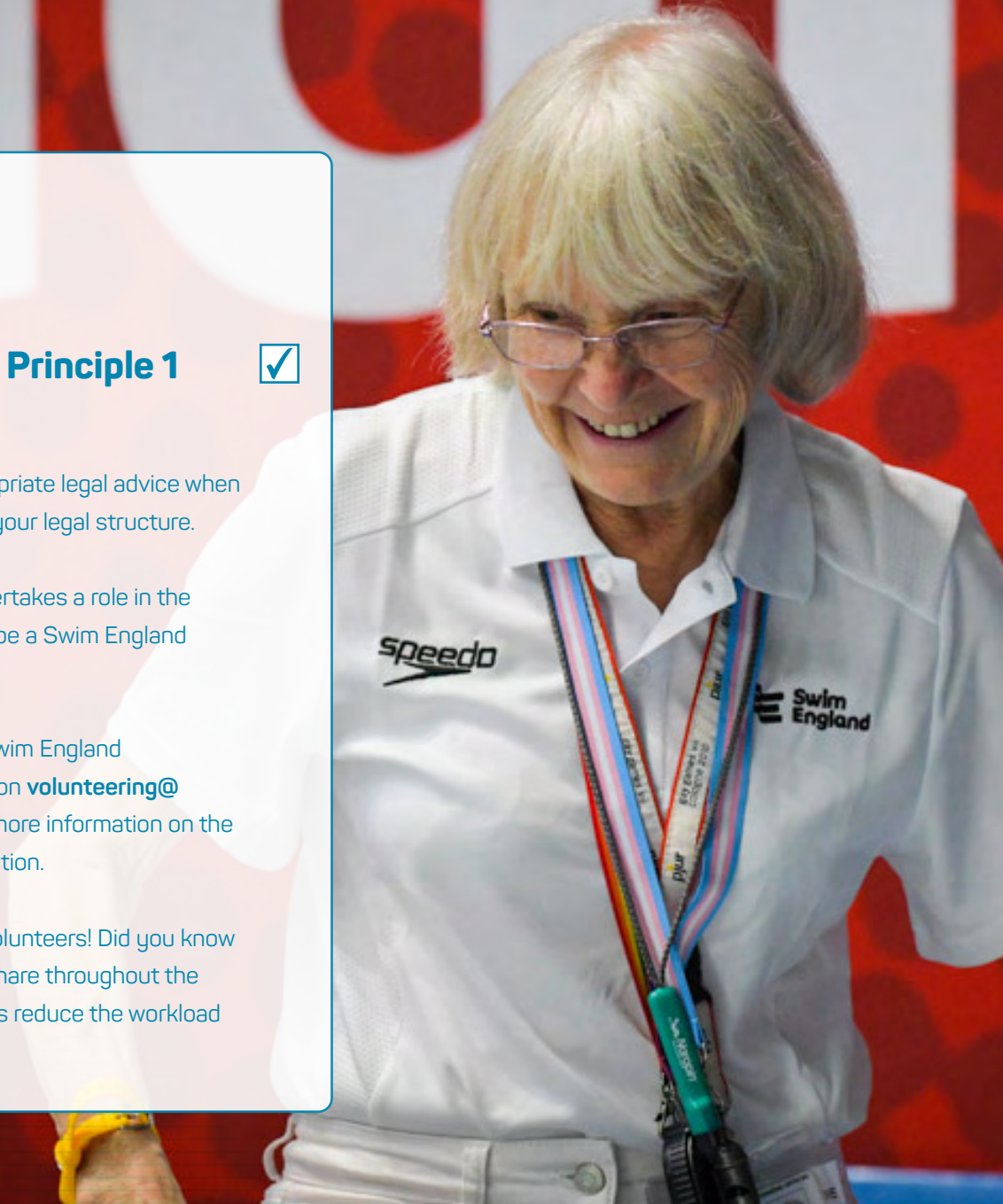
For any other questions around volunteering please contact volunteering@swimming.org for more information.



Swim England Principle 1 Top Tips



1. Always seek appropriate legal advice when looking to change your legal structure.
2. Anybody who undertakes a role in the organisation must be a Swim England member.
3. Please email the Swim England volunteering team on volunteering@swimming.org for more information on the roles in an organisation.
4. Never turn down volunteers! Did you know you can also role share throughout the committee? It helps reduce the workload of volunteers.





Principle 2 People



It is important that organisations recruit and engage people with a broad diversity of backgrounds, skills and experience to make effective decisions that further the organisation to best serve their communities and stakeholders. This will create constructive and inclusive debates, which in turn enables good decision making and helps to create trust with stakeholders.

Principle 2 mainly focuses on the workforce of an organisation, however, in Principle 5, we go into more detail regarding organisation members within policies and processes. Overall it is important to offer an inclusive environment, where aquatics is accessible to all.



Creating a Diverse Workforce

There are many benefits to being an inclusive organisation. Aside from ensuring everyone feels valued, safe and respected, it also builds a more welcoming culture, attracting and retaining a wider diversity of talent, especially within your board or committees.

There are many ways that organisations can create a safe and welcoming environment for all, examples include:

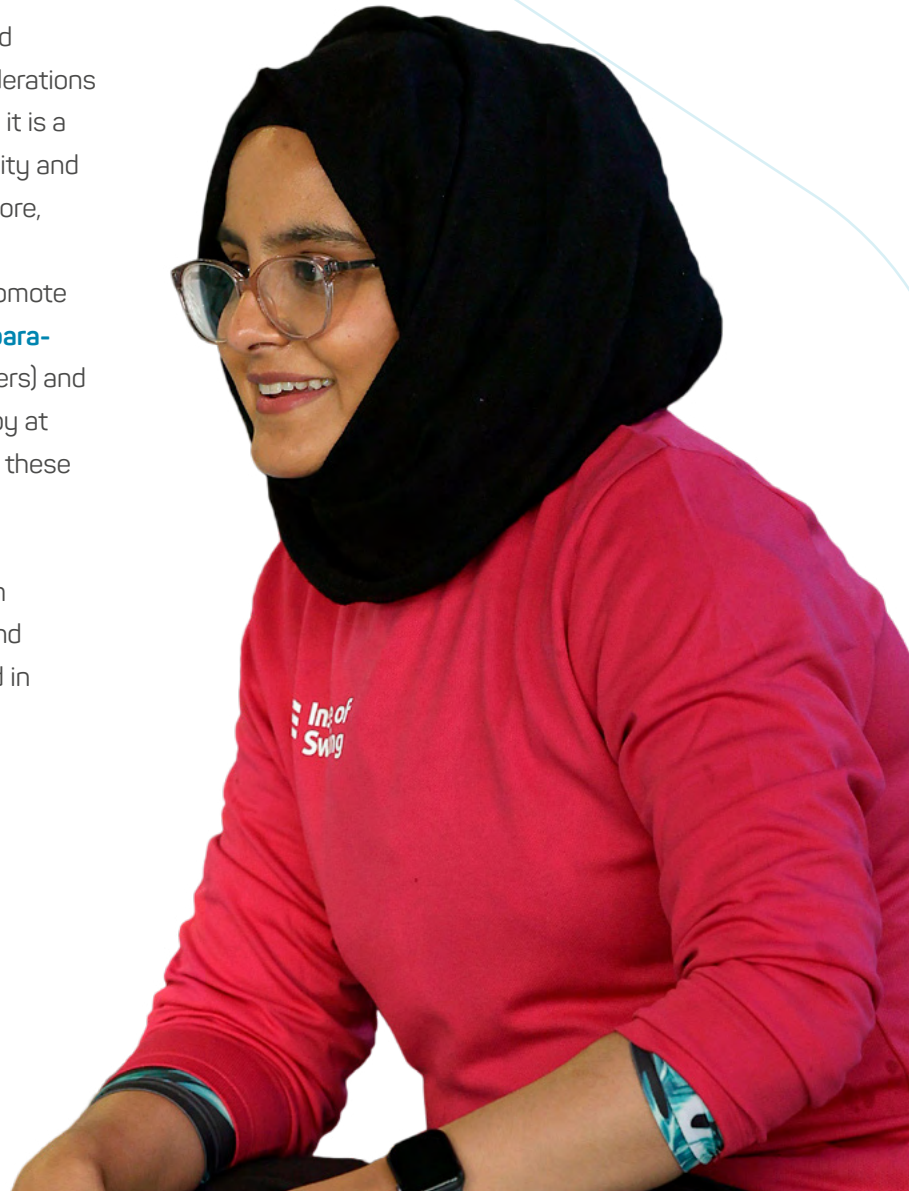
- > providing inclusivity training and support for volunteers and staff to ensure that everyone feels welcome and where members can speak confidently about the areas of equality, diversity and inclusion.
- > promoting diversity within committees and boards by encouraging people from a variety of backgrounds to get involved.
- > facilitating a welcoming attitude amongst members by developing plans, policies and procedures to support inclusion.
- > showing support for diverse 'International Days', religious holidays and events. It would be worth considering whether a brief communication plan would enable you to identify what events you'd like to recognise at the start of each year.

We want to make our sports and activities accessible, inclusive and welcoming for everyone at all levels which also includes our volunteers. It is important that the workforce is fully representative of the communities it serves.



In order to assist, Swim England has embedded various equality, diversity and inclusion considerations within our compliancy standards. For example, it is a requirement for organisations to have a Diversity and Inclusion Action Plan (DIAP) in place. Furthermore, organisations must also ensure that relevant individuals have taken additional training to promote inclusivity. These include the **Introduction to para-swimming CPD** (required by coaches or teachers) and the **Foundations of Inclusivity CPD** (required by at least one of the committee members). Both of these CPD opportunities are free.

You can read more on our **website** about Swim England's commitment to equality, diversity and inclusion and the work that is being completed in this area.





Workforce – Personnel Report

Volunteers are at the heart of Swim England. Without them, our affiliated organisations and events would simply not function. However, it is important that volunteers or paid teachers or coaches have the appropriate qualifications and training to carry out their job role. This ensures all members are safe and have a smooth aquatic journey. It is important that Swim England has a clear picture of who is actively volunteering across our organisations, irrespective of their membership category and to achieve this, we have introduced a way to record all member roles via an online platform known as the Online Membership System (OMS).

As well as understanding individual member's roles and their qualifications, OMS will help support the organisation to plan recruitment and training, and will provide Swim England and the regions with invaluable information on the support we should be delivering.

The Online Membership System allows the organisation itself to see individual's qualifications such as:

- > coaching or teaching qualifications.
- > Team Manager courses.
- > other CPD opportunities such as Foundations of Inclusivity and relevant coaching or teaching CPDs.
- > the Swim England Safeguarding course and refresher training.
- > Time to Listen course (for Welfare Officers).
- > Technical Officials qualifications.



OMS allows Swim England and the organisation to see who has a DBS check and the level and status. This is also applicable for safeguarding training.

Organisations are required to ensure all individuals are listed in the correct roles and that all relevant information is shown on OMS. The system allows each organisation to download a suitable PDF report for the required evidence towards Swim England's compliancy standards.

There are other documents and procedures organisations can put in place to support good governance, which helps to develop people. This includes but is not limited to:

- > a training needs analysis for scoping the requirements of the organisation.
- > an appraisal and action plan for the head coach.
- > a development or business plan looking at succession planning.



Swim England Principle 2 Top Tips

1. Ensure your organisation has a Diversity and Inclusion Action Plan (DIAP) in place which includes an action for an inclusive culture within the committee.
2. Who needs a DBS check and at what level can be reviewed in **Wavepower**. This check is usually processed by the Welfare Officer.
3. Swim England Safeguarding CPD should be completed by all those who also have a DBS in place.
4. The Welfare Officer should have attended a Time to Listen course which is accessed via your region.
5. All individuals should have appropriate qualifications for the role being carried out i.e. coach or teacher.
6. Ensure that the Chair carries out appraisals to identify areas of upskilling with the relevant staff (if applicable).



Principle 3 Communication



Organisations need to be transparent and accountable, engaging effectively with stakeholders and nurturing internal democracy. This is generally done through the organisation's meetings but also communication is important across other means such as social media, websites and through financial information. It is important that everything remains up-to-date so everyone has the latest information from the organisation.



Meetings

There are three types of meetings that organisations may have and these include Committee meetings, Annual General Meeting (AGM) and a Special General Meeting (SGM). The secretary has the largest part to play pre- and post-meeting and will be, for example, in charge of sending notifications of a meeting but also sharing the agenda and sending minutes (if applicable).

Committee meetings

These are generally where officers meet to discuss the organisation's business and related matters on a regular basis. The frequency and format for meetings will not be the same for all organisations, so just make sure that it is right for you and your organisation and also for all those involved. Your governing document typically states how often the committee meets and the minimum number of committee members needed to attend (quorum). The secretary is generally responsible for setting the meeting time and venue and for giving notice to the committee members. You should appoint someone to take minutes at committee meetings, which in most cases is the secretary, to make sure all key discussion points and decisions are captured. These should be reviewed and approved by committee members and, as applicable, circulated to the wider organisation so they know what was discussed.



Annual General Meeting (AGM)

This is a statutory requirement and should be held every 12 months. An AGM provides an opportunity to update stakeholders on a range of matters, make important decisions, elect committee members and input into the organisation's future. As part of the minimum standards of compliancy, Swim England requires all organisations to submit evidence of their AGM to ensure constitutional rules are being followed. There are many benefits to an AGM such as:

- > providing the chance to share or reiterate the organisation's values, purpose and mission to ensure awareness and encourage buy-in across stakeholders
- > enabling organisations to showcase success both in and out of the pool, encouraging reflection on the past year and planning for the future
- > promoting transparency and accountability
- > allowing individuals from across your organisation to ask questions, gain clarity and hold the key decision-making body to account.

A typical AGM would cover:

- > welcome and apologies
- > previous AGM minutes and matters arising
- > reports from key personnel
- > presentation of the annual accounts
- > planning for the upcoming year
- > agreement of amendments to documents, policies and procedures as required
- > election of committee /board members (if applicable)
- > any other business including questions.

Special General Meeting (SGM)

This is called when a minimum number of members or the committee wish to amend an organisation rule, amend the governing document or discuss any other important or urgent matters which cannot wait until the AGM. The organisation's governing document will specify why, when and how an SGM can be called, the notice required and how it should be managed.



The secretary role is crucial before, during and after any meetings have been held. However although the secretary is traditionally responsible for organising any meetings, it is good to involve others, who can be assigned specific roles and responsibilities to share the workload, especially before an AGM.

Website

Maintaining communication with members and non-members alike via the website is a straightforward way to share information and is much easier than emails en masse!

You could use the website to publish the organisation's governing document, strategy and also details of governing committee members. You could also publish your annual report or financial accounts, training times and locations, share success stories and, most importantly, share information for the welfare of your members, including how to report a concern.

Swim England encourages organisations to ensure that their executive committee has generic email addresses which are on the website to contact each individual member. It is also important for all organisations to have the Welfare Officer contact details on the website, to enable members to raise a safeguarding or welfare concern as needed.

Did you know?

Swim England runs Secretary and Membership Officer Workshops for officers.

To register, sign up here!



Did you know?

Swim England has an AGM minutes template that can be utilised by all organisations. It also includes guidance notes.

To download it, click here.





Case study



Grantham Swim Club

Grantham Swim Club is located in the East Midlands region and has over 200 members. They have ensured that they communicate expected behaviours and their policies and procedures for all to see via their **website**. This is extremely important for all current members but also prospective members.

“Grantham’s club website gives a first port of call when parents are looking for a club for their swimmer(s) to join. Our new and ever-improving website gives a clear view of what we expect of our members and staff while a part of Grantham SC, as well as clearly showing the pathways for swimmers, volunteers, and officials.

“Basic information such as training fees and timetable are there along with electronic copies of our newsletters and coaches’ information.

“We are a competitive club and the competition/results page gives a single place for our swimmers to check what

is coming up – both at home and away – and how well they have placed previously. More specifically, links are available to download all club policies and relevant Swim England and welfare guidelines; these will be expanded in future to include more swimmer-based information, for example, nutrition, land training, team building and resilience. It is reassuring to a lot of parents/guardians when information is clear and they too can follow the correct procedures. **GranthamSwimClub.org** is the start of your club journey.”

Samantha Edwards

Treasurer, Grantham Swimming Club

Finances

Sharing the organisation's financial report and accounts is important and useful information for all members, as this can demonstrate a plan for sustainability or future growth. Organisations have a responsibility to manage the finances effectively and to keep the committee informed on a regular basis, ideally monthly. After the examined accounts have been verified by the committee, they should be presented at the Annual General Meeting (AGM) for approval. In addition, it is good practice for the treasurer to provide a written statement to help summarise the organisation's financial performance for the year. As per the organisation's governing document, a copy of the examined accounts should be available to members no less than 14 days prior to the AGM.

The annual accounts should be prepared by the organisation's treasurer and examined independently by someone with suitable financial knowledge. 'Independent' for these purposes means a person who is not a member of the committee, or related to a member of the committee.



The Financial Toolkit is a valuable resource for organisations to consider utilising and includes information on managing finances, employment, legal structures, tax and VAT, income and expenditure plus advice on sponsorship and fundraising.





Swim England Principle 3 Top Tips

1. Always follow your constitution.
2. Share the workload and responsibility where possible.
3. Before you hold a meeting, prepare an agenda.
4. Ensure your organisation holds an AGM in line with the rules of your organisation.
5. The annual accounts should be examined by someone independent who is not a committee member or related to the committee.
6. After the meeting, get the Chair to review and sign the minutes before they are sent out.



Principle 4

Standards and Conduct



Standards and conduct refers to an organisation's standards of integrity, how they will promote an ethical and inclusive culture, and how they engage in regular and effective evaluation to drive continuous improvement. Sport England advocates that having the right values embedded in the culture of the organisation helps to:

- > protect public investment.
- > enhance the reputation and effectiveness of the organisation.
- > earn stakeholder trust.



The organisation's governing document which is covered in Principle 1, is just one example of a document which sets out expected standards and conduct of the organisation to members. It refers to the membership, how to hold AGMs, the committee and its make-up, dissolution of the organisation and also acknowledgement from members. Everyone should read their organisation's document to ensure rules are understood and it's important that the organisation refers to their rules before making any decisions. Included in this Principle are other ways in which organisations can ensure they have good governance by implementing standards and conduct throughout.

Conflicts of Interest

Principle 1 mentions the organisational structure and what your organisation could look like with certain volunteers in place. However, conflicts of interest may arise, especially when an organisation is integrated within a community and volunteers are relatively hard to find. It is important for organisations to understand what a conflict of interest is and how it can be managed.

Some examples for you to consider;

1. A committee member would have a conflict of interest if they (or their family) would be set to benefit personally from a committee decision.
2. A complaint was made against a member of the teaching or coaching team who is related to or in a relationship with one of the executive officers. This officer doesn't want to pursue the complaint for fear that it would affect the family member.

For both of these examples the committee member / officer should excuse themselves from involvement.



“ It is important for the individuals on the committee to make decisions for the benefit of the organisation. ”



Within your governing document, it will detail how certain members of the committee should not be in a position where a conflict of interest or lack of independence is created. It is important that the Welfare Officer is independent and they should not be related to or in a relationship with a coach, teacher or Chair within the same organisation. It is good practice for the organisation's Chair to remain independent and not hold the position of head coach or teacher. A lack of independence may unduly influence decisions that could bias individuals. These positions being independent create an open and transparent culture within an organisation.

Some examples of how you can manage conflicts of interest:

- > Asking existing committee members to disclose any conflicts of interest and discuss how to resolve them.
- > When appointing new committee members, simply ask them to disclose any potential or current conflicts of interest and capture this, both in the meeting's minutes and through a register of interest or risk register.
- > Manage attendance of a committee member with a personal connection from related meetings or decision-making processes.
- > Consider appointing a deputy or vice Chair, for example, who may have a more independent viewpoint.

Swim England understands that volunteers are vital to a sustainable organisation, however, it is equally important to appropriately manage and communicate any conflicts of interest in order to remain fair and transparent to all members.

Did you know?

To remain transparent to your members, if there is a conflict of interest amongst committee members you can capture this using a register of interest's document or risk register.

Find out more on Buddle.



Did you know?

As well as declaring a conflict of interest prior to appointment of key officers, declaration of past criminal or conduct issues that could bring the sport into disrepute should also be captured.



Codes of Conduct

Codes of Conduct are important as they give clear guidelines on expected behaviours of all members including committee members, officials, volunteers, participants, parents/guardians and teachers and coaches. They help to support the organisation's decisions regarding behavioural issues, and governance and constitutional decisions.

Codes of Conduct are a requirement for all Swim England affiliated organisations. Templates can be found in [Wavepower](#) and organisations are recommended to ask members to sign and agree to the relevant Code of Conduct when they join the organisation or renew their membership on an annual basis. It is important that all members and volunteers are reminded of the expected behaviours and culture.

Code of Ethics

Swim England's Code of Ethics also applies to all individuals involved within all aquatic disciplines. The Code of Ethics should be read in conjunction with the Codes of Conduct as mentioned above and can be found in the Swim England Handbook.

As referenced in the Code of Ethics, it is important that individuals also follow the Swim England regulations which again, can be found in the [Swim England Handbook](#).

Swim England Handbook

The Swim England Handbook provides the rules and regulations by which all Swim England organisations should adhere to, but it is also there to support all members. It makes reference to rights and responsibilities of organisations affiliated to Swim England, competition rules, judicial complaints procedures and also includes regulations around safeguarding and welfare. The governing document for an organisation should make reference to Swim England regulations.

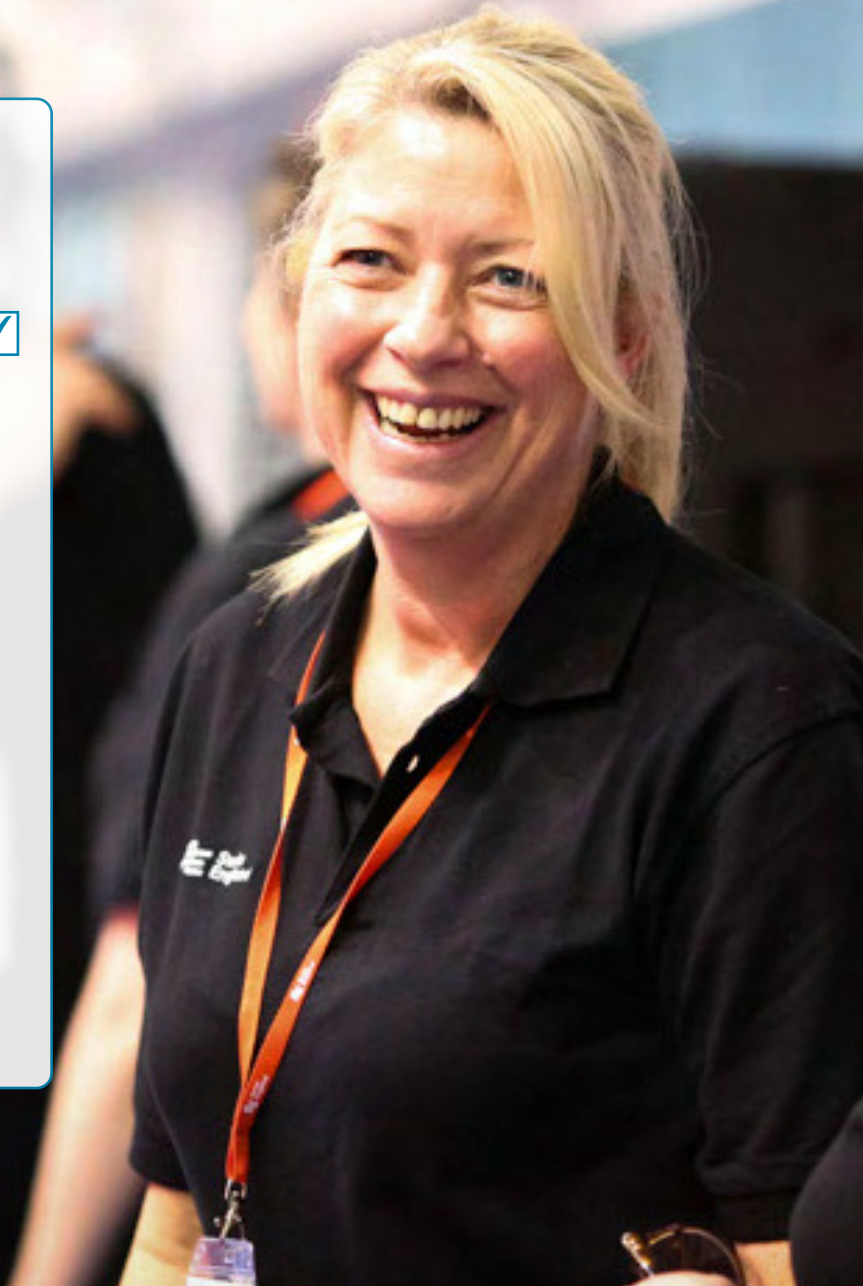




Swim England Principle 4

Top Tips

1. Manage conflicts of interest appropriately.
2. Ensure the Welfare Officer remains independent.
3. Codes of Conduct should be in place for all members and should be signed annually.
4. It is important that all organisations familiarise themselves with the Swim England Handbook and the Code of Ethics.





Principle 5

Policies and Processes



It is important that all organisations comply with all applicable laws and regulations, but also have appropriate controls and risk management procedures in place. The policies and processes noted in this section are important as they help organisations to mitigate risk but also enhance stakeholder trust and organisational reputation.



Health and Safety

Organisations have a duty to protect all individuals taking part in activity. It is important to look for things that could cause injury or illness and then decide if you are taking reasonable steps to prevent them. Health and Safety could be described as “regulations and procedures intended to prevent accidents or injuries in workplaces or public environments”. A risk assessment is just one way to identify any risks and this could be in place for various activities that your organisation runs, for example, land training or your weekly pool session.

Incident recording guidelines

We would recommend that a designated person within your organisation is made responsible to record any reportable accident/incident. Records must be kept for at least six years, and longer where it involves a person under the age of 18 years. Names and addresses of any possible witnesses should also be recorded. Organisations are legally obliged to have an accident book which is compliant with data protection legislation. The book is available from HSE Books. The accident book must contain the following information relating to all reportable accidents or dangerous occurrences:

- 1. Date and time of accident.**
- 2. As regards to a person at work** – full name: occupation: nature of injury: age.
- 3. As regards to a person not at work** – full name: status (e.g. customer): nature of injury: age.
- 4. Place where accident occurred.**
- 5. A brief description of the circumstances.**
- 6. Method by which the event was reported.**



Your local facility may get you to also record the incident, however it is important that the organisation has a separate accident book. You will have to report any accident that could result in an insurance claim to Swim England prior to membership renewal and also Howdens when an accident has occurred. It is important you refer to your organisation insurance documentation, including details of the liability incident and recording guidelines. You may also have obligations under the Reporting of Injuries, Diseases and Dangerous Occurrence regulations (RIDDOR) to report incidents to the Health and Safety Executive.

For further information visit the [HSE website](#).

Risk assessments

It is important to check that all activities are as safe as possible to reduce the risk of accident or injury to everyone involved. Prior to starting any new activity, a documented risk assessment should be conducted. This should include:

- > identifying any hazards or potential risks.
- > identifying who could be harmed.
- > outlining any action required to minimise the risk.
- > identifying the person responsible.
- > Is there anything else you could be doing to reduce the risk?



Information must be included with regards to the level of coach delivering the activity and the risks associated with that if the delivery is outside the normal programmed activity.



It is also good practice to carry out routine checks and ensure your risk assessment is still relevant. Although Swim England's compliancy standards require you to submit evidence annually and ensure your risk assessment is reviewed within the last 12 months, it is important to renew your risk assessment when the environment changes. A coach or teacher may also do a visual risk assessment before a regular activity begins.

Swim England affiliated organisations must be able to demonstrate risk assessments are undertaken for any regular activity delivered and then submitted as evidence to Swim England as part of the compliancy requirements. Examples of risk assessments* could include but are not limited to:

- > pool based activity (regular training) for each discipline delivered. This is the minimum requirement.
- > organisation travel to competition/ social event.
- > non pool-based activity (land training, social event etc.).
- > pool based competition activity (delivery or attendance).
- > overnight stay for a training camp or competition.

***Please note:** Your organisation has a duty of care to those around you; if an allegation for negligence is made against you or your organisation, the risk assessments will be needed to evidence what you have reasonably been able to do to prevent an incident.
Howdengroup.com



Combined Liability cover is available for all organisations registered with Swim England whilst taking part in activities sanctioned by the organisation. This protects the organisation, affiliated members, teachers, coaches and officials if they are held responsible, or are found to be negligent for causing injury to someone else or damage to someone's property whilst taking part in aquatic activities recognised by Swim England. All organisations will have a policy number which can be found on the summary of cover provided at the time of membership renewal.

As mentioned in previous sections, you can read more about Swim England's commitment to Equality, Diversity and Inclusion and find further support for organisations on our [website](#).



Creating an Inclusive Environment

Opening your organisation to everyone will aid with sustainability, add new dimensions to the organisation's social element, and increase the talent pool, in all its forms.

Swim England is fully committed to the principles and practice of equality of opportunity and we consider aquatic disciplines to provide sport for all. Aquatic sports can and should be made accessible to everyone of any Protected Characteristic under the Equality Act (2010) to the greatest extent possible. Whilst a legal requirement, we believe our organisations should aspire to go beyond this, providing an environment that will allow members to thrive. Swim England has an **Inclusion Hub** which showcases the Swim England Equality Policy and the Diversity and Inclusion Action Plan (the work we're completing to further the principles of Equality, Diversity and Inclusion).



As an organisation, we ask you to consider whether you are providing aquatic opportunities within your organisation that take into account the needs of different demographics. Here are some examples:

Members' needs when planning and delivering training sessions.

For example, fasting during Ramadan.

Promoting local public transport links to help all to attend training and competitions, thereby taking into account individual's 'socio-economic status' by making opportunities more affordable.

Displaying posters/ images on your website/ social media pages and organisation notice boards that reflect the diversity of your community.

Serving food and/ or playing music at social events that reflect members' cultural backgrounds.

Offering welcoming messages in different languages, reflecting the membership of the organisation and diversity of the local area.

Keeping up-to-date with changes in your local community, such as changes to local population and demographics, barriers to participation and what programmes/ initiatives exist in your area.

Building good links with local community organisations that are connected with the groups you are aiming to work with.

For example, youth organisations, multicultural agencies and disability service providers.



Data Protection/GDPR

The Data Protection Act 2018 and GDPR regulation applies in some way to all Swim England affiliated organisations that collect and process personal data. It covers not only the personal data of members but also the data of the organisation's employees or volunteers. Organisations receiving individuals' personal data and deciding what they do with it are deemed 'Data Controllers' under the law.

All organisations, where applicable, should have a Privacy Policy. A Privacy Policy tells members what an organisation does with personal data, why they use it, who it is shared with and how long the information is kept for. As it is someone else's data, they have the right to know what happens with it. Personal data is something that can identify an individual, for example, an email address or health information, and organisations must have a valid reason to use someone's data. It is important to draw attention to the Privacy Policy when members are joining the organisation on the membership form, which is a non-negotiable piece of information to collect.

For more information please visit the [data protection guidance on the Swim England website](#).



There is also a range of guidance documents and Privacy Policy templates available on the [Information Commissioners Office \(ICO\) website](#).

[Click here to view Swim Englands privacy policy.](#)





Case study



London Borough of Hounslow

London Borough of Hounslow Swimming Club is situated in the Swim England London region and has over 370 members.

How does your club ensure it is inclusive?

We offer a wide range of free swim / water safety programmes for underserved communities in our borough as well as our own low-cost fee-paying 'Learn to Swim', 'Development' and 'Competitive Performance' programmes.

What did you put in place to ensure that your club is accessible to all?

We expanded our delivery! We gathered information based on our own experience, carried out research and linked with other like-minded community-focused organisations. We listened to different communities across our borough in relation to the barriers they faced accessing swimming programmes. We then started planning to address the following issues; drowning risk, health inequalities, using sport and physical activity for health and wellbeing and personal development, not just performance swimming.

Is the diversity of your club reflected throughout your board and/or trustees, and if so, what did you do to make sure this was the case?

Our Board of Trustees, who will be leading our charity, reflects the diversity of London and our borough. Our role descriptions for Trustees that were advertised outlined the rich diversity of our club and how important it was for us to have a diverse Board of Trustees to represent those who will be taking part in our programmes and members of our club. The aims and objectives of our club with regards to being inclusive and diverse have been a focal point due to the locality of where we are based and what the needs of the community are.

For more information and to gain further insight into the community outreach that the London Borough of Hounslow Swimming Club does, please see the [UK Coaching article](#).



Safeguarding and Welfare

Wavepower is Swim England's safeguarding policy and includes procedures that all organisations must adhere to. The aim of Wavepower is to safeguard all children and vulnerable adults in line with current legislation, regulations and guidance, and is for use within any Swim England affiliated organisation. It emphasises that the responsibility for safeguarding belongs with all those involved in our sports and is not the sole responsibility of any one person at a local, county, regional or national level.

Swim England requires affiliated organisations to acknowledge that they have a duty of care to safeguard children and vulnerable adults from harm. Organisations and their members must follow Wavepower and act appropriately.

Welfare Officers are a vital part of the Swim England Safeguarding Team. They are often the first point of contact on the ground for members and parents/guardians who have a safeguarding concern. Any such concerns are addressed by following the procedures and practices in Wavepower but also the Judicial regulations around safeguarding can be found in the Swim England Handbook.

Did you know?

Swim England run a National Welfare Forum to share important updates and also best practice. It is a place for Club, County and Regional Welfare Officers to network and ask questions.

[Sign up here](#)



At the request of the National Safeguarding Team, County and Regional Welfare Officers can become directly involved with safeguarding concerns often to support a Club Welfare Officer. They may meet with the individuals involved or lead meetings with parties to try to directly resolve the issues presented. Role descriptions for Club, County and Regional Welfare Officers are shown in Wavepower. All Welfare Officers can discuss concerns and request help or advice from the **Safeguarding Team**.

Safeguarding and Welfare Resources

Resource or Document	Information	Document access
Safeguarding Hub	Information and resources made available on our website in regards to Safeguarding.	swimming.org/swimengland/about-swim-england/safeguarding/
Swim England Safeguarding courses	Our series of safeguarding courses have been created to ensure anyone who comes into contact with children at a Swim England affiliated organisation expands their knowledge and how to respond to any concerns.	swimming.org/ios/safeguarding/
Swim England Safeguarding Team	Email address for the Swim England Safeguarding Team.	Safeguarding@swimming.org
Swim England Safeguarding Contacts	If you wanted to contact anyone from the Swim England Safeguarding Team including County and Regional Welfare Officers.	swimming.org/swimengland/child-safeguarding-contacts/
Wavepower	Safeguarding policies and procedures publication.	swimming.org/swimengland/wavepower-child-safeguarding-for-clubs/



Swim England Principle 5 Top Tips



1. Check your insurance documents.
2. Regularly review your risk assessment.
3. Ensure you have an accident book and record the appropriate information.
4. Organisations must have a privacy policy in place.
5. Ensure the organisation's Diversity and Inclusion Action Plan (DIAP) represents the local community and is relevant to the aims and objectives of the organisation.
6. Ensure the organisation's Welfare Officer or safeguarding and welfare lead understand the procedures and practices set out in **Wavepower**.
7. Please contact the Swim England safeguarding team should you have any concerns on safeguarding@swimming.org.



03

Further Support

At Swim England, we are committed to ensuring that our volunteers and members have up-to-date and relevant information but also further help and guidance. We have put together a range of resources and webpages for you to look at should you ever need more information. Each resource mentioned separately throughout this guide, is also mentioned below.

Swim England Key Documents

Key Documents	Information	Document access
ONE Swim England	Swim England strategy stating our vision, mission, values and goals.	swimming.org/swimengland/swim-england-strategy/
The Swim England Handbook	Official guide to contacts, procedures and information about Swim England.	swimming.org/swimengland/swim-england-handbook/
Wavepower	Safeguarding policies and procedures publication.	swimming.org/swimengland/wavepower-child-safeguarding-for-clubs/



Swim England Resources

Resources	Information	Resource access
Good Governance Chair Workshop	This session is designed to share important information with chairs on dealing with internal disputes, highlighting the club constitution and overall good governance.	swimming.org/swimengland/running-your-club/
Club Affiliation Matrix	An explanation of the elements which clubs need to submit as evidence as part of Swim England's minimum compliancy standards.	swimming.org/library/959
Club and Operator Toolkit	This toolkit aims to help clubs and operators develop new or existing partnerships.	swimming.org/swimengland/club-and-operator-toolkit/
Club Development Forum	The Club forum is designed to allow club officers to come together for informal discussions or speaker-led presentations relating to current topics or issues within or for clubs.	forms.swimming.org/secdforum/
Club Development Support	Any questions related to this guide or any other queries in regards to Club Affiliation, County Governance Code or queries around good governance.	clubdevelopment@swimming.org
Club Financial Toolkit	Includes tips and advice on all aspects of managing income and expenditure.	swimming.org/swimengland/club-financial-toolkit-published/



Resources	Information	Resource access
Club Merger Toolkit	Provides practical advice for any two or more clubs considering a merger.	swimming.org/swimengland/club-mergers/
Finance Webinars	A range of webinars available to Swim England affiliated organisations, specific to finance and helping an organisation to remain sustainable.	swimming.box.com/s/d6b8gwdsjhchs37bg9oxv06bks7xaasy
Governance Code for Counties Matrix	An explanation of the required evidence which counties need to submit as part of Swim England's compliancy standards.	For more information please email clubdevelopment@swimming.org
National Chairs Forum	This forum is hosted by Swim England and is designed to give a space for Chairs to share good practice or to use as a platform to raise a current unresolved issue and seek guidance.	forms.swimming.org/ncf/



Resources	Information	Resource access
National Welfare Officer Forum	This forum is hosted by Swim England to enable important updates to be shared and an opportunity for all Welfare Officers and other involved in supporting Welfare and Safeguarding concerns to come together to share good practice and seek support for issues raised.	forms.swimming.org/nwf/
Good Governance Secretary and Membership officer workshop	This online session is designed to share important information on the expectations of the roles including dealing with communications, understanding the constitution, Swim England online membership system and the requirements around different Swim England memberships.	swimming.org/swimengland/running-your-club/
Club affiliation information session	An online session designed to share important information with clubs on completing the required elements for accreditation. It also includes any updates or changes to any of the existing elements.	forms.swimming.org/clubaffil/
Good Governance Welfare Officer workshop	This online session is designed to further support experienced or new welfare officers in dealing with issues surrounding the welfare of children in given situations.	swimming.org/swimengland/running-your-club/



Swim England Webpages

Key webpages	Information	Resource access
Club Affiliation	This page helps clubs to understand the minimum standard needed to affiliate with Swim England and the region.	swimming.org/swimengland/club-affiliation-process/
Club Support Hub	Information and resources needed for clubs to start, manage and develop an aquatics club in England.	swimming.org/swimengland/clubs-home/
Complaints Guidance	If you require help with a problem or dispute, we have a number of resources available.	swimming.org/swimengland/judicial-safeguarding-regulations/
Governance support - setting up your club	This page helps clubs to understand elements of governance and just some of what is required.	swimming.org/swimengland/setting-up-your-club/
Howdens	Insurance broker for Swim England.	howdengroup.com/uk-en/swim-england
Institute of Swimming	Leading provider of aquatics courses and includes Swim England Safeguarding Courses and Coaching and Teacher qualifications.	swimming.org/ios/
Regional Contacts	Contact details for your Regional Officer.	swimming.org/swimengland/regions/
Swim England Inclusion Hub	Dedicated to showcasing the work Swim England are doing to ensure our aquatic sports are open to everyone.	swimming.org/swimengland/inclusion/



External Resources

Resources	Information	Resource access
Buddle	Access to a wide range of tools, guidance and resources that cover all aspects of running a sports club or group – everything's free, bite size and simple to use.	buddle.co/
Information Commissioner's Office	The ICO is the UK's independent body set up to uphold information rights. They empower organisations to use information responsibly and confidently.	ico.org.uk/
Sport England	Arms-length body of government responsible for growing and developing grassroots sport and getting more people active across England.	sportengland.org/
Sport England's Code for Sports Governance	More detailed explanation and notes on the Code referenced throughout this guide.	sportengland.org/funds-and-campaigns/code-sports-governance
Sport and Recreation Alliance	Help get the nation active at a grassroots level by providing advice, support and guidance.	sportandrecreation.org.uk/



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Funding Partner

