

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

Wednesday 14<sup>th</sup> January 2026 1:00pm – 4:00pm

Venue: TEAMS

Members	Initials	Mtg 1 14.01.26	Mtg 2	Mtg 3	Mtg 4	Mtg 5
Richard Hookway (Chair)	RH	✓				
Neil Booth	NB	A				
Aysha Kidwai	AK	✓				
Howard Marsh	HM	✓				
Carrie Ryan	CR	✓				
Andy Salmon (Chief Executive)	AS	✓				
Barry Saunders	BS	✓				
Sara Todd	ST	✓				
Katie Walcott-Greenwood	KWG	✓				
Joan Wheeler	JW	✓				

Non-members in attendance on 14.01.2026:

Catherine Searcy (Minutes)	CS	✓
Lisa West, Finance Director	LW	✓
Item 2.2 only:		
Kirsten Fasey, Governance Review Lead	KF	✓

Item 3.6 only:

Simon Davies, Director of Safe Aquatics and Welfare

SD

✓

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

<b>STANDING ITEMS: ADMINISTRATION</b>	
1.1	<b>Welcome and apologies</b>
1.1.1	RH welcomed everyone.
1.1.2	Apologies received from NB.
1.1.3	RH gave an update on the recent election for the Member Elected Director vacancy as a result of BS coming to the end of his first term. The initial election results were declared null and void due to an error that resulted in some members being missed off the voting list. As a result, BS continues in his membership on the Board and is present today. A new election process has begun and concludes on Sunday 19 <sup>th</sup> January 2026.
1.2	<b>Declarations of interest</b>
1.2.1	None declared.
1.3	<b>Minutes of the Board of the Amateur Swimming Association (Swim England) Limited held on 24 November 2025</b>
1.3.1	<b>Decision:</b> Draft minutes of the Board meeting held on 24 <sup>th</sup> November 2025 approved.
1.4	<b>Actions arising from the meeting held on 24.11.2025</b>
1.4.1	TEXT REDACTED.
1.4.2	Mtg 24.11.25 Item 18 Legal & Governance update: RH requested that the email sent about the authorisation codes be resent to all Board members to ensure actioned correctly.
1.4.3	TEXT REDADCTED.
1.4.4	Mtg 17.09.25 Item 12 AGB Board – update from Reps: This action relates to the sharing of success stories/results for English swimmers when participating with AGB.
1.4.5	All other actions updated as per the action log distributed with the Board papers.
1.5	<b>Confirmation of decisions made by email</b>
	None.
<b>SECTION 2: STRATEGIC MATTERS</b>	
2.1	<b>2026 Budget and 5-year outlook</b>
	LW gave a verbal overview:
2.1.1	TEXT REDACTED.
2.1.2	Continued investment is still planned, particularly in the digital ecosystem as this is essential.
2.1.3	The executive team propose that two fiscal rules be established:

	TEXT REDACTED.
2.1.4	LW confirmed that forecasting will continue to take place on a monthly basis.
2.1.5	Budgets have been built bottom up with no buffers.
2.1.6	Leading financial indicators/KPI's to be developed and set, to ensure clear and consistent monitoring and act as an 'early warning system' throughout the next two years.
2.1.7	There was then a discussion around the presentation and report and a number of queries raised.
2.1.8	There was a discussion around exploring insurance providers TEXT REDACTED.
2.1.9	TEXT REDACTED.
2.1.10	TEXT REDACTED.
2.1.11	Staff role count has reduced TEXT REDACTED following the restructure in 2025.
2.1.12	TEXT REDACTED
2.1.13	Proposed SportPark office refurbishment is the largest capital item required due to age, functionality and to support staff returning to the office. TEXT REDACTED.
2.1.14	TEXT REDACTED.
2.1.15	TEXT REDACTED.
2.1.16	Interventions to be prepared in case needed at any point in the next two years with a focus on key opportunities for revenue growth. TEXT REDACTED.
2.1.17	<b>Action:</b> Agreed that a sub-group of the Board will advise on options for office plans. Suggestion of HM and RH to be involved in this. AS to coordinate.
2.1.18	<b>Action:</b> Develop and set leading financial indicators/KPI's
2.1.19	<b>Action:</b> Re-visit wording of the agreed fiscal rules at March Board meeting to ensure they have been properly formulated.
2.1.20	<b>Decision:</b> 2026 budget approved subject to the agreed 'fiscal rules'.
2.2	<b>Governance Review</b>
2.2.1	ST gave a verbal update on where the review is currently, with the first of three stages now completed.
2.2.2	RH thanked all for their role/involvement in the review to date.
2.2.3	TEXT REDACTED.

2.2.4	TEXT REDACTED.
2.2.5	TEXT REDACTED.
2.2.6	TEXT REDACTED.
2.2.7	TEXT REDACTED.
2.2.8	TEXT REDACTED.
2.2.9	TEXT REDACTED.
2.2.10	TEXT REDACTED.
2.2.11	Once decisions have been made, there will be an opportunity to review governance support available e.g. around how to run committees. Vital to include a focus on changing culture not just processes.
2.2.12	Next steps will be to speak with Regions and Counties directly to understand feedback TEXT REDACTED.
2.2.13	ST and KF/AS to come back to Board with updates and final proposals as required.
2.2.14	It was noted that this Report has not yet been shared with Regional Chairs.
2.2.15	<b>Action:</b> Following this meeting and prior to an in-person workshop with them on 19 February, Governance Report to be shared with Regional Chairs.
2.2.16	<b>Decision:</b> Board approved moving into consultation phase on the following focus areas: Regional & County Governance Structures, and Membership Representation.
2.2.17	<b>Decision:</b> Board approved moving directly to the implementation phase on the following focus areas: Legal & Structural Considerations; Board & Committee Effectiveness; Governance Accountability.
<b>ORGANISATIONAL HEALTH</b>	
3.1	<b>Chair's Report</b>
3.1.1	In the process of recruiting for two NED's following Ali Breadon and Caroline Green both coming to the end of their second terms on 31 <sup>st</sup> December 2025.
3.1.2	TEXT REDACTED.
3.2	<b>CEO's Report</b>
	AS gave a brief overview:
3.2.1	The Swimming Alliance – TEXT REDACTED.
3.2.2	TEXT REDACTED.
3.2.3	AS is waiting on some news in regard to Emma Griffin's replacement by the end of this week and will update Board as soon as possible.
3.2.4	TEXT REDACTED.

3.2.5	KW offered to assist with any opportunities for introductions/networking within her new role.
3.2.6	The Summit (Thursday 19 <sup>th</sup> March 2026) ticket sales are tracking well. Aiming to get as many stakeholders on stage as possible and speaker info will be made public this week.
3.3	<b>Business Performance</b>
	AS gave a brief overview:
3.3.1	Going forward, the intention is to summarise the Scorecard for inclusion in our annual report published each year.
3.3.2	There was a discussion around the rationale to publish the Scorecard TEXT REDACTED.
3.3.3	<b>Action:</b> RH suggested going forward that an A4 (maximum) cover note is sufficient that highlights any changes since the last Board morning and AS/SLT's biggest concerns/worries. This would make it easier to identify any changes.
3.3.4	There was a discussion around prioritising items on the Scorecard with AS clarifying the intention to prioritise the objective and not the goal in 2026.
3.3.5	KW highlighted the benefit of employees being able to clearly identify their role within the Scorecard and potential to simplify the format even further. AS explained how this cascades via action plans and work programmes.
3.3.6	It was queried as to if there is a requirement from any Swim England funding providers to provide a particular level of transparency/detail?
3.3.7	<b>Action:</b> CR to share examples of similar approaches from other organisation
3.4	<b>Finance Report</b>
3.4.1	Through a joint project with Finance and Legal, one combined and comprehensive Delegations of Authority (DOA) policy covering financial, legal and operational processes has been prepared, to strengthen governance and accountability. LW has discussed the proposed DOA with HM outside of this meeting for feedback but due to the timings of the next ARG meeting (in March) hasn't yet been able to present it to that group for discussion.
3.4.2	TEXT REDACTED.
3.4.3	TEXT REDACTED.
3.4.4	TEXT REDACTED.
3.4.5	<b>Action:</b> TEXT REDACTED.
3.4.6	<b>Decision:</b> Board approved the operation of the policy in the interim whilst awaiting review by ARG in March 2026.
3.4.7	<b>Decision:</b> Subject to feedback from ARG, the Board approves and provides delegated authority in respect of the approval rights as set out in the DOA matrix and the authorised signatories as set out in the Authorised Contracts Signatories Policy.

3.4.8	<b>Decision:</b> The Board approves the authorised Contract Signatories Policy.
3.5	<b>People Report</b>
	AS gave a brief overview:
3.5.1	TEXT REDACTED.
3.5.2	TEXT REDACTED.
3.5.3	There was a query about how clubs are being informed of internal staff changes and ensuring they are reassured. AS confirmed this was discussed with Regional Chairs in December 2025 and the onus is on Swim England to ensure we are communicating any changes successfully to clubs.
3.5.4	AS confirmed that any email inboxes of those no longer in employment are being monitored.
3.5.5	Suggestion that feedback from employees around the restructure purpose and outcomes would be useful. AS feels that we have been consistent and repetitive in the messaging behind reasons and is confident employees know why changes were made. Also trying to be as transparent as possible about financials with employees.
3.5.6	TEXT REDACTED.
3.5.7	BS raised an issue with the <a href="mailto:swimmingofficials@swimming.org">swimmingofficials@swimming.org</a> inbox which was previously dealt with by someone who has now left the organisation and ownership of the mailbox is changing departments. BS believes there are now over 700 emails in there dating back to October 2025. AS is aware of this issue, and steps have been put in place to resolve the backlog of emails as quickly as possible.
3.6	<b>Safe Aquatics and Judicial Report</b>
	SD gave a brief overview:
3.6.1	The role of Head of Safe Aquatics has now been filled.
3.6.2	Swim England was asked to complete a CPSU annual audit which measures our safeguarding response against a number of criteria. Once completed and returned, the CPSU then respond with feedback and areas of focus for the organisation. TEXT REDACTED.
3.6.3	<b>Action:</b> SD to confirm frequency of refreshing the training.
3.6.4	The CPSU and Anne Craft Trust training is in addition to any Swim England Safeguarding courses attended as it is bespoke to Board Member level.
3.6.5	<b>Action:</b> All Board Members to confirm the preferred attendance date at Safeguarding training to Catherine Searcy as soon as possible.
3.6.6	Historic case file review: The NSPCC Audit continues. TEXT REDACTED.
3.6.7	TEXT REDACTED.
3.7	<b>Legal and Governance Report</b>
3.7.1	KF is now focusing solely on the Governance Review in her role.

3.7.2	The new role of Governance Manager has been successfully filled and they will begin soon.
3.7.3	TEXT REDACTED.
3.7.4	TEXT REDACTED.
3.7.5	TEXT REDACTED.
3.7.6	<b>Decision:</b> Approved changes to company secretary and Charity Commission details as per Annex 1 of the submitted report.
3.7.7	<b>Decision:</b> Approved delegating authority to the CEO to act on behalf of Swim England in respect of any shareholder votes held by its subsidiary companies.
3.8	<b>Aquatics GB Report</b>
3.8.1	TEXT REDACTED.
3.8.2	TEXT REDACTED.
3.8.3	TEXT REDACTED.
3.8.4	TEXT REDACTED.
3.8.5	TEXT REDACTED.
3.8.6	TEXT REDACTED.
3.8.7	TEXT REDACTED.
3.8.8	TEXT REDACTED.
3.8.9	TEXT REDACTED.
3.8.10	TEXT REDACTED.
3.9	<b>2026 Commonwealth Games Update</b>
3.9.1	Report included to update Board members on preparations for forthcoming Games.
3.9.2	All felt it was encouraging that on track and are reusing existing facilities.
<b>SECTION 4: SUBSIDIARY AND COMMITTEE REPORTS</b>	
(to be taken as read – questions only)	
4.1.1	Trading Board
	Minutes taken as read – no further comments.
4.1.2	Institute of Swimming
	Minutes taken as read - no further comments.
4.2	<b>Committee/Working Group Reports/meetings held since last Board meeting</b>

4.2.1	<b>Sport Operations Committee</b>
	Minutes taken as read – no further comments.
4.2.2	<b>Swim England Qualifications Board</b>
	<ul style="list-style-type: none"> <li>• SEQ Statement of Compliance 2026 Ofqual</li> <li>• TEXT REDACTED.</li> </ul>
4.2.2.1	AS and RH attended the SEQ Board meeting last week where both documents were gone through in detail.
4.2.2.2	<b>Decision:</b> Both documents approved by Board.
4.2.3	<b>Regional Chairs</b>
	Minutes taken as read – no further comments.
4.2.4	<b>Audit, Risk and Governance Committee</b>
	Minutes taken as read – no further comments.
<b>SECTION 5: CLOSE</b>	
5.1	<b>Next meeting date:</b> Tuesday 10 <sup>th</sup> March 2026 11:30am – 5:30pm In person at SportPark, Loughborough
5.2	<b>Any other business</b>
	<b>Subsidiary and Committee Reports</b>
5.2.2	Suggestion that moving forward, an overview from the relevant meeting Chair of the last meeting rather than the full minutes are submitted for the Board papers.

Meeting closed.

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**Actions (consolidated)**

<b>Item Ref</b>	<b>Action</b>	<b>Owner</b>	<b>Due Date / Notes</b>
1.4.2	Resend email about authorisation codes to all Board members.	CS	ASAP
1.4.3	TEXT REDACTED	TEXT REDACTED	TEXT REDACTED
2.1.9	TEXT REDACTED	TEXT REDACTED	TEXT REDACTED
2.1.17	Sub-group of Board to advise on office options.	AS	ASAP
2.1.18	Develop and set leading financial indicators/KPIs.	LW	To support monthly forecasting
2.1.19	Revisit wording of the proposed fiscal rules at the March 2026 Board meeting to ensure correct formulation.	All	March 2026 Board
2.2.15	Share Governance Report with Regional Chairs ahead of the 19 Feb workshop.	ST/KF	Before 19 Feb 2026
3.3.3	Produce A4 cover note summarising changes since last meeting and SLT's key concerns.	AS / SLT	For future Board papers
3.3.7	Share examples of similar approaches from other organisations.	CR	For next meeting
3.4.2	Circulate amended DOA document (clarify PO vs contract; add expenses row).	LW	Post-meeting
3.4.3	Confirm definitions of "contract" and "Memorandum of Understanding" in DOA.	LW	Post-meeting

3.4.5	TEXT REDACTED	TEXT REDACTED	
3.6.3	TEXT REDACTED	TEXT REDACTED	
3.6.5	TEXT REDACTED	TEXT REDACTED	TEXT REDACTED