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

Tuesday 10th March 2026 11:30am – 5:30pm

Venue: In person/TEAMS

Members	Initials	Mtg 1 14.01.26	Mtg 2 10.03.26	Mtg 3	Mtg 4	Mtg 5
Richard Hookway (Chair)	RH	✓	✓			
Neil Booth	NB	A	✓			
Alex Cunningham	AC	NA	✓			
Aysha Kidwai	AK	✓	✓			
Howard Marsh	HM	✓	✓			
Keith Munday	KM	NA	✓			
Carrie Ryan	CR	✓	✓			
Andy Salmon (Chief Executive)	AS	✓	✓			
Barry Saunders	BS	✓	NA	NA	NA	NA
Max Sherrard	MS	NA	✓			
Sara Todd	ST	✓	✓			
Katie Walcott-Greenwood	KWG	✓	✓			
Joan Wheeler	JW	✓	✓			

Non-members in attendance on 10.03.2026:

Catherine Searcy (Minutes)	CS	✓

Lisa West, Finance Director	LW	✓
Natalie Hair, Company Secretary and Head of Legal & Governance	NH	✓
Tamsin Pryce-Jones, Governance Partner	TPJ	✓
Item 2.2 only:		
Kirsten Fasey, Interim Governance Lead	KF	✓
Items 2.3, 3.5, 3.7 and 4.2.3 only:		
Maria Papadopoulos, People Director	MP	✓
Item 3.6 only:		
Simon Davies, Director of Safe Aquatics and Welfare	SD	✓

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

STANDING ITEMS: ADMINISTRATION	
1.1	**Welcome and apologies**
1.1.1 1.1.2	RH welcomed everyone. Introductions were made by all present to explain their role at Swim England and/or on the Board. RH welcomed all new Board members present today – AC, MS and KM.
1.2	**Declarations of interest**
1.2.1 1.2.2 1.2.3	KM and ST noted their indirect Regional connections. NB: current Commonwealth Games 2026 role KM: Club Chair role
1.3	**Minutes of the Board of the Amateur Swimming Association (Swim England) Limited held on 14 January 2026**
1.3.1 1.3.2	TEXT REDACTED. **Decision:** Draft minutes of the Board meeting held on 14th January 2026 approved TEXT REDACTED.
1.4	**Actions arising from the meeting held on 14.01.2026**
1.4.1 1.4.2 1.4.3 1.4.4 1.4.5 1.4.6 1.4.7 1.4.8 1.4.9	**2025 Action Log** Mtg 09.07.2025 Item 7 Board Safeguarding Training: It was agreed at the meeting that the preference was to proceed with training just for the SE Board to attend. CS to coordinate with Simon Davies. Mtg 24.11.2025 Item 1.4.2. Director Verification Codes: a few verification codes are still outstanding and required ASAP and no later than 31/03/26. Mtg 17.09.2025 Item 12 AGB Board Updates: Comms teams are liaising between organisations. Action to be closed. Mtg 09.07.2025 Item 15.8 Oversight Committee: This will be actioned once the governance review is completed. TEXT REDACTED but TofR to be determined along with title. KM asked how SE can support those in the interim - possible broader support than SE can offer via Safe Aquatics & Welfare team. **2026 Action Log** TEXT REDACTED. TEXT REDACTED. **Action**: Broaden insurance works to explore prevention/control side as opposed to remedial side.

	Mtg 14.01.2026 Item 2.1. Developing financial indicators and KPI’s: Clear plan on those is within larger project of work being led by TEXT REDACTED.
1.4.10	Mtg 14.01.2026 Item 2.1. Review Fiscal rules: to be covered in Finance update and then action can be closed.
1.4.11	Mtg 14.01.2026 Item 3.3. CR has shared an example with AS outside of the meeting. Action to be closed.
1.4.12	Mtg 14.01.2026 Item 3.6. Safeguarding refresher training and frequency: NB noted that it is ideal to attend as regularly as possible. As discussed earlier, agreed to offer a course for only SE Board members.
1.4.13	All other actions updated as per the action log distributed with the Board papers.
1.4.14	**Action**: to ensure action log is clearer with status and target dates populated for all actions.
1.5	**Confirmation of decisions made by email**
1.5.1	The following decisions taken by the Board over email are ratified and approved:
1.5.2	• The recommendation from the Nominations Committee sent to the Board on 3rd February 2026 to appoint:
1.5.3	○ Max Sherrard as an independent non-executive director (legal and governance) of the Board for a term beginning on 16th February 2026 and ending on 31st January 2030;
1.5.4	○ Alex Cunningham as an independent non-executive director (safeguarding) of the Board for a term beginning on 10th March 2026 and ending on 28th February 2030;
1.5.5	• In accordance with Article 26 (Appointment of Member Nominated Directors) of the Swim England Articles of Association, the appointment of Keith Munday as a member nominated director of the Board for a term beginning on 26th January 2026 and ending on 31st December 2029.
SECTION 2: STRATEGIC MATTERS	
2.1	**Recap on our purpose**
2.1.1	AS gave a presentation/overview of the One Swim England Strategy (published 30 November 2024), highlighting:
2.1.2	• Number one priority is all participants within the sport/s are safe
2.1.3	• There are also non-negotiable priorities/goals including: ○ Assisting Clubs in their development ○ Learn to Swim programme is currently under review ○ Access to water and pool stock ○ Competition review (underway)
2.1.4	• Must ensure we are maintaining appropriate elite performance
2.1.5	• Have a number of exciting opportunities to grow revenue and engagement
2.1.6	• Helen Marney, Director of Community Participation & Health will attend a future Board meeting to discuss place-based working and the opportunities available
2.1.7	• Key change areas continue to be to shift organisational culture, more collaboration and collective values
2.1.8	

2.1.9 2.1.10 2.1.11 2.1.12 2.1.13 2.1.14	• Are accelerating digital transformation to improve customer experience and efficiency • Focusing on annual priorities, with periodic strategy refresh as Board and SLT feel needed. • AS is pleased with single qualification introduction recently, completion of the org restructure and the positive opportunity place-based working has potential to achieve. The Board discussed pace and prioritisation, the balance of inputs vs outcomes, the development of a concise KPI set, a customer/sales mindset, and the importance of sequencing and communications (internal and external, especially with clubs, regions and counties). It was noted by the Board that it would be good to see goals/priorities by year for each of the next 3 years to ensure that the pacing is correct and recognising that not everything can be completed at once. **Action:** It was agreed the CEO would prepare a follow-up note detailing the goals and priorities for this year and the next 3 years and that a twice-yearly “step-back” was desirable (Strategy Day and mid-year). **Action:** AS/SLT to bring proposed goals/priorities for next 3 years to September Strategy Day.
2.2	**Governance Review**
2.2.1 2.2.2. 2.2.3 2.2.4 2.2.5 2.2.6 2.2.7 2.2.8 2.2.9 2.2.10 2.2.11 2.2.12 2.2.13 2.2.14 2.2.15	KF joined the meeting. The Board received an update on the governance review: • Wide engagement to date (surveys, interviews, Regional Chairs Forum) • Two options developed for consultation - these have been recently presented to Regional Chairs who very positively engaged. • The paper previously circulated with the Board pack has now seen additional changes, demonstrating the fast pace of work taking place. • TEXT REDACTED. • TEXT REDACTED. • TEXT REDACTED. • AS is now opening up the consultation phase to each Region and their Members Forum. • Will also be cascading paper to employees (SE national and regional staff) to avoid any alienation of stakeholders • FAQ materials will support the consultation. **Decision:** There were no objections to releasing the Report in current format, TEXT REDACTED. The Board discussed stakeholder impacts, clarity of messaging, the volunteer pathway and diversity, and practicalities of change leadership and training. Benchmarking with other NGBs was discussed informally. **Action:** New Board members will be offered time to review the materials and meet with the review leads prior to a further Board discussion after the regional consultation window.
2.3	**Update on re-structure**
2.3.1	MP joined the meeting. Paper taken as read and reported:

2.3.2	• Continued implementation of the new structure, ongoing recruitment and a live pulse survey.
2.3.3	• Pulse survey does not include volunteers but could do in September if Board feel that information would be useful.
2.3.4	• Morale was considered reasonable.
2.3.5	• Increased People Partner support and best-practice management processes are being embedded.
2.3.6	• TEXT REDACTED.
2.3.7	• Administrative responsiveness and performance frameworks are improving; a more formal approach to objective-setting and reviews is being re-introduced for 2026, recognising manager capability development needs.
ORGANISATIONAL HEALTH	
3.1	**Chair's Report**
3.1.1	• RH confirmed agreement for KW to continue on the Board for a second term.
3.1.2	• The Senior Independent Director (SID) vacancy process will proceed via self-nominations this week to be sent to MP
3.1.3	• It was noted that Independent Directors only are eligible for the role
3.1.4	• If required, a short Board call will take place to confirm the appointment
3.1.5	• Succession planning for the Chair role was noted (Chair stands down in 2029; suggested potential recruitment of a Chair-Elect in 2028).
3.2	**CEO's Report**
	The CEO updated on:
3.2.1	• TEXT REDACTED.
3.2.2	• TEXT REDACTED.
3.2.3	• TEXT REDACTED.
3.2.4	• TEXT REDACTED.
3.2.5	• Commercial: positive discussions are underway TEXT REDACTED.
3.2.6	• Digital: the programme is broadly on track, with Microsoft 365 migration TEXT REDACTED. A roadmap continues to ensure systems integration. It was noted that it would be good to see outcome metrics at some point so Board can see what each of these programmes were intending to achieve and what is the actual outcome.
3.2.7	• Cyber: TEXT REDACTED; a deep dive on cyber protection under the risk register will be completed by ARG (including supply-chain robustness).
3.2.8	• MMS rollout will include club training as part of implementation.
3.3	**Business Performance**
3.3.1	• The Board reviewed the performance roadmap and early "banked" successes.
3.3.2	• A concise member-facing indicator set is envisaged, with an intention to publish the 2025 Scorecard as part of the Annual Report.
3.3.3	**Action:** Draft KPI proposals will be brought back to the next Board meeting
3.3.4	• Legacy reporting will be retired as new KPI dashboards are embedded.
3.4	**Finance Report**
3.4.1	Paper taken as read. LW gave an overview of key insights from the paper shared with Board:
3.4.2	

3.4.3 3.4.4 3.4.5 3.4.6 3.4.7 3.4.8 3.4.9 3.4.10 3.4.11 3.4.12 3.4.13 3.4.14	• TEXT REDACTED. • A re-forecasting discipline during 2025 proved valuable; the year finished TEXT REDACTED better than forecast due to tighter controls, redeployments and lower-than-anticipated redundancy/settlement costs. • Phasing differences are largely related to funded projects, which are delayed to Q1 2026. • Clarity in financial language will be maintained (P&L plus CapEx is always being reported on) through reports, team etc. • 2026–28 plan/budget aligns with the January 2026 Board approval, with continued emphasis on top-line risk. • TEXT REDACTED. • TEXT REDACTED confirmed that the TEXT REDACTED CapEx budget related mainly to the office refurb and swimming.org projects. • TEXT REDACTED CapEx IT in 2027 is a smaller figure as the digital transformation will have been completed by then so do not anticipate any additional spending but want to ensure that we are still investing as technology progresses. • The Board discussed thresholds within the DOA and clarity between Purchase orders, contracts and Memorandums of Understandings. • Board members fed back the noted continued hard work of the Finance team. • CR feels that although forecasting and checks/balances have been successful, she still has some concerns about the landscape that SE is operating within over the next few years TEXT REDACTED. The commercial team is now coming into place and exploring all opportunities for income generation. • It was proposed to share with SLT/Staff every month actual vs forecasted results. **Decision:** Quarterly updates to be provided to Board of risks/opportunities and mitigating actions along with a three-year plan.
3.5	**People Report**
3.5.1 3.5.2 3.5.3 3.5.4 3.5.5 3.5.6 3.5.7 3.5.8 3.5.9 3.5.10 3.5.11 3.5.12	Paper taken as read. MP gave a verbal overview: • The Employee Council's was put in place just before the Collective Consultation began and continues to be highly engaged and working proactively with SLT. • Employee Council is co-owning current Pulse Survey. • The decision was made by the Board Sub-Group to remain in our existing office spaces and to move forward TEXT REDACTED on the office refurb. We are now beginning the staff consultation on the refurb. • TEXT REDACTED. • Have relaunched our PDP under a 70-20-10 model and experienced learning from peers/colleagues. • The main focus for 2026 is employee learning including statutory training updates (including sexual harassment training). • Online training continues to take place for employees and upskilling through Microsoft 365-enabled learning. • Making best use of when we have groups of colleagues together for additional training. • EDI progress: MP confirmed that a number of schemes are already adopted including inclusive recruitment practices, Disability Confident scheme member, data collection improvement to enable improved insight. • CR would like to explore working with other organisations to widen diversity/groups involved – TEXT REDACTED. The Board requested strengthened EDI oversight (including KPIs) and encouraged partnership working (e.g., with community organisations).

3.5.13	Recruitment continues actively (c. 22 vacancies at time of meeting), with some attrition due to role changes; regretted losses to be monitored.
3.5.14	**Action:** Clear breakdown of how we are approaching each group of users/stakeholders through People, Community Participation & Health, work-based learning and EDI methods as logged in DIAP and People Plan.
3.5.15	**Action:** AK would like to reinstate and attend the EDI Steering Group with employees and then providing a check-in at Board.
3.15.16	**Action**: EDI to be put back on People Committee agenda for monitoring.
3.6	**Safe Aquatics and Judicial Report**
3.6.1	Paper taken as read. SD gave a verbal overview:
3.6.2	• Staffing is largely in place with new processes at first contact, enhanced risk assessment and triage.
3.6.3	• TEXT REDACTED.
3.6.4	• Referral volumes are broadly consistent year-on-year following correction of a PowerBI reporting issue.
3.6.5	• The team is exploring wider use of PowerBI for operational improvement.
3.6.6	• Discussions around looking at themes, reporting and referral pathways and further breakdown of data.
	Historical Case Review
3.6.7	• TEXT REDACTED.
3.6.8	• TEXT REDACTED.
	Safe Sport Project
3.6.9	• The multi-sport SafeSport project continues TEXT REDACTED.
3.6.10	• Information-sharing across NGBs is improving, with a prevention-focused meeting scheduled later in the month.
	Judicial/disciplinary
3.6.11	• The new Disciplinary Officer (appointed Dec 2025) has driven a more person-centred and streamlined approach, benefitting from closer alignment of functions. Regular coordination meetings are held; the complaints process may be further refined to reduce escalation/timelines.
3.6.12	• TEXT REDACTED.
3.6.13	• Recruitment of additional panel members and other process efficiencies are under consideration to reduce case durations.
3.6.14	• The importance of youth participation, proactive prevention, consistent regional alignment, and swift resolution (including where an innocent party is involved) was emphasised.
3.6.15	• Data transparency to Regional Chairs will be explored.
3.6.16	• Support pathways for victims, particularly when statutory agencies are involved, were discussed; signposting and proportionate support plans will be considered on a case-by-case basis.
3.6.17	• Reminder that FRIENDS scheme is available for using.
3.6.18	• MS and AC both offered their support as/when needed/wanted.
3.6.19	**Action:** Feedback to be sent to SD in relation to Annex A of the Board Pack and then a decision will go to the 2026 AGM for approving.

3.6.20 3.6.21 3.6.22	**Action:** AC and NB to meet online outside of this meeting. **Action:** SD to consider interim comms update as to status of completed NSPCC reviews/findings in relation to the NSPCC Historical Cases Review, to manage expectations. **Action:** SD to consider what is the appropriate data on incidents that can be shared with Regional Chairs and develop a template to support such sharing.
3.7	**Legal and Governance Report**
3.7.1 3.7.2 3.7.3 3.7.4 3.7.5 3.7.6 3.7.7 3.7.8	Paper taken as read. NH gave overview: • TPJ is carrying out work around Board effectiveness. TofR and annual planners for all committees are being reviewed and developed to ensure all items on the strategic risk register have a 'deep dive' annually with the relevant committee. TofR will come to Board at a later date for approval. • TofR for Board including a matters reserved for the Board list are being reviewed to strengthen Charity Commissions requirements to show that there is a clear division between trustees and management. • Tax advice being waited on before discussion with Board around the legal and structural considerations for our group and subsidiaries • Request for update on timeline for completion on legal structure and work around board effectiveness– TPJ aiming for ARG and People TofR to be ready for approval at the May Board meeting. SOC are going to go through an evaluation first and then will see what comes out of that. • TEXT REDACTED. **Action:** Bring a clearer timeline to Board on the legal and structural elements of the Governance Review TEXT REDACTED. **Decision**: Approval given to appoint KM, an existing member of the SOC, as the new SOC Board representative, replacing Neil Booth who has stepped down from the Committee. This will leave two Board Members on the SOC – JW and KM.
3.8	**Aquatics GB report**
  3.8.1 3.8.2 3.8.3 3.8.4 3.8.5 3.8.6 3.8.7 3.8.8	ST and JW gave the following verbal update to Board: • TEXT REDACTED • TEXT REDACTED • TEXT REDACTED • TEXT REDACTED • TEXT REDACTED • TEXT REDACTED • TEXT REDACTED **Action:** TEXT REDACTED.
SECTION 4: SUBSIDIARY AND COMMITTEE REPORTS	
(to be taken as read – questions only)	
4.1.1	Trading Board 24.02.2026
	Minutes taken as read – no further comments.
4.1.2	Institute of Swimming 25.02.2026

	Minutes taken as read - no further comments.
4.2	**Committee/Working Group Reports/meetings held since last Board meeting**
4.2.1	**Sport Operations Committee**
	Minutes taken as read – no further comments.
4.2.2	**Regional Chairs 02.03.2026**
	RH gave verbal update:
4.2.2.1	• Discussed governance review and comms process for updating groups/stakeholders.
4.2.2.2	• Likely to look to invite SD to future meeting to discuss safeguarding/welfare and data in more detail.
4.2.3	**People Committee 02.03.2026**
	Minutes taken as read – no further comments.
	SECTION 5: CLOSE
5.1	**Next meeting date:** Monday 13th April 2026 9am – 10pm Microsoft TEAMS Wednesday 6th May 2026 1pm – 4pm Microsoft TEAMS
5.2	**Any other business**
	SEQ
5.2.1	AS updated Board.
5.2.2	SEQ met last week TEXT REDACTED.
	Health & Safety
5.2.3	• Board oversight arrangements/responsibilities will be clarified via the governance review.
5.2.4	• An organisational H&S deep-dive will be scheduled at the next H&S Forum.
5.2.5	• TPJ will be looking at policy consolidation of the existing 28 policies, to a more manageable set.
5.2.6	• TEXT REDACTED confirmed that H&S of Events is on the Risk Register and on the next SOC agenda.
5.2.7	• H&S statement will be prepared and taken to future Board meeting for approval.
5.2.8	• Sport H&S in the water is likely to fall within SOC scope and fed into by the Leadership Groups.
	Enhanced Games

5.2.9	The CEO will consider comms guidance for younger swimmers and feed into the Comms team. **Meeting feedback**
5.2.10	The Board noted the following: improved paper quality, constructive challenge, progress in safeguarding, EDI focus, financial rigour, KPI development, and the benefits of in-person meetings.
5.2.11	Further emphasis on transparent communications and showcasing behind-the-scenes work was encouraged.

Meeting closed.