

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

Monday 24th November 2025 1:00pm – 4:00pm

Venue: TEAMS

Members	Initials	Mtg 1 20.02.25	Mtg 2 07.04.25	Mtg 3 09.07.25	Mtg 4 17.09.25	Mtg 5 24.11.25
Richard Hookway (Chair)	RH	✓	✓	✓	✓	✓
Neil Booth	NB	✓	✓	✓	✓	A
Ali Breadon	AB	A	✓	✓	P	✓
Caroline Green	CG	A	✓	✓	A	A
Aysha Kidwai	AK	✓	✓	A	✓	A
Howard Marsh	HM	NA	NA	NA	NA	✓
Carrie Ryan	CR	✓	✓	✓	✓	✓
Andy Salmon (Chief Executive)	AS	✓	✓	✓	✓	✓
Barry Saunders	BS	✓	✓	✓	✓	✓
Sara Todd	ST	NA	✓	✓	✓	✓
Katie Walcott-Greenwood	KWG	A	✓	✓	✓	A
Joan Wheeler	JW	✓	✓	✓	✓	✓

Non-members in attendance on 24.11.2025:

Catherine Searcy (Minutes)	CS	✓
Lisa West, Finance Director	LW	✓

Item 8, 10 and 18 only:		
Kirsten Fasey, Interim Director of Safe Aquatics, Legal and Governance	KF	✓
Items 7 and 16 only:		
Maria Papadopoulos, People Director	MP	✓
Item 11 only:		
Helen Marney, Director of Community Participation and Health	HM	✓
Item 17 only:		
Simon Davies, Director of Safe Aquatics and Welfare	SD	✓

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>RH noted that this was HM's first SE Board meeting and welcomed him to the role. HM has been able to spend some time shadowing AB's role with the ARG since being appointed and attended the most recent ARG meeting on 21.11.2025.</p> <p>Apologies received from AK, NB, CG and KW.</p>
2.	<p>Declarations of interest</p> <p>None declared.</p>
3.	<p>Minutes of the Board of the Amateur Swimming Association (Swim England) Limited held on 17 September 2025</p> <p>Decision: Draft minutes of the Board meeting held on 17th September 2025 approved.</p>
4.	<p>Actions arising from the meeting held on 17.09.2025</p> <p>Mtg 09.07.25 Item 7 Panorama Debrief – Further training for Board around safeguarding knowledge/cases: not yet actioned.</p> <p>Text redacted.</p> <p>Mtg 17.09.25 Item 12 AGB Board Update from Reps - Explore publicising results in collaboration with AGB: This has not started yet due to other commitments/priorities.</p> <p>All other actions updated as per the action log distributed with the Board papers.</p>
5.	<p>Confirmation of decisions made by email</p> <ul style="list-style-type: none"> • Approval of meeting dates for 2026. <p>Decision: Dates approved via email.</p> <p>These have been circulated to the Board, Outlook diary invites sent and are also included at the end of each meeting minutes for reference.</p> <ul style="list-style-type: none"> • Approval of Membership Management System <p>Due to the value of the purchase this requires Board approval to proceed. AS emailed all Board Members on 20.11.2025 with a breakdown of costs and request for approval to proceed. There was a discussion between Board Members around the ownership of Swim England (SE) data upon exiting the contract. LW confirmed that she had requested specific inclusion of terms within the contract to safeguard SE's position on this.</p> <p>Decision: Subject to confirmation of the exit data point, approval to proceed was given.</p> <p>Action: Recommendation that a Delegation of Authority (DOA) matrix be created. The proposed DOA to go to ARG for scrutiny first and then back to Board for approval.</p>

6.	Director Updates
	<p>RH noted that this meeting was the last for both AB and CG following the completion of each of their two 4-year terms as Directors. RH thanked them for their contribution to SE over the 8 years, leadership of Committees and representation on groups/Boards and insight brought to the Board.</p>
SECTION 2: STRATEGIC MATTERS	
7.	Organisation Redesign
	<p>MP shared a presentation with the meeting and gave a verbal update of the process so far:</p> <ul style="list-style-type: none"> • Completion of Collective Consultation on 20.10.2025 • Employees requiring an Individual Consultation meeting have now had at least two. • There has been a reduction in the number of redundancies anticipated, which is positive as employees have been able to remain with the organisation/in a role. • The forecasted savings are slightly below what was estimated at the start of the process. • Salaries for each new role are being assessed on an individual role basis, and we are managing vacancies through natural turnover. • A clearer financial picture is anticipated over the next two weeks as individual consultations are completed. • Reminder that SE payroll as a percentage of turnover is more than 40% higher than other NGB's that we benchmark against. We have now invested in re-evaluating these. • The recent People Committee meeting explored the process in more detail. The Committee was happy with progress and the direction being taken. • A query was raised about any anticipated legal challenges that may come back to SE in relation to compulsory redundancies. MP feels that it is too early to say if any will arise as individual consultations are still taking place. It is important to ensure that the business case that is driving the organisational restructure is adhered to for all employees.
8.	Governance Review
	<p>KF and ST gave a verbal update on the progress of the Governance Review:</p> <ul style="list-style-type: none"> • ST thanked KF and Helen Weeks for their leadership on the process • There are 4 x external and 4 x internal reps on the Steering Group, with an initial 'sprint' phase of the group. • KF gave an overview of actions and consultations that have and are due to take place so far and the focus for next steps: <ul style="list-style-type: none"> ➤ Draft report from Steering Group by December 2025 for check & challenge ➤ Jan – March 2026: consultation on models, contents of report ➤ April onwards: agreed preferred direction of travel and plan in place • AB noted that there were conversations at the recent ARG on what consultation of the committee may mean, and KF has taken that feedback away. • There was a general agreement that the Counties and Regions may present bigger challenges when the focus moves to them, including SE's authority to change external groups, and though the process cannot be rushed, it must be completed.

	<ul style="list-style-type: none"> • Discussions have been held with Regional Chairs and will continue to be, including at the next meeting on 01.12.2025. • KF will be stepping away from the role of Interim Legal and Governance Director from 18.12.2025 as always intended, however she will be staying on until end of March 2026 to oversee the Governance Review consultation. • Discussed proposal to bring a wider range of reports to the Board, including “Commercial” to include reports from Trading and IoS subsidiaries. • The Board asked for clarity regarding decision rights for each recommended action – whose authority is needed. • It was noted that this is a huge project and we need to recognise this may take quite some time. <p>Action: Board Members are asked to inform KF of any concerns with the interim hypothesis in the paper (2nd page) and consultation plans, as soon as possible.</p>
9.	Matters arising from September Board meeting
	<p>Verbal update from AS:</p> <p>Text redacted.</p>
10.	Strategic Risk Register
	<p>KF and AB gave a verbal update:</p> <ul style="list-style-type: none"> • This has now been through ARG number of times, largely with discussions on format. ARG wants to now get into a deep dive in each area it is responsible for. • Board will retain ultimate ownership of the register so any feedback/comments to go to KF as soon as possible. • KF confirmed that the previous and current risk is per quarter, and not per year. • RH suggested that the wording used for Risk 3 (the only one to mention safeguarding) needs to be clear; the only concerns are not just finance and reputation – we are concerned about risk to individuals too. • There was a request to revisit the risk rating around Risk 4, loss of market share, and Risk 6, digital. • Risk 10 – reword to include wider health & safety considerations. • It was noted that the Board needs to be confident in the risk mitigation plans and understand the level of inherent risk outside of any mitigation. Also, it would be useful to have an indication of how long it will take to get to a comfortable level of risk. • KF will take these comments away to incorporate into the Register and will plan out four Board-owned risks that require a deep dive during 2026. • The board supports the direction of travel being taken and thanks ARG for all their hard work.
11.	New Membership Category
	<p>HM gave a verbal overview of the request being made to Board:</p> <ul style="list-style-type: none"> • Approval is being sought to proceed with the recommendation and to launch a trial in Spring 2026. • There is a market for swimmers who would like to participate in competition but without the membership of a club and this alongside the open water market is a massive opportunity. • Text redacted.

	Decision: Approval from Board to proceed with pilot. The results of the pilot are to be brought back to the Board at a future date in 2026.
12.	Chair's Report
	No update required in addition to what will be discussed elsewhere in the meeting.
13.	CEO's Report
	AS gave a verbal overview of key parts of his report: <ul style="list-style-type: none"> • The scale of transformation required is a constant consideration • Whilst 2026 will be another year of significant change, there is a need to produce some tangible outcomes. Text redacted. • The Swim England Summit takes place on 19/03/26 – AS would like to extend an invitation to all Board members to attend if wish to. Please inform CS if you would like to attend.
14.	Finance Report
	LW gave a verbal overview of her report: <ul style="list-style-type: none"> • Currently predicting £1.4m deficit • There was a discussion around redundancy payments which are currently estimated to be significantly higher than what was originally budgeted (£100k higher at the time of this meeting – these figures will be finalised once the restructure process is completed). • Digital transformation projects have now been amended to operational expenditure as the products are SaaS/cloud based, so we will not own them. Previously, they had been budgeted incorrectly as CAPEX. • Membership continues to deliver an upside for us. • October continues to be positive • Text redacted. • JW noted that with regard to championships and events, breakeven work was done previously by SOC and never used and suggested event expenditure go to SOC in the future for discussion. <p>Action: Events budget to go to SOC for discussion.</p> <ul style="list-style-type: none"> • There was a discussion on the timing for the 2026 budget plan to come to the Board. LW has one final budget meeting to hold and will then consolidate. Anticipate to present approval at the January board meeting, but will share outside of Board meetings and as soon as possible, once SLT is comfortable with it.
15.	Annual Scorecard: 2025 & 2026
	<ul style="list-style-type: none"> • Scorecard 2026 drives budget and planning process for year so looking for approval of that. <p>Decision: Broadly supportive of direction of Scorecard but is to be integrated with budget plan for 2026.</p>
16.	People Report
	MP gave a verbal overview:

	<ul style="list-style-type: none"> Reward – proposed salary review taking place in April 2026 and have two suggested options, as well as the proposal to remove car allowances. This will all go into the 2026 budget for final approval. HRS update has gone well so far and will continue to be implemented in stages.
17.	<p>Safe Aquatics Report</p> <p>SD gave a verbal overview of his report:</p> <ul style="list-style-type: none"> The historical case file review is ongoing. Some queries have come back for clarification/further information from SE, and the team is completing these as requested. Of the cases coming into the team, currently they appear to be cyclical, nothing out of ordinary or a higher volume of cases. Mobile phones in changing rooms continue to be an issue but only have a small sample size at present. There is a piece of work to be completed collaboratively with pool operators to tackle mobile phone use in changing rooms We have begun engaging in collaborative work with other NGB's to make safeguarding processes more consistent across sports.
18.	<p>Legal and Governance Report</p> <p>Regulations amendments</p> <ul style="list-style-type: none"> Any urgent/immediate changes have been requested during the year, with non-urgent changes collated and included now (at the end of the calendar year). There will inevitably be a large volume of changes in 2026 as part of the Governance Review. <p>Decision: All amendments provided in Annex 1 approved, with a slight amendment agreed verbally to Regulation 104.8.11 to include reference to working days.</p> <p>Identity Verification – Companies House</p> <p>Action: Any verification codes received by Board Directors from Companies House to be sent onto legal@swimming.org</p> <p>Text redacted.</p>
SECTION 4: SUBSIDIARY AND COMMITTEE REPORTS	
(to be taken as read – questions only)	
19.	Committee/Working Group Reports (meetings held since last Board meeting)
19.1	Swim England Qualifications Board 28.10.25 Minutes taken as read – no further comments.
19.2	Regional Chairs 01.09.2025 Minutes taken as read – no further comments.
19.3	Audit, Risk and Governance 21.11.2025 No further update available.
19.4	People Committee 13.11.2025 Minutes taken as read – no further comments.

19.5	Trading Board 13.11.2025		
	No further update available.		
19.6	Institute of Swimming Board 18.11.2025		
	No further update available.		
SECTION 5: CLOSE			
20.	2026 Meeting Dates		
	Meeting Number	Date	Venue
	1	Wednesday 14 th January 2026	Online 1:00pm – 4:00pm
	2	Tuesday 10 th March 2026	In person 11:30am – 5:30pm
	3	Wednesday 6 th May 2026	Online 1:00pm – 4:00pm
		Tuesday 19 th May 2026	Online AGM 7:00pm – 9:00pm
	4	Wednesday 1 st July 2026	In person 11:30am – 5:30pm
		Friday 11 th September 2026	In person - Manchester <ul style="list-style-type: none"> • 10am – 4pm: Swim England Board meeting/Strategy Day • 7:30pm: Dinner with the AGB Board
	5	Wednesday 25 th November 2026	Online 1:00pm – 4:00pm
21.	Any Other Business		
	UKAD Annual Statement of Compliance 2025		
	<p>A paper was shared with the Board as part of the papers for this meeting, providing an overview of Swim England's (SE) anti-doping approach, including staff involved at all levels.</p> <p>Text redacted.</p> <p>A number of education sessions have been held throughout the year, educating some 290 athletes, which have all continued to be extremely proactive, as well as parent and club specific sessions. Outreach continues to take place at national events from various disciplines and BS noted an ongoing successful collaboration with Aquatics GB, in particular Jane Smith and an outreach session that she has designed, that SE are using.</p> <p>The annual national Clean Sport Week was engaged positively, and SE continues to be proactive in its approach to the best of its ability.</p> <p>The SE Board continues to support the organisation with its anti-doping activities and teaching, alongside supporting the work and aims of UKAD.</p>		
21.1			

	BS noted that this may potentially be last Board meeting he attends as a Director as he nears the end of his first 4-year term and the role is currently up for election within the Region. He thanked all for their support throughout his time on the Board.
21.2	AS noted that he is attending the FAB Awards on Thursday 27 th November with the SEQ Chair, Mark Burrows and a small number of Swim England staff and will feedback to the Board on any success in the evening.

Meeting closed.

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