

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

9 July, 1pm

Zoom

Present:

Richard Hookway – RH (Chair)
Andy Salmon – AS
Aysha Kidwai - AW
Brian Havill – BH
Caroline Green - CG

Carrie Ryan – CR
Joan Wheeler – JW
Neil Booth – NB
Lois Jarvis – LJ

Apologies:

Barry Saunders – BSa
Bernard Simkins – BSi
Ali Breadon – AB
Katie Walcott – KW

Officers in attendance:

Hannah Foster (Executive Operations Manager)

SECTION 1: ADMINISTRATION

1. Welcome and apologies

- 1.1 The Chair welcomed all members to the meeting.
- 1.2 It was noted that apologies had been received from BSa, BSi, AB and KW prior to the meeting due holiday and personal reasons.
- 1.3 The Chair outlined the agenda to members.

2. Declarations of interest

- 2.1 The Regional role of NB was noted.
- 2.2 There were no further declarations of interest.

3. Minutes of the board meeting of ASA (Swim England) Ltd – 21 May 2024

- 3.1 Members provided minor amendments and upon completion of those amendments, the minutes were taken as read and approved as a true and accurate record.

4. Actions arising from previous meetings – to note progress

- 4.1 The status of actions has been included within items on the agenda.

- 4.2 23.08 – Clarify timeline of the commercial strategy: Undergoing development of the commercial strategy. Interviews have taken place for the Head of Commercial role.
- 4.3 24.01 – Skills matrix: BH/MC/AS have developed a revised skills matrix.
- 4.4 **Action: AS to circulate the skills matrix to RH for the People Committee’s review.**
- 4.5 24.02 – IoS terms of office: Members acknowledged the completion of this action at the last meeting.
- 4.6 24.05 – People Strategy working group: In progress and nothing to report.
- 4.7 24.08 – Judicial panel: Action noted as complete.
- 4.8 24.09 – Signing the annual report: RH and BH confirmed the annual report has now been signed and therefore the action was noted as complete.
- 4.9 24.10 – Recorded calls: LJ considered the recording of calls and addressed the concern of handling sensitive conversations. The action has been marked as complete.
- 4.10 24.11 – Governance review: To be discussed during the next meeting.
5. **Confirmation of decisions made by e-mail**
- 5.1 The TOR application was formally approved via email.
- 5.2 The Complaints policy was formally approved via email.
- 5.3 The invitation to tender was formally approved via email.

SECTION 2: STRATEGIC MATTERS

6. **Listening Report & Strategy Refresh**
- 6.1 AS reported that the final Vision & Values Roadshow had taken place. The aim of enhancing engagement seemed to have been achieved throughout each session that took place. Approximately 800 registered for the sessions and approximately 600 attended. The session will be repeated for National Operators on 10 July.
- 6.2 AS sought the Board’s approval for the next steps following insight from the roadshows.
- 6.3 AS proposed to form a process to engage with all committees and leadership groups to discuss the refreshed strategy. JW welcomed this approach and agreed to support AS with interaction of the committees and leadership groups.
- 6.4 AS suggested expanding the Board meeting in September, in order to engage with the regions and work towards alignment on the refreshed strategy. He proposed a full day facilitated session involving Board, Regional Chairs, SLT and Sport England.
- 6.5 SLT is working on a draft which will be shared with Board and Regional Chairs ahead of the Strategy Day on 17 September. It will continue to iterate throughout the process, including the staff conference on 26 September, ahead of a final draft for Board approval.

- 6.6 It was recommended to hold another meeting in October to prepare for the approval of the refreshed strategy in November.
- 6.7 It was noted that the proposed timeline aligns with the funding condition from Sport England.
- 6.8 **Decision: The Board supported AS's recommendations for the process and timeline for the production of the refreshed strategy.**
7. **Membership Fees – 2025**
- 7.1 A proposal to increase membership fees by 3.8% as an inflationary increase was put forward to the Board.
- 7.2 JW stated that SOC supported this proposal and therefore has provided the recommendation to the Board.
- 7.3 It was noted that if SOC remains the body to consider more complex membership fee increases in future, it would need better supporting information.
- 7.4 The Board discussed price increases and the elasticity of demand from membership to help the volume of growth in members, in addition to discussing how the decision of membership fees fits into the governance calendar.
- 7.5 CR offered support for future pricing recommendations for membership fees.
- 7.6 **Decision: The Board unanimously supported the membership fees proposal.**
8. **Confirmation of National Representatives for Aquatics GB AGM**
- 8.1 RH confirmed that Swim England have the right to nominate 3 people for the Aquatics GB (AGB) Board.
- 8.2 Present nominated members are Jane Nickerson, Caroline Green and Keith Ashton whose terms ends at the end of the year.
- 8.3 It was determined that in light of the strong views held by the AGB Board relating to HN CEOs involvement on the AGB Board, AS will not be nominated for the AGB Board.
- 8.4 It was noted that AGB are collating a skills matrix as encouraged by UK Sport and will not be seeking AGM approval for a change to the AGB Article.
- 8.5 **Action: RH to request that existing Board members consider nominating themselves for the AGB Board.**
- 8.6 **Action: HF & AS to set up a People Committee meeting to review nominees for the AGB Board.**

SECTION 3: ORGANISATIONAL HEALTH

9. **Chair's report**
- 9.1 RH stated that the items to report on are covered throughout the agenda.
10. **CEO report**
- 10.1 The report was taken as read and AS provided a verbal update.

- 10.2 A meeting was conducted between AS and the STA Board which was positive and constructive. Collaboration was discussed within individual parameters to do what is right for the sport by ensuring we are financially responsible and sustainable.
- 10.3 The Board discussed driving the direction of co-operation with the STA in order to enhance the relationship.
- 10.4 An informal meeting for Coaches will be held at the National Summer event to boost engagement and attempt to nullify any misconception that Swim England allocates blame for issues outlined in the Listening Report solely to Coaches.
- 10.5 A review of the Reserves policy will take place at a future meeting.
11. **Director of Legal report**
- 11.1 The report was taken as read and LJ gave an update.
- 11.2 The Board's approval was sought for regulation amendments and terms of reference from Weston recommendations.
- 11.3 The proposed timeline of these changes has been agreed with Sport England to be effective from 3 September, which will go through an implementation process with key stakeholders.
- 11.4 Members questioned the capacity of demands for the Judicial Commissioner for what the company would need due to the Judicial Commissioner being part time. LJ confirmed that capacity would not be affected.
- 11.5 Sport England has stated that Mr Weston has no further role and is satisfied with AS's appointment as CEO.
- 11.6 **Decision: The regulation amendments and terms of reference were approved by the Board.**
- 11.7 There has been no progress since the ACAS early conciliation notification and the insurers will handle it on our behalf if it progresses.
12. **Safeguarding and Welfare report**
- 12.1 The report was taken as read.
- 12.2 The safeguarding department are working to review the process of handling low level complaints and working closely with our internal governance team in order to do so. The new processes identified will be implemented within the review process, with clubs and regions currently being consulted.
- 12.3 The Globocol system is not proving effective. Therefore, other bespoke systems are being looked into to enhance the sharing of information with clubs. The cost attached to this was stated as minor compared to the benefits the system will provide.
- 12.4 Our current reporting approach to the policy is in line with best practice of the CPSU and other NGBs.
- 12.5 Due to the impact of the Listening Report, two National Welfare Officers have been appointed. Case Officers are very busy hence solutions being sought to second a National Welfare Officer to fulfil that role.

- 12.6 Cases – reverted back to previous set up of displaying data. Had some technical issues between Globocol and IT department as they can't link up.
13. **CFO report**
- 13.1 The report was taken as read and BH gave an update.
- 13.2 Overall, it was stated that it had been a good couple of months regarding income and expenditure and we have shifted from a small adverse variance to a small positive variance. Expenditure remains below budget levels, particularly due to recruitment and staffing.
- 13.3 It was confirmed Swim England has had a good first half of the financial year.
- 13.4 A full year forecast will be carried out, as there is due to be additional costs for second half of the year. Ongoing costs and one-off costs will be reviewed.
- 13.5 The total number that OFQUAL is reporting is falling in line with pre-covid.
14. **People report**
- 14.1 The report was taken as read.
- 14.2 It was highlighted that inconsistencies in employment contracts and the team engagement survey will be discussed at the People Committee and items for attention will be then brought to the Swim England Board.
- 14.3 There were no questions from the Board.
15. **Governance report**
- 15.1 As recommended by the Board Effectiveness review, a skills matrix is being drafted which will form role descriptors for the forthcoming member elected vacancy.

SECTION 4: SUBSIDIARY AND COMMITTEE REPORTS

16. **Committee / Working Group reports - meetings held since last meeting**
- 16.1 **Swim England Qualifications held 14 May 2024**
- 16.1.1 The report was taken as read and there were no further questions from the Board.
- 16.2 **Institute of Swimming Board held 23 May 2024**
- 16.2.1 A verbal update was provided to members.
- 16.2.2 There was a £685,000 donation made to the charity following approval at the previous Board meeting.
- 16.2.3 The meeting reported on the Terms of Office approved by the Board which was well received.
- 16.3 **Regional Chairs' held 10 June 2024**
- 16.3.1 The report was taken as read.
- 16.3.2 It was acknowledged that the meeting was positive and constructive and being in person for the meeting gained a higher quality discussion.
- 16.3.3 Regional Chairs demonstrated their full support help with any issues arising from insight of the roadshows and Listening Report.

- 16.3.4 There were no further questions from the Board.
- 16.4 **Audit, Risk & Probity Committee held 10 June 2024**
- 16.4.1 BH gave a verbal update.
- 16.4.2 The Listening Report and the roadshows were covered extensively by AS during the meeting.
- 16.4.3 The Committee had the Board Effectiveness review reported to them.
- 16.4.4 There are two internal audits to be carried out during summer on VAT and SEQ.
- 16.4.5 Committee members had discussed the SEQ and STA. It was agreed that an update on Project Evergreen should be reported on to the Committee and also the Swim England Board.
- 16.4.6 Members had raised concerns as a Trading meeting had not been held recently.
- 16.4.7 The Committee discussed the skills matrix and categories, as well as the continuity plan and disaster recovery plan.
- 16.4.8 AS is assessing the risks regarding safeguarding and welfare as well as strategic risks. Historically the report is presented to ARP. The view is that it needs to be discussed and developed by the SLT.
- 16.4.9 IT identified risk regarding website and protection. Skylab have demonstrated not to have up to date protection. We are currently transferring to a new provider. Concerns have been raised around Google and the links as a part of our adverts, which is presently being investigated during a meeting today.
- 16.4.10 **Action: BH to update the Board of the outcome of the IT risk meeting via email.**
- 16.5 **Sport Operations Committee held 25 June 2024**
- 16.5.1 The report was taken as read and JW noted that the membership fee increase has been approved during the meeting.
- 16.5.2 There were no further questions.

SECTION 5: CLOSE

17. **Dates for next meetings (2024)**
- | | | |
|----------------------|--------------|-------------|
| Tuesday 17 September | 11am – 5pm | (in person) |
| Monday 16 December | 1pm – 4.30pm | (remote) |
18. **Any other business**
- 18.1 NB provided an update related to Swim England safeguarding training for Board members to undertake. The process has been dealt with and members will receive email regarding access to the training.
- 18.2 The 2025 Swim England Board meeting dates will be circulated to members.
- 18.3 AS requested feedback via email on the presentation of the Board papers, to make them more efficient for users.

Summary of Decisions made

Minute	Item	Decision
6.9	Listening Report and Strategy Refresh	The Board supported AS's recommendations for the timeline of the refreshed strategy.

Terms of Office

Ali Breadon
Aysha Kidwai
Barry Saunders
Bernard Simkins
Caroline Green
Carrie Ryan
Joan Wheeler
Katie Walcott
Neil Booth
Richard Hookway

4-year term from:

31 December 2021 (*second term*)
10 May 2021
31 December 2021
31 December 2020 (*second term*)
31 December 2021 (*second term*)
1 April 2024
31 December 2023 (*second term*)
1 October 2022
31 December 2022 (*second term*)
1 September 2021