

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

Wednesday 17th September 2025 10am – 11am

Venue: SportPark, Loughborough

Members	Initials	Mtg 1 20.02.25	Mtg 2 07.04.25	Mtg 3 09.07.25	Mtg 4 17.09.25	Mtg 5
Richard Hookway (Chair)	RH	✓	✓	✓	✓	
Neil Booth	NB	✓	✓	✓	✓	
Ali Breadon	AB	A	✓	✓	P	
Caroline Green	CG	A	✓	✓	A	
Aysha Kidwai	AK	✓	✓	A	✓	
Carolyn Ryan	CR	✓	✓	✓	✓	
Andy Salmon (Chief Executive)	AS	✓	✓	✓	✓	
Barry Saunders	BS	✓	✓	✓	✓	
Sara Todd	ST	NA	✓	✓	✓	
Katie Walcott-Greenwood	KWG	A	✓	✓	✓	
Joan Wheeler	JW	✓	✓	✓	✓	

Non-members in attendance on 17.09.2025:

Catherine Searcy (Minutes)	CS	✓
Kirsten Fasey, Interim Director of Legal and Governance	KF	✓

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

STANDING ITEMS: ADMINISTRATION	
1.	<p>Welcome and apologies</p> <p>RH welcomed everyone.</p> <p>Apologies received from CG.</p> <p>Apologies have also been received from AB who will be joining the meeting later on.</p> <p>Decision was made that Items 6 and 7 will now be discussed outside of the Board meeting in the afternoon session of the Board Strategy Day later today, when SLT are also present for background and to answer any queries.</p>
2.	<p>Declarations of interest</p> <ul style="list-style-type: none"> • BS declared a small personal contract with Aquatics GB (AGB). • Congratulations were noted to NB for his appointment as Competition Manager for the Swimming & Para Swimming at the Commonwealth Games 2026. • AS has joined the Board of Mental Health Swims as a Non-Executive Director and on a voluntary basis.
3.	<p>Minutes of the Board of the Amateur Swimming Association (Swim England) Limited</p> <p>Decision: Draft minutes of the Board meeting held on 9th July 2025 approved.</p> <p>Text redacted.</p>
4.	<p>Actions arising from the meeting held on 09.07.2025</p> <p>Comments:</p> <ul style="list-style-type: none"> • RH requested more detail of/around the action be included in the action log for ease of understanding. • CS confirmed that there is an ongoing spreadsheet that shows completed actions from the meetings. The action log shared in Board packs is a filtered view.
5.	<p>Confirmation of decisions made by email</p> <p>None.</p>
SECTION 2: STRATEGIC MATTERS	
6.	<p>Organisational Redesign</p> <p>See note in Item 1.</p>
SECTION 3: ORGANISATIONAL	
7.	<p>Finance Update</p>

	See note in Item 1.																
8.	<p>Scorecard Q3</p> <p>The explanatory paper for this item was unfortunately not shared with Board Packs – this will be sent via email today outside of the meeting.</p> <p>AS gave a verbal overview of the paper:</p> <p>8 priorities for 2025:</p> <ul style="list-style-type: none"> • 52.94% = green • 41.18% = amber • 5.88% = red <p>8 non-priorities for 2025:</p> <ul style="list-style-type: none"> • 47.06% = green • 35.29% = amber • 17.65% = red <p>Movement from Q2:</p> <table border="1"> <thead> <tr> <th></th> <th>Green</th> <th>Amber</th> <th>Red</th> </tr> </thead> <tbody> <tr> <td>Priorities</td> <td>-19.61%</td> <td>17.65%</td> <td>1.96</td> </tr> <tr> <td>Non-Priorities</td> <td>-20.59%</td> <td>5.88%</td> <td>14.71</td> </tr> <tr> <td>Overall</td> <td>-20.00%</td> <td>12.94%</td> <td>7.06</td> </tr> </tbody> </table> <p>AS highlighted the movement compared to Q2.</p>		Green	Amber	Red	Priorities	-19.61%	17.65%	1.96	Non-Priorities	-20.59%	5.88%	14.71	Overall	-20.00%	12.94%	7.06
	Green	Amber	Red														
Priorities	-19.61%	17.65%	1.96														
Non-Priorities	-20.59%	5.88%	14.71														
Overall	-20.00%	12.94%	7.06														
9.	<p>Legal and Governance Update</p> <p>Text redacted.</p> <p>Governance Review</p> <p>The Steering Group is meeting every 2 weeks and using smaller groups to focus on specific areas. The experience, energy and enthusiasm of the group is very positive, and a good start has been made.</p> <p>Strategic Risk Register</p> <ul style="list-style-type: none"> • This will be on the Board agenda for the November 2025 meeting. <p>Companies House Verification Requirements</p> <p>KF flagged this note in the meeting. It was asked if Regions were advised? ACTION: KF to check and follow up as needed.</p> <p>Annual Governance Statement</p> <p>ARG Committee have been through in detail and approved. Need to be published on the SE website.</p> <p>Decision: Approved.</p> <p>Other:</p>																

	<p>Decision: Approved to amend Swim England Regulation 57.</p> <p>Decision: Commercial Ethics Policy approved.</p> <p>Decision: Confidential Minutes Policy approved.</p>			
10.	Decisions required:			
10.1	<ul style="list-style-type: none"> Equality, Diversity and Inclusion Policy <p>Noted that section 4.1.4 commits SE to having a Head of Diversity and Inclusion, a role that is not included in the proposed Organisational Design.</p> <p>Decision: Approved subject to the removal of section 4.1.4.</p>			
10.2	<ul style="list-style-type: none"> Harold Fern and A.H.Turner Awards 2025 <p>Decision: Nominations for 2025 approved.</p>			
10.3	<ul style="list-style-type: none"> Proposed Board meeting dates 2026 <p>The Aquatics GB Board dates for 2026 have been very recently finalised and there is a potential impact on the proposed SE September Board meeting date.</p> <p>Once more detail has been received, the September date will be recirculated for approval/feedback and a decision made via email.</p> <p>ACTION: Recirculate proposed meeting dates via email for a decision.</p>			
10.4	<ul style="list-style-type: none"> Membership Fees 2026 <p>JW provided a verbal overview of feedback from the recent SOC meeting, where a good discussion on the subject had taken place text redacted.</p> <p>Text redacted.</p>			
SECTION 4: CLOSE				
11.	<p>Dates for next meetings:</p> <p>Monday 24 November 2025</p>	Virtual	1:00pm – 4:00pm	Information
12.	Any Other Business			
12.1	AGB Board – update from Reps			
	<ul style="list-style-type: none"> Meeting recently took place where attendees received an update from Scottish Swimming which was felt useful. It was noted that Scottish Swimming are very connected within club swimming and performance centres, and the ‘Scottish identity’ was very prevalent. A comment was made during the AGB meeting, about the Board Rep who is also on the European Water Polo Committee. This person has sought a response from SE, and no response has been received as yet. Feedback was received that there had been a lack of reporting on the SE website and social media during the recent World Championships of English 			

	results, particularly medals. It is seen as good publicity for the sport in general for all Home Nations to share these achievements. Action: Explore publicizing results in collaboration with AGB
12.2	Text redacted.
	Text redacted.

Meeting closed.

FINAL