

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

Thursday 20th February 2025 11:30am – 6:00pm

Venue: Pitch meeting room, SportPark, Loughborough and via TEAMS

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

Non-members in attendance:

Ashif Manjothi, Interim CFO	AM	✓
Catherine Searcy (Minutes)	CS	✓
Items 11 and 13 only:		
Kirsten Fasey, Interim Director of Safe Aquatics, Legal and Governance	KF	✓

Item 12 only:		
Rebecca Cox, Business Engagement Director and Institute of Swimming Managing Director	RC	✓
Item 13 only:		
Kevin Suckling, Head of Safeguarding & Welfare	KS	✓

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

STANDING ITEMS: ADMINISTRATION	
1.	<p>Welcome and apologies</p> <p>Welcome from RH to all present and AK who is joining us online.</p> <p>Apologies received from:</p> <p>Ali Breadon Katie Walcott Caroline Green</p>
2.	<p>Declarations of interest</p> <p>NB: no longer regional conflict</p> <p>BS declared a small personal contract with Aquatics GB.</p> <p>JW is now one of the Swim England representatives on the Aquatics GB Board.</p>
3.	<p>Minutes of the Board of the Amateur Swimming Association (Swim England) Limited</p> <p>Decision: Draft minutes of 16th December 2024 approved.</p>
4.	<p>Actions arising from the meeting held on 16/12/2024</p> <p>Comments:</p> <ul style="list-style-type: none"> • Meeting 15.03.23 Minute number 12.12.4: Deadline of 31st July 2025 added for v1 of Commercial Strategy. • Meeting 20.02.24 Minute 9.11: Action completed. • Meeting 20.02.24 Minute 13.5: Pending start of new People Director in April 2025. • Meeting 25.03.24 Minute Number 7.4: Review meeting has been held with Counties recently. Action completed. • Meeting 21.05.24 Minute Number 6.13: This work is in KF's planned work, however safeguarding has taken priority. April target now. • Meeting 09.07.24 Minute 16.4.10: Action can be closed. • Meeting 16.12.24 Minute 10: Updates in AS and AF's reports at today's meeting. • Meeting 16.12.24 Minute 11: Being covered in discussion at today's meeting. <p>Action log to be updated accordingly after this meeting.</p>
5.	<p>Confirmation of decisions made by email</p> <p>Decision: Change of Bank signatories as per email sent 24.01.2025 by KF to all Board members. Approved by email prior to meeting and confirmed 20.02.2025.</p>

SECTION 2: STRATEGIC MATTERS	
6.	<p>Aquatics GB</p> <p>There was a discussion around Aquatics GB.</p> <p>This text has been redacted.</p>
SECTION 3: ORGANISATIONAL	
7.	<p>Chair's Report</p> <p>Verbal report from RH:</p> <ul style="list-style-type: none"> • Aquatic NGBs Chairs meeting is due to take place at some point – RH will feedback to all once this has taken place. • Nothing additional to report currently.
8.	<p>CEO's Report</p> <p>AS gave verbal overview of report headlines:</p> <ul style="list-style-type: none"> • Focus currently is on strategy implementation and the sequence in which changes/implantation occurs to ensure a smooth transition and process. • Text redacted. • Stakeholder relationships are all in a good place and AS is encouraged by the recent appointment of the new Chief Exec of Scottish Swimming. • A review of all H&S procedures is underway • There is currently a strong sense of opportunity to grow our revenues. • Go Cardless relationship continues positively. <p>Trophies</p> <p>This text has been redacted.</p> <p>Transformation lead role</p> <p>AS is reluctant to grow the SLT beyond current number (7) but is exploring the idea of having an interim post to oversee the transformation project, so that SLT can focus on their individual roles.</p> <p>Discussion around Board members' views on this possible role:</p> <p>This text has been redacted.</p>
9.	<p>Annual Scorecard</p> <p>This was discussed at the last Board meeting and broad approval of principle and contents given by Board, but there was a request to add in start/finish dates and which metrics will demonstrate achievement.</p> <p>These have been added into the template and the scorecard will be updated at the end of Q1.</p> <p>There was a discussion around the number of objectives and a suggestion of reducing these and/or setting a priority for the next 12 months, although as new members of SLT join SE, objectives will then be spread around more people.</p> <p>AS and SLT to be conscious when reviewing the scorecard objectives of:</p> <ul style="list-style-type: none"> • Sequencing • Self-funding

	<ul style="list-style-type: none"> • Proportion of target achievement • Other commitments/investments
10.	<p>People Report</p> <p>AS gave a verbal overview of the report headlines:</p> <ul style="list-style-type: none"> • Once the new People Director is in role they will complete this report for Board and include more data. • Have now appointed a Director of Finance, though the successful person has not yet been announced. They will be joining SE at the end of March 2025. • Long listing has begun for the Director of Safe Aquatics role with interviews taking place on Thursday 13th March in person. NB will be part of the panel for these interviews. • We are in the process of developing an 'employee council' so that we can work with staff to resolve difficult decisions where possible. • This text has been redacted.
11.	<p>Safe Aquatics, Legal and Governance reports</p> <p>KF joined the meeting.</p> <p>This text has been redacted.</p> <p>Complaints</p> <ul style="list-style-type: none"> • SE are seeing a small number of complaints come through under the new policy. • KF and the team are viewing complaints as opportunities to learn and improve processes. The team will endeavour to speak to the complainants to encourage dialogue and informal resolution where possible • Have engaged an external independent organisation to assist on appeals and the first case is now with them. • The number and type of complaints is being kept under review to ensure effective allocation of resources and so that opportunities to make proactive improvements are not missed due to time taken in responding to individuals. However, focus is on rebuilding trust within our community first. <p>This text has been redacted.</p> <p>Regulations change</p> <p>It was proposed to make a change to Regulation 47.4.2 to remove the option for Swim England to fine a club for late submission of its annual membership return on the basis that such a regulation was contrary to the strategic direction of travel.</p> <p>Decision: Approved by Board.</p> <p>Governance review</p> <p>Action: KF to draft Terms of Reference for discussion at next meeting.</p>
12.	<p>Finance Report & 2025 Budget</p> <p>Becky Cox joined the meeting.</p> <p>AM gave a verbal overview of his report:</p>

- Auditors are in on 10/03/25
- There was a general sentiment from Board that the data presented for this meeting is a significant improvement on previously available data, but that there is still more work to do. It was requested that a definition of what some line items are is also added e.g. 'Talent'.
- Zoe Mitchell has recently been appointed Head of Commercial and is exploring where her priorities will be for the next 12 months. She will be bringing an overview of this to SLT in April 2025.

Decision: Agreed to proceed with rationalising the group of companies by exploring options to transfer Enterprises to another subsidiary.

Transformation Projects

- CR suggested requesting to see a fee structure for any outsourced agencies we're planning to use e.g. digital transformation companies, with a preference for using an outcome-based fee agreement.

Cashflow & operating surplus impact over 5 years:

- These figures are if SE does everything on the transformation 'wish list' over the next 5 years, but this is still a work in progress with very high-level assumptions.
- RH suggested planning a number of alternative scenarios with various levels of investments and costs in any given year and showing pacing over that time. This would allow Board to look at the risk/s involved in each scenario.
- CR suggested negating any/some risk/s by front loading some easy targets and then sequencing year on year and using 'stage gates' at each level of investment.

Provisional budget

- It was discussed at Trading Board about being cautious initially this year and so RC and team have been more prudent in some of the revenue assumptions.
- SE headcount has increased therefore inevitably so have overall staffing costs.
- This text has been redacted.

Agreed by Board to reconvene in March 2025 to approve the 2025 budget.

13. Safeguarding update

Kevin Suckling (KS) and KF joined the meeting.

KS gave update of current safeguarding cases/status at SE:

- The number of referrals involving the use of mobile phones is increasing so are keeping a close eye on trend (see below).
- Safeguarding team is in a good place, but it can be challenging at times due to workload. The team are finding the time to complete proactive work and all are up to date with training. The team are also finding time to support clubs as needed.
- SE achieved 'Met' status in the annual CPSU review. Recommendations for further improvements would have been welcomed but none were forthcoming. Nevertheless, the process is valuable to go through as an opportunity to both reflect on the previous 12 months and also to look forwards.
- Safeguarding & Welfare team: have a full team currently. Will shortly be advertising for a new Talent Welfare Officer, with the role increased from part to full time to allow additional support for Learn to Swim affiliated clubs.

	<ul style="list-style-type: none"> • BS noted that it has been requested for a SE Welfare Officer to be in attendance at the last two national events but no one has been available at either date. BS to send detail to KF and KS to pick up outside of meeting. <p>Misuse of phones</p> <ul style="list-style-type: none"> • Victims of Concern are predominantly female, 13-15yrs old, with Subject of Concern predominantly males of the same age. • Various sanctions are available, depending on the level of risk involved, and can include speaking with the Subject of Concern and parents/guardians, suspension (short/long) and risk management plans. SE do not usually inform the school but do inform the Police where relevant. This would need to be looked at on a case-by-case basis. • It was asked if SE are informing Regions of the number of cases or what support we are giving clubs on how to handle these conversations. The Safeguarding team are meeting with stakeholders next week to discuss what support is needed and how this is rolled out. <p>Safeguarding dashboard</p> <ul style="list-style-type: none"> • These will be sent with Board papers going forward • 172 cases in past 12 months • Current average of 126 days from date of report to case closed, although there are a few larger cases currently which are skewing this data • Request for trend data going forward <p>Action: KS to put together draft report and share with Board for feedback, to then work from that template going forward.</p>
UKAD Assurance Framework	
	<p>BS continues to be the SE Board member with responsibility for doping compliance and has attended online workshops provided by UKAD.</p> <p>SE has continued to deliver our education plan. Our Talent Pathway have had awareness presentations to ensure that they are fully aware of their responsibilities in this area.</p> <p>SE have had pop up stands at our national events, staffed by SE employees with the appropriate expertise. These are intended to educate coaches/parents/carers as well as athletes. These have proved popular.</p> <p>SE has made extensive use of our social media channels to promote the message of clean sport at every opportunity.</p>
SECTION 4: SUBSIDIARY AND COMMITTEE REPORTS	
(to be taken as read – questions only)	
14.	Committee/Working Group Reports (meetings held since last Board meeting)
14.1	Sport Operations Committee 28.01.2025
	Nothing additional to report/discuss.
14.2	Institute of Swimming Board 27.01.2025
	<ul style="list-style-type: none"> • AK was unable to attend – nothing additional to report.

14.3	Trading Board 28.01.2025			
	CR gave verbal overview:			
	<ul style="list-style-type: none"> No major updates from meeting. Focus on: 1) reporting clean-up, 2) priorities of commercial strategy (retention, sponsorship, online shop), 3) forecasting. 			
	Action: CR to feedback to KF the type of skills that would be of benefit for new Trading Board member, ahead of recruitment for the role.			
14.4	People Committee 03.02.2025			
	<ul style="list-style-type: none"> There is a lack of clarity around the process of Member-Nominated Directors who are coming towards the end of their first term. The board agreed, following input from BS, NB and JW, that the situation is the same as when a Member-Nominated Director comes to the end of their second term, i.e. it will always trigger a new nominations process across the regions. It will be up to the outgoing Director to speak to their Regional Chair, if they are interested in serving a second term, to request whether they can be put forward as the nominee for that Region. The Vice President nomination process is on the Nominations Committee agenda for the end of March and the nomination process will then come back to the April Board meeting. 			
14.5	Aquatics GB Board report			
	JW gave verbal overview:			
	This text has been redacted.			
SECTION 5: CLOSE				
15.	Dates for next meetings:			
	Monday 7 April 2025	Virtual	1:00pm – 4:00pm	Information
	Wednesday 9 July 2025	In person	11:30am – 5:30pm	
	Wednesday 17 September 2025	In person	9:30am – 5:30pm	
	Monday 24 November 2025	Virtual	1:00pm – 4:00pm	
16.	Any Other Business			
	None.			

Meeting closed.