

## ASA South East Regional Management Board

Minutes of Meeting held on Thursday 21<sup>st</sup> March at Spectrum Leisure Complex, Guildford

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<b>Present:</b>	Ray Hedger (RH)	Board Member (Chair)
	Jim Boucher (JB)	Board Member
	John Davies (JKD)	Board Member
	Brian Deval (BD)	Board Member
	Chris Lee (CL)	Board Member
	Alan Lewis (AL)	Board Member
	Roger Prior (RGP)	Board Member
	Shelley Robinson (SR)	Board Member
	Gary Shields (GS)	Board Member

### Also in attendance (non-voting):

Jane Davies (JD)	Vice President
Alan Green (AG)	Divisional Business Manager
Mike Lambert (ML)	President
Rob Saunders (RS)	Minute Taker

### 37 Apologies

Apologies had been received from:

Ivan Horsfall-Turner (IHT)  
William Long (WL)  
Roger Penfold (RFP)  
Darren Wilmshurst (DW)

### 38 Minutes of the Meeting held on 21<sup>st</sup> February 2016

Minutes from 21<sup>st</sup> February have been agreed as a true record.

### 39 Matters Arising from Meeting on 21<sup>st</sup> February 2016

**18.1** – RFP has had no opportunity to address issues related to timing system. AL to attend chairman's meeting in place of RFP to raise.

**Action: AL**

**18.2** – RFP had not had the opportunity to discuss the issue of CDOs with other Regional Chairmen. Alan Lewis attending meeting of Regional Chairmen and will advise.

**Action: AL**

**18.3** – RFP made contact with Sue Barker back in February, but late delivery of budget figures in March, meant that her attendance to RMB meeting wasn't confirmed.

**Action: INFO**

**24** – BD has been looking into a booking system, although may not be completely necessary at this stage.

**Action: BD**

**34** – Torch Trophy Trust award presented to JD by Prince Michael of Kent

**Action: INFO**

**36** – The conflict of interest form had recently been sent to BG. BG to circulate to Board Members.

**Action: BG**

#### **40 Matters Arising from landscape sheet**

4 – No disciplinary group meeting for a while, one needs to happen soon.

7 – Tenders will be sought by mid-year.

8 – Has been actioned – to be removed.

11 – Hoping to have email databases moved over as soon as possible. To create new accounts for Helen and Kristie. RGP raised potential issues of emails bouncing. ML to investigate.

**Action: ML**

12 – BG to give ML required information for Swimming group

**Action: BG**

13 – Still awaiting information re. Swimming & Synchro Groups

**Action RFP**

15 – Report received from Adam Paker, no changes to be made. SER to make decision on how to action. JB suggested following ASA guidelines, Board agreed.

#### **41 Appointment of Water Polo Liaison Member**

AL has stepped down after 10 years. The next Water Polo group meeting is on the 18<sup>th</sup> July, with 8 people on the committee from the Region, 2 meetings a year at Guildford Spectrum. CL volunteered to undertake role of WP Liaison and Board appointed.

#### **42 Liaison with Sub-Regions**

JB spoke with RFP in early-March to discuss liaisons with sub-regions and inviting attendees to future meetings. Board agreed that it is worth having meetings with sub-region liaisons twice a year to provide a forum for discussion (which should be limited to one member per sub region).

BD suggests adding a link to the website during Championship for a feedback questionnaire to swimmers and parents, not just administrators. Board voted in favour of the motion, BD invites Board for suggested themes, questions, and information required.

**Action: BD**

#### **43 Institute of Swimming**

JB presented paper on the IoS, and discussed issues felt by the SER.

Board agrees that it would require access to financial accounts and management accounts in order to get a better understanding of the business.

#### **44 National Development Officer Work Plans**

These plans have been sent out to relevant discipline managers for information.

BG needs to circulate Water Polo NDO plans to Board.

**Action: BG**

#### **45 Governance Review**

No update as yet. Still in progress.

**46 Appraisal of Chairman**

RH thanked Board Members for responses. So far 2/3rds of Board sent in responses, and every comment has been included in a summary document. RFP completed appraisals in the same format.

The Chairman's appraisal was due before 21<sup>st</sup> March, but was postponed due to injury. Revised date TBC.

RH proposed that, the Board be allow to recreate information gathered to address issues in a 'working day' format for after the appraisal, summary document be sent to Board Members to allow the information gathered to address issues in a working day format. Please send any objections to proposal to IHT or RH.

**Action RH, IHT & BG**

**47 Minutes Secretary**

Another advert has been posted, but no still no take up as yet. To be added to the agenda of the working day.

**48 ASA Senior Leadership Communiqué February 2016**

Ref page 2, 2<sup>nd</sup> point:

*"Met with Sport England to discuss regional alignment and a process for better collaboration."*

The Board asks for clarification on the point. RGP to communicate with Head of Participation..

**Action: RGP**

Board asks for clarification on the meaning of the use of "restoratives" wording in relation to a demographic group.

It is suggested that this is meant to illustrate an attitude and approach to swimming, and not related to an age-group.

**49 Affiliations & Resignations**

None.

**50 Correspondence**

**50.1** – Sport England Consultation

Document presented to the Board for info, no further action required.

**51 ASA Sport Governing Board & Group Board Minutes**

No minutes received for meeting so far this year. RGP to chase with Cathy Lambert

**Action: RGP**

**52 Divisional Business Managers Report**

No changes since last month due to most managers in the process of conducting appraisals.

Beth Morse has returned from maternity leave.

Katie Towner has left the division.

Restructure has been completed internally, external positions still to fill.

Kristie and Helen's appraisals have been completed.

**53.1** – RH reminded the Board to submit expenses as soon as possible.

**53.2** – GS refers to minute 22 in meeting 21<sup>st</sup> February.

Draft budget has been submitted.

£12k proposed for off-shore camp, Geneva may be more suitable than Barcelona, better fit for swimmers.

Increase in deficit budget.

**53.3** – Disability Budget

£9510 expected expenditure, around £3k more than what was originally budgeted for.

Board approved additional £2k expenditure.

Expenditure for underwater camera approved by Board.

Board discussed £5k proposed trip to Jersey, more information needed from discipline manager, specifically costs for Guernsey swimmers, before approval.

**53.4** – Finance group to report back on “reserves” policy

**53.5** – JB leads discussion on European Masters Championships.

It is suggested that organisation of the event as a whole has been difficult. A lot of disgruntled participants due to conflicting information on various social media websites.

The organising committee are clearly under-resourced.

JB invites Board to express dissatisfaction to David Sparkes and British Swimming.

Board agrees provided a draft letter can be circulated as soon as possible.

**Action: JB**

**Next Meeting – Tuesday 10<sup>th</sup> May, Surrey Sports Park, Guildford.**

**Meeting closed at 21:05**

# ASA South East Region

## Regional Management Board

A meeting of the Regional Management Board will be held on Monday 21<sup>st</sup> March 2016 in the Conference Room, Guildford Spectrum, GU1 1UP commencing at 1900

### A G E N D A

- |   |  |                 |      |
|---|--|-----------------|------|
| 1.  | <b>Apologies</b><br><i>To receive any apologies from members unable to attend the meeting</i>  | RFP             | 1900 |
| 2.  | <b>Minutes of the Meeting held on 21 February 2016</b><br><i>To agree accuracy of minutes from the previous meeting</i>  | RFP<br>Enclosed | 1905 |
| 3.  | <b>Matters Arising</b><br><i>To consider any matters arising from the minutes not covered in the agenda and confirm actions</i>  | RFP<br>Enclosed | 1915 |
| <b>ITEMS FOR DECISION</b>                 |  |                 |      |
| 4.  | <b>Appointment of Water Polo Liaison Member</b><br>To appoint a Water Polo Liaison Member  | RFP             | 1925 |
| 5.  | <b>Liaison with Sub-Regions</b>  | RFP             | 1930 |
| <b>ITEMS FOR DISCUSSION / INFORMATION</b> |  |                 |      |
| 6.  | <b>Institute of Swimming</b>   | JB<br>Enclosed  | 1940 |
| 7.  | <b>National Development Officer Work Plans</b>   | RFP<br>Enclosed | 1950 |
| 8.  | <b>Governance Review</b>   | RFP             | 2000 |
| 9.  | <b>Appraisal of Chairman</b>   | RH/IHT          | 2010 |
| 10.                                       | <b>Minutes Secretary</b>   | RFP             | 2020 |
| 11.                                       | <b>ASA Senior Leadership Communiqué February 2016</b>  | RFP<br>Enclosed | 2025 |
| 12.                                       | <b>Affiliations &amp; Resignations</b><br><b>12.1 New Affiliations</b><br>None<br><b>12.2 Resignations</b><br>None<br><b>12.3 Enquiries</b><br>None<br><b>12.4 Transfers</b><br>None<br><b>12.5 Change of Name</b><br>None | RFP             | 2030 |
| 13.                                       | <b>Correspondence</b><br>Sport England Consultation  | RFP<br>Enclosed | 2035 |
| 14.                                       | <b>ASA Sport Governing Board &amp; Group Board Minutes</b>   | RGP             | 2040 |
| 15.                                       | <b>DBM Report</b>  | AG<br>To Follow | 2045 |
| 16.                                       | <b>AOB</b><br><i>24 hours notice required</i>  | RFP             | 2050 |
| 17.                                       | <b>Date of Next Meeting</b><br>Tuesday 10 <sup>th</sup> May, Surrey Sports Park  | RFP             | 2055 |

## ASA South East Regional Management Board

Draft Minutes of Meeting held on Sunday 21<sup>st</sup> February at Holiday Inn, Guildford

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<b>Present:</b>	Roger Penfold (RFP)	Chairman
	Jim Boucher (JB)	Board Member
	John Davies (JKD)	Board Member
	Brian Deval (BD)	Board Member
	Ray Hedger (RH)	Board Member
	Ivan Horsfall Turner	Board Member
	Chris Lee (CL)	Board Member
	Alan Lewis (AL)	Board Member
	William Long (WL)	Board Member
	Roger Prior (RGP)	Board Member
	Shelley Robinson (SR)	Board Member
	Gary Shields (GS)	Board Member
	Darren Wilmshurst (DW)	Board Member

### Also in attendance (non-voting):

Keith Barber (KB)	Open Water Manager
Frank Clewlow (FC)	Diving Manager
Jeni Colbourne (JC)	Surrey ASA Representative
Jane Davies (JD)	Vice President
Bryony Gibbs (BG)	Divisional Office Manager
Peter Harris (PH)	Hampshire ASA Representative
Kristie Jarrett (KJ)	Regional Club Development Officer
Mike Lambert (ML)	President
Helen Mack (HM)	Regional Club Development Officer
Terry Norris (TN)	Berkshire & South Bucks ASA Representative
Geoff Stokes (RGS)	Masters Manager

### 17 Apologies

Apologies had been received from:

Alan Green (AG)  
Sue Barker (SB)  
Issy Baxter (IB)  
David Brazil (DB)  
Kate Coupar (KC)  
Gemma Lee-Ross (GL)

### 18 Discipline Managers' Reports & Succession Planning Updates

#### 18.1 Swimming – Mike Lambert, SER Competition Manager

Adapting to the new competition pathway has meant many changes for the Regional Championships. In 2015/16 the Championships ran well but the set up will be different again for 2016/17 with a set up more similar to the old Youth and Age Group Championships. The events for the older swimmers will be held at the beginning of May to prevent clashes with school exams for this age group. The events for the younger swimmers will be held mid to end of May. The Championships will be held at K2 Crawley and the Mountbatten Centre. It was hoped to use the new pool at Wycombe for the Youths however this was unavailable on the required dates.

Due to differing demands from the Coaches and ASA after budgets have been approved the Group wanted some guidance on to what extent it would be permissible to deviate from the agreed budget. For example in November there was a £3000 deviation from the budget as the Coaches wanted more finals which meant that fewer entries could be accepted and also there would be fewer spectators. It was suggested that the group contact GS for this to be considered.

There have been problems recruiting Volunteers and Officials to help at the Championships. Currently the Officials organiser contacts Officials directly however it was suggested that the County Officials Co-ordinators may also be able to help source Officials for these events. Training opportunities such as CPDs at the events may also help with engagement.

A query was raised about the Performance of South East Swimmers at National Championships. This is something that ML is going to look in to. It may be possible that the lack of pathway in the Region means that swimmers are then leaving to go to places such as Loughborough, Millfield & Bath. However further analysis of the statistics will be required before this can be answered.

Problems have been highlighted with the timing system at the Mountbatten Centre. At a recent meet held there which nearly resulted in the club having to use manual timing. If this was the case for a Regional event the timings would be downgraded on Rankings. Following this ML has completed a risk assessment for problems with timings. It is proposed to purchase one spare timing cable to prevent this problem at a cost of £210 from money left in the 2015/16 budget. This purchase was **agreed** by the Board.

### **18.2 Development – John Davies**

For 2015/16 the Teaching Bursaries were reduced and the funding for Distance Meets was removed. The Teaching Bursaries have not caused a problem but there is a need to reintroduce the Distance Meets funding as this appears to have resulted in a reduction in clubs running these events. It was felt there had been an improvement in the relationship with Counties although each does operate differently in terms of development.

There are Development Plans in place for each discipline and progress is being made against these plans. South East Region is the leading Region for Development within the ASA. It is the largest region with the most swim21 clubs and Beacon Programmes. However, there is only one Club Development Officer, Rosa Gallop. This is the same amount of resource as other areas which have less than half the amount of clubs. One issue that has been occurring with swim21 accreditation is that they need a level 2 Coach and for the discipline they often struggle to get the level 2 courses.

Currently the Region has 3 swim21 accredited Networks, with 3 further Networks having been approved by the Region and 6 more that Rosa Gallop is currently working with.

The employment of a second Regional Club Development Officer, Kristie Jarrett has meant that the Region have been able to run a lot more Development activities this year including a Coaches Conference, 4 Coach Development Workshops with more scheduled to run at the end of the month, Team Manager Forum and Team Manager 1 & 2 courses. It is planned moving forwards that the Region will run two Team Manager 1 and 2 courses per county per year.

The Young Volunteers programme was run again this year by HM and has grown. The ASA provided funding of £500 towards this. It is hoped to grow the programme further in 2016/17.

The Offshore Camp was held in Geneva in January. Due to the location this was very expensive. It was requested that for future years a commitment should be required from the swimmers that they must provide information that can be included on the website.

It is expected that Development will spend their budget for 2015/16. It was noted however that there appeared to be an underspend to date against bursary applications. This is expected to reach the £40k budget as several coaches have now been accepted on to the Level 3 Programme and have received bursaries for this totalling £9k, in addition to bursary applications that will come in between now and year end. Internal courses have run for Synchro and Water Polo meaning that clubs were able to access these courses at a reduced rate in addition to bursary funding. There was support from Oxfordshire & North Bucks ASA for the continuation of the Bursary Scheme, it was felt that this has led to improved ability of the Coaches in the area.

**Action: RFP will raise the issue of ASA CDOs with fellow Chairmen**

### **18.3 Disability Swimming – Roger Prior, Board Liaison Disability Swimming**

The next Disability Swimming event is due to take place on 12<sup>th</sup> March at the Quays, Southampton. There is no information on the website about events, this is something that needs to be rectified. There is a need to know what is going on in all the disciplines particularly from a Health & Safety prospective.

There was also queries surrounding the events as at the ASA Swimming Management Group Disability Competitions were brought up. These events were originally run by the EFDS, but should now be run by the Regions in the same way as swimming competitions. Carol Barough confirmed there should be two events per year. The March competition is run in this way however the second competition run by the Region is non-classified.

The report supplied by Sue Barker requests money out of the budget however there is no mention of amounts. The Region also does not receive any income from Disability Swimming.

It will be requested that Sue Barker attends the next Regional Management Board meeting on 21<sup>st</sup> March to answer all queries surrounding Disability Swimming in the Region.

**Action: RFP to contact Sue Barker**

#### **18.4 Masters Swimming – Geoff Stokes, Masters Manager**

The Masters Development Day was organised by Karen Marchant and ran very successfully in April 2015. This was the first time one has run in many years. It was oversubscribed with swimmers from London Region also wanting to attend.

Both the Long and Short course competitions ran again this year. There was a small surplus for both competitions. Entries for the Long Course competition were closed one month before the advertised closing date due to popularity. 429 people entered but only 367 turned up. There were a number of World and European records broken. Dates have been more of an issue due to the changes in the Swimming calendar meaning the Long Course event now clashes with County Championships. The event is well placed in the Masters calendar so will continue with the same dates for 2016/17.

Masters is reliant on just a few volunteers however Karen Marchant has given notice that she will no longer be Hampshire's representative and there is no representative from Sussex. RGS may also soon want to pass this on. Gaining Officials for the events is always a problem however this has been made more difficult due to the clash with Counties.

The peak of entries for Masters events in the 35-40 age group. There has been a gradual increase in the amount of entries from the 18-24 age group however a lot of athletes disappear at university age. SR confirmed that nationally they are working on a strategy to help create a seamless transition, when this is ready it will be filtered down to the Regions.

There are plans to run another Development Day in 2016. A date is currently being sought for this however it is likely to be June. HM offered supported with this.

**Action: RGS to send records information to BD**

#### **18.5 Diving – Frank Clewlow, Diving Manager**

This will most likely be Frank's last meeting as a new Diving Manager and Secretary have now been found.

There were two successful competitions run this year, a Level 2 and a Level 3. There were problems booking K2 this year as it is busy and the competition dates for Diving often change as they are dictated by the National competitions. Pools are booked for the 2016 competitions.

There is a Diving Network in the Region, ACE. This is made up of 7 clubs. A query was raised about the funding of this network and if this comes from Diving or Development, an issue which needs resolving as there was some confusion over this. The SEEDs camps are also still running in Southampton. Several Regional Divers have attended national competitions and have done reasonably well. The following South East Divers are currently in National Squads, Alfie Brown (now moved to Plymouth), Emily Martin & Gemma McArthur.



A recorder course and Judges course also ran in Southampton. Getting Officials is very difficult as most Officials and Judges are Coaches so are either already at the competition or at home supporting the club.

### **18.6 Water Polo – Alan Lewis, Board Liaison Water Polo**

There are difficulties increasing pool time for Water Polo. The Inter-County competitions have gone ahead this year. Rosa Gallop has been working on the Networks and is making good progress. Bexley Water Polo have now also moved to the South East. There is a good momentum with Water Polo in the Region with a Development Course also taking place today.

A closed Level 1 course was organised which was fully subscribed and subsidised by the Region. A closed Level 2 course will follow in January 2017. There is difficulty getting the Level 2 as there are only 2 tutors in the country that can deliver this. There are problems with the IoS courses as they are not available for Water Polo and are also very expensive however the Club Offer has allowed more Coaching courses to run. The problem with discipline courses is down to the lack of tutors.

Water Polo would like to run their Championships at a better pool but the cost is too high. JB to get in touch with AL about this, this may be something that can be put in the budget. Queries were raised about the spend on Water Polo as it does not bring in a large income so it was felt that the spend may be disproportionate to the income. The entry fees for Water Polo are high with fees for National events being £250 per team and Inter Regionals £450 per team.

### **18.7 Open Water Swimming – Keith Barber, Open Water Manager**

The Championships were well supported and numbers continue to rise each year. The link with Special Olympics has continued and will do so again in 2016. The participation event has now run for 2 years, this has not taken off as much as it has in other Regions. An opportunity was offered for entrants in this event to wear wet suits, but this made no difference. One other Region actively encourages tri athletes to compete, however the problem with this is that there would need to be an additional charge of £15 to take part in this which puts people off. Last year only 2 entrants did this. There have been changes to the event distances which are now 3 & 5km. At the 2016 event a different course will be issued to both events can run at the same time which will save time & money on hire. Changes to national qualification now also mean that the top 3 swimmers will qualify from each age group except 17/18 which is still grouped together.

FINA rules have changed and from September wetsuits will be mandatory for 16-18 degrees, optional at 18-20 and not allowed over 20 degrees. This won't have a big impact for the Championships as the water is usually over 20 degrees.

The development plan did not get off the ground this year but activities are in the budget for 2016. This needs someone to drive it forward. It is hoped to run indoor development sessions in the winter.

Spend is on budget however no invoice has yet been received for hire fees from the Championships, this will need to be accounted for at the end of the year. An Officials development course did run but there was no charge for this.

There does not appear to be any transfer from the growth of mass participation events to the Championships. These events are professionally organised and are often very expensive. Most people that do these kinds of events are non ASA members so if they did want to take part in our events they would need to pay the £15 fee. There Open Water Series experiences good participation from Masters Swimmers however this is decreased for the Championships due to the perception that it is aimed more at club swimmers. There was a suggestion of running a separate Masters Open Water Championships however this would lead to a significant increase in costs.

It was felt that the Temporary Membership rate is very high in comparison to other sports and is something that needs to be addressed. The ASA is currently looking at an Individual Membership which will be £10 however it is not clear at present what this cost will include.

### **18.8 Synchronised Swimming – Roger Penfold, Board Liaison Synchronised Swimming**

Synchronised Swimmers from the South East have done very well nationally. This information needs to be included on the website. A closed Level 1 Coaching Synchronised Swimming course was set up and was so oversubscribed they are now running two courses. There are several Officials courses running as well as a Synchro Development Workshop running next weekend that are not mentioned in the report. HM reported that Synchro has also been very supportive of the Young Volunteers.

## **19 Sub Region Representatives & Questions**

### **Hampshire - Peter Harris**

Communications – This was a topic of discussion in February 2015 and again at the meeting after the ACM. The Board responded that there have been several improvements in terms of Communications such as inviting Sub Region Representative to meetings, this meeting being the first one of this type for 2016. There have also been improvements in getting information out such as the new website, social media and the Club Update. The Regional Club Development Officers have relationships with the Sub Regions and will attend meetings. KJ deals with Hampshire although it was felt that the communication that was missing was more to do with Governance than Development. PH acknowledged that the website has improved however didn't feel that the other elements that were raised last year had improved.

Minutes on the website – Minutes are posted on the website when they are circulated to the Board. It was agreed going forwards that a link will be sent to Sub Region Secretaries when the minutes are available on the website. Draft minutes will continue to go on the website and will be marked as such.

**Action: BG**

Membership Figures – The discipline breakdown of Membership Figures appears to show that almost all numbers have gone down. These figures may not be that reliable as this information is only available based on what the Membership Secretary selects when doing the annual membership return.

Spend of Disciplines – PH raised a query surrounding the amount of money being spent on some of the disciplines. For example Synchronised Swimming has 289 athletes and received £30k of the budget. It was confirmed that the budget setting process is to ask Discipline Managers what they want, disciplines also have Development Plans in place which form the basis of their budget submission. Underspends are due to some of these activities not taking place as it is reliant on volunteers to drive these activities. The Board confirmed that they will continue to support all disciplines regardless of the number of participants to ensure continued development and success within these disciplines.

### **Oxfordshire & North Bucks**

The comments from Oxfordshire & North Bucks were noted.

Referees event 2015 - There were problems fitting this in as there were County Championships on every weekend. At the time there were only 2 referees in Oxfordshire & North Bucks.

### **Sussex**

All referees have been notified about the referees seminar on 5th March, final information will be circulated on Monday 22<sup>nd</sup> February.

### **Surrey – Jeni Colbourne**

Finance – The Region have large levels of reserves and need to look at how these can be spend. Are the plans really doing the things that will make a difference?

Communications – It was felt that communications had improved however there is an ongoing need to be as transparent as possible.

Swimmers Performance – A query had been raised about the performance of South East Swimmers at nationals. It is understood England Programmes are currently looking in to this. Once available information will come down through the Coaches Panel. Sub Regions would also like this information so that that they can help to remove any barriers.

## 20 Youth Forum

The Youth Forum currently have 7 members. There were 3 meetings planned in 2015, 2 of which took place. The third had to be cancelled. In 2016 the Youth Forum aims to increase the membership up to 12. This opportunity is currently being advertised on the website and will go out in the next Club Update. The Youth Forum also plan to implement the Volunteering Awards and to establish Youth Forum Branding. Welcome the Board to get in touch with anything that they would like the Youth Forum's view on. Meeting dates for 2016 are to be confirmed.

## 21 Finance – 2015/16

Report on accounts for 2015/16. Currently within budget and will stay within this, expected to end the year at a deficit of £30,000. The Region has spent more this year than in previous years.

## 22 Finance – Budget 2016/17

The Finance Sub Group meet at the beginning of February to review the Budget request for 2016/17. Further to the budget circulated there have been requests from the Youth Forum for £5000 and Communications for £3800 which would take the overall deficit to £69,337.95. Disability Swimming have asked for the same budget as last year but have not submitted a formal budget request. The Finance Sub-Group allowed £6000 for Disability Swimming.

The Membership Income figure is based on the assumption that there will be no increase in affiliation fees for 2017. This will be the Finance Sub-Groups recommendation to the Board however this will be decided later in the year. There has not yet been a decision on if the Region will follow suit with the ASA on collection of fees, a decision on this is required by September.

PH raised concern about large increases in some of the discipline budgets as last year Membership Fees and entry fees were increased due to the budget submitted however there is a trend of the Region not spending the money. It was confirmed that entry fees were increased by the Swimming Committee due to the changes in the competition structure meaning that there would be more finals and therefore less entries could be accepted. However it was felt that the entry fees remain reasonable. Affiliation fees are also somewhere in the middle when compared with other Regions. It was felt it is important that money is spent well and as activities are reliant on volunteers it is understandable that these sometimes do not happen.

The original request from Development was for £12k for the Offshore Camp, this was reduced by the Finance Sub Group by £10k. It was felt that was this was for 20 swimmers £10k was reasonable and if this budget was not achievable to fee for the swimmers may need to be increased.

It was agreed to approve the budget in principle however Sue Barker will be requested to attend the next Regional Management Board meeting to discuss the requirements for Disability Swimming.

**Action: RFP**

## 23 ASA Health & Safety Forum

It was **agreed** that Chris Lee will be the Region's representative at the Health & Safety Forum.

## 24 Review of Communications

Report was circulated. A generic advert has been created for inclusion in programmes however it was highlighted this should be multi discipline, not just swimming.

Would like to create an automated booking system for courses and workshops. This can be done through Event Brite however there will be fees for events that are chargeable. BD to supply a report for the March meeting.

**Action: BD**

Branding – It was decided that turn flags are not required. Table dressings will be purchased for trophies/awards and also for use by the Club Development Officers at their information table as well as Discipline Identification Banners. There is a need to purchase some new smaller pull up banners as

the currently ones are too large for rooms with lower ceilings. The Development Leaflets will also need to be bought on brand and possibly a new template created for the Club Update.

Database – Would like to add a database button to the website so that club news can go to more individuals. We then have a database of individuals for other purposes, should we need it. WL highlighted that if this goes ahead we will need to look at Data Protection.

Website – Since the launch in September the website has had over 17,000 visitors and the Twitter accounts has 966 followers. Facebook has just launched and has 72 likes. The website address and social media will be included on programme covers. HM & KJ will be given access to the Twitter account. BD would like to add a survey to the website to gain a better understanding of what people want from the Region.

Email - @southeastswimming.org email addresses. This is being organised with Mike Lambert. RCDOs will be able to send emails from @southeastswimming.org rather than their Freedom Leisure accounts. SR would also like this for welfare.

## **25 Swim21 Multi Discipline Proposal**

Development Group will discuss this proposal at their meeting in a couple of weeks. Synchro do not feel that this would be beneficial and so far no feedback has come from Diving on this.

## **26 Pool Closures**

No list received from AG to date. Was discussed at the Chairman's meeting however it was noted that some of the pool effected do not offer much public swimming. A note was included in the last club update on this for clubs to get in touch if they hear of possible pool closures.

## **27 Minutes Secretary**

No responses were received to the advert for a Minutes Secretary. This will be included on the club update once more and if no responses are received this will need to be reviewed.

**Action: BG/HM**

## **28 Minutes of the meeting on 14 January 2016**

The minutes of the meeting held on 14 January 2016 were agreed as a true record.

**Action: BG**

## **29 Matters Arising**

### **January 14<sup>th</sup> Minutes**

3. 166.1 Mailsports now agreed to continue for another year. WL provided comments on the concession agreement and the group will now take this forward.

4.7. Swim21 Discipline Proposal – RFP & RH have reported

4.15 Email address discussed.

4.17 RGP still pursuing

6. Funding information has gone up on the website.

7. Appraisal of Chairman – Board members to send comments to RH & IHT

### **Landscape Sheet**

The following items can be removed: 1, 2, 4, 7, 17, 19, 20 & 22.

4 - ASA Friend – RFP to check

8 - Governance Sub Group met this morning, will report at the next meeting

12 - ASA Service Level Agreement – does not affect the Region as Officers are not employed by the ASA

14 – Email Addresses - discussed today, in progress

15 – Assets - BG pursuing

21 – Affiliation Fees – Collection Arrangements - on going, waiting on response from London Region

23 - Appraisal of Chairman – discussed. Will report at the next meeting

### 30 Affiliations & Resignations

#### New Affiliations

None

#### Resignations

None

#### Enquiries

None

#### Transfers

None

#### Change of Name

Locks Heath Swim Squad agreed

Action: BG

### 31 ASA Senior Leadership Communiqué January 2016

Nick Caplin attended the meeting of Regional Chairmen and discussed the changes. Restructure has not been discussed by the SGB. There will be one Area Swim Manager for each Division covering each of the specialisms, they can then offer support to the rest of the team in this specialist area. There will be 7 Area Swim Managers for the South, one less than there is currently.

BD queried the funding of these posts with Adam Paker. A response was received from Nick Caplin confirming that the Health team will be funded by Public Health England. The Facilities team will generate some income through consultancy work and the Product Development Team will be self-funded through producing and selling profitable products. The Delivery Team are funded in many ways including Sport England funding but also self-generated income, this teams role is to increase participation. BD has also contacted the new Head of Marketing about a communications strategy to help people understand what the ASA do.

### 32 ASA Board Minutes

- No minutes were available when the Board papers were circulated.
- The SLT team is now fully quorate and operational with weekly meetings programmed.
- Monthly staff updates are now taking place.
- The CEO has attended Regional Board & Chairman meetings.
- The ACE apprenticeships have been sold to Dudley College by the ASA. This meant 15 members of staff transferred employment to Dudley College but are still based at Sportpark. This means that ASA will no longer have to comply with Ofsted criteria.
- The revised Level 1 and Level 2 Swimming Teaching qualifications are now available. Approved centres started delivering from January, the IoS will start delivering these in March.
- Sponsorship – not much progress on major sponsors. 3<sup>rd</sup> in a bidding with a large building society which is promising. Nearly finished negotiations on clothing a clothing deal as the Speedo contract is about to expire.
- Regular meetings are taking place between the Chief Executive and the Chairmen of the two Boards.
- An extra strategy meeting will take place on 18<sup>th</sup> March between the SPG & GB.
- Decision made on fee for Coaches passes at ASA competitions. Diving & Water Polo will now be charged for their Coaches Passes. Diving wrote a letter to the Board about this but it was rejected. In time Coaches will only be eligible to have a pass at national events if they have a Coaching Qualification. This will come into effect with Swimming & Synchro this year, Water Polo and Diving next year. Linked with child protection.
- RGP is the Equity Champion for the SGB. Equity training has been cancelled.

### 33 Meeting of Regional Chairmen

Notes from David Fletcher circulated.

### 34 Correspondence

- Peter Harris – noted.

- Steph Elliott – Jane Davies has won the Torch Trophy Trust award, the Board congratulated Jane. The award will be presented at the Torch Trophy Trust awards at the Army & Navy Club in Pall Mall on Thursday 3<sup>rd</sup> March, 5.30pm. RH to attend.

**Action: BG**

**35 DBM Report**

The DBM Report was noted. Aquatic Officers title will be changing to Area Swim Managers. RFP to investigate if there are paper copies available of the Participation Strategy.

**Action: RFP**

**36 AOB**

Conflicts of Interest – All Board Members and Committees appointed by the Board should sign the form and declare any conflicts of interest. Completed forms to be kept in the Regional Office. This will be renewed annually on 31<sup>st</sup> January. BG to circulate to RMB and Discipline Managers.

**Action: RGP to send form to BG**

**Date of Next Meeting - Monday 21<sup>st</sup> March, Guildford Spectrum**

**Meeting close 15.33**

DRAFT

**AGENDA ITEM 3**

**MATTERS ARISING FROM RMB MEETINGS**

Updated as at 14 March 2016

	<b>SUMMARY OF AGREED ACTIONS</b>	<b>MIN REF</b>	<b>ACTION</b>	<b>COMMENTS</b>
1	<b>Finance</b> - CL & JB suggest reimbursing entry fees for disability swimmers. RFP suggested that the disability discipline group needed to come up with proposal or proposals about use of the funds. SR recommended sub-group to monitor and suggest spending	12.05.2014 Min 43	CL/JB/RGP	
2	<b>ASA Friend</b> – Expression of interest received from Anthony Smith (Dover Lifeguard) to become an ASA Friend. RFP to contact A Smith to find out more about his experience of the politics and management of clubs	12.05.2014 Min 46	RFP	
3	<b>Conflict of Interest Form</b> – RGP Circulated Conflict of Interest Form, which board and committee’s must complete. It was decided an email stating “I have no conflict of interest” would suffice. RGP requested BG collate and forward on – replies to be received by next meeting.	12.05.2014 Min 49	BG	
4	<b>Disability Group</b> – to ask disability group to report back on opportunities to support athletes financially, together with any other proposals for the use of the identified funds	10.06.2014 Min54	RGP to raise with Disability Group	
5	<b>Governance Review</b> Defer – matters arising. More information from Jane Nickerson. Reform the Governance Group to look at this and which areas the board should look at.	15.02.2015 Min 28	SR/DW/WL/RH	<i>In Progress. Group to report back 21 March 2016</i>
6	<b>Communication with Sub-Regions</b> Communications’ Group would explore further, perhaps enquiring of sub-regions what information they required from the Board, and the wider Region.	16.03.2015 Min 42	Communications Group	
7	<b>Mailsports Contract</b> The Mailsports contract is to be reviewed by RFP and RH. This contract will be limited to apparel and equipment (ie to exclude supplements). Tenders being sought under direction of GS, BD & WL.	16.03.2015 Min 47	GS, BD & WL	<i>In Progress – Tenders being sought</i>
8	<b>Southampton Diving Proposal</b> RFP to write to Southampton Diving regarding the Funding Request submitted	12.05.2015 Min 56	RFP	
9	<b>ASA Service Level Agreement</b> RFP to discuss with AG and report to September meeting.	09.07.2015 Min 72	RFP	
10	<b>Minutes: Speed of Preparation and Circulation</b> The Board agreed to explore ways to achieve consistency of minute writing and the preparation of the draft minutes within a defined timeframe, both with Freedom Leisure and through other avenues, including creating a specific contract for the role.	09.07.2015 Min 105.1	RFP/JB	<i>In Progress – role advertised. No applications received.</i>
11	<b>Communications</b> Helen Mack & Kristie Jarrett to have @southeastswimming.org email addresses set up.	13.10.2015 Min 136.2	RFP/BD	<i>In Progress – should be up &amp; running January</i>

12	<b>List of Assets</b> BG to compile a list of assets for Trustees	13.10.2015 Min 140.3	BG	<i>In Progress</i>
13	<b>Regional Appointments to National ASA Groups</b> Board requested information about the appointments, and who made them. RGP to investigate.	13.10.2015 Min 140.4	RGP	<i>In Progress</i>
14	<b>Annual Council Meeting 2016</b> A working group consisting of Mike Lambert, Brian Deval and Roger Penfold will review the content of the Annual Council Meeting and how this information is communicated. Reporting back to the Board on 21st March.	22.11.2015 Min 148	ML/BD/RFP	
15	<b>Affiliation Fees – Collection Arrangements</b> From 2016 the ASA will charge membership fees throughout the year abolishing the free period that previously existed from 30th September. A decision has been requested on if the Region will be following suit, by 4th December. After discussion it was felt that further clarification of the details would be required before a decision could be reached.	22.11.2015 Min 152	RFP	<i>Noted approach of London Region to Adam Paker. Awaiting AP's response.</i>
16	<b>Appraisal of Chairman</b> RH & IHT to lead and report back at the meeting on 21/03/2016.	14.01.2016 Min 183	RH/IHT	<i>On agenda</i>

Updated 14/03/2016 BG



SER RMB 21<sup>st</sup> March 2016

Institute of Swimming (IoS)

## 1. Introduction

At a number of RMB meetings we have discussed problems with the IoS. These include:

- (poor) Availability of courses and timing
- High fees charged
- Minimum number of attendees required to make courses viable.

It was agreed we would have an agenda item to review our involvement with IoS, perhaps consolidate our view on IoS and its achievements, and consider how to engage with ASA on how problems being encountered might be addressed and resolved.

## 2. The IoS

The IoS' own "About Us" tab on its website states:

"The Institute of Swimming is providing the sport and active leisure industry with a world class workforce. The largest trainer of swimming teachers and coaches in England and the premier provider of the ASA's courses, our expertise now extends beyond aquatics with an expansion into education and training provision in exercise and fitness leisure operations.

We are at the cutting edge of teacher and coach education, from running the latest UKCC courses through to providing continuing professional development opportunities. The IoS delivers hundreds of courses across the country, courses that are of the same high standards we hold for ourselves. Visit our specialised website for all online bookings and resources."

The IoS is a 100%-owned subsidiary of the ASA.

### 3. IoS Financial Statements

The value of IoS is not shown separately in the ASA Accounts. The Accounts are also not shown separately in the ASA Financial Statements – the ASA uses small company exemptions ( Companies Act 2006 Section 415A) to limit detail in published accounts.

With staff of 48 in 2015 (46 2014) the IoS turnover is approximately **£6 Million** from which a profit in the order of 1% (ie £50-60K) is achieved. Annex A shows Income & Expenditure Account and Balance Sheet as obtained from Companies House. The cash balance is **£1.4M** although this is assumed to be cash received in advance and offset against future liabilities (Creditors).

There is no visibility of any of the cost detail that would explain, eg how much was spent on staff, IT development, Course Tutors, Course Facilities etc. With such a low profit, IoS costs are close to £6M too. Taking a similar cost per head as ASA, staff costs for IoS would be approx. £1.5M which leaves c£4.5M other costs of which we know nothing from the accounts. However this may be software development, “bought-in tutor” costs, hire of course locations. There is no detail on any costs charged by ASA / Group HQ for services, aside from an outstanding £206K due to Group in the Balance Sheet.

### 4. SER Involvement with IoS

Bryony has kindly provided some information on SER spend with IoS. In 2015/16 **£26K** has been provided in bursaries for L1/2 IoS courses. As these are partial reimbursements (ie 50 or 66%) the corresponding course fees equate to **£44K**. This excludes any bursaries provided by SER Sub Regions but still suggests the SER does not represent a major “customer” to IoS.

### 5. Course Availability

Although only a snapshot, currently there are no IOS courses listed (taking booking on IoS website) for neither Water Polo nor Synchronised Diving. Diving has 2 L1 (London, SW, total 31 places) and 1 L2 (London 12 places) as well as the recently-

announced L3 course (12 places, London). Swimming Coaching has only two courses listed as SER Counties. Both are Hampshire (L1 13 places L2 9 places).

## 6. Course Costs and Minimum Attendee Criterion

Course costs seem to be standard, at least for L1 and L2 at £395 and £680 respectively. I know a L2 polo course was £800+. There is no stated minimum number of attendees, perhaps Rosa could advise. From my own experience it is 10-12. From this figure one can estimate the course income as c£4500 (L1) and c£7000 (L2).

## 7. Value for Money?

It may not (yet) be backed up by hard statistics, but the value for money for IoS courses is not perceived to be high. Attendees, me included, have found the administration and support patchy and as we see, from 6 above, a significant fee income is being earned by IoS for each course.

## 8. What do we want from IoS?

Some thoughts by the author only at this stage that serve as questions for discussion:

- The SER has one of the largest athlete headcounts and surely the IoS course provision should reflect this?
- Can we (as SER) move to negotiate more courses run for SER members and at a far more favourable fee rate and at suitable venues and suitable times? How can we do this?
- The delivery of the entire coaching framework of the sport (ignoring teaching) is seemingly franchised out to IoS. Is this sustainable and should ASA as the NGB not be exerting more influence on ensuring coaching is adequately resourced and available.
- Quality of the courses? Are the courses delivering what our senior coaches require of their upcoming junior ranks?
- (Via the ASA) greater clarity on the cost structure of IoS. There is an unsubstantiated concern that the IoS is an income generator for ASA. Clearer accounts might slay this misconception.

- (Also via ASA) What are the principal revenue elements (ie by sector – sport / teaching / coaching) of the IoS' turnover. Is the focus of their operations on revenue from “easier” sources such as teaching swimming?
- Anything else?

Jim Boucher

14<sup>th</sup> March

Annex A – Extracts from 2015 IoS Accounts (Companies House)

**INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 MARCH 2015**

	Note	2015 £	2014 £
Membership		527,399	546,325
Delivery Training Scheme Income		5,488,330	5,399,662
<b>TOTAL INCOME</b>	1	6,015,729	5,945,987
Administrative and staff costs		(5,975,445)	(5,898,728)
<b>OPERATING SURPLUS</b>	2	40,284	47,259
Interest receivable and similar income		8,166	10,897
<b>SURPLUS ON ORDINARY ACTIVITIES BEFORE TAXATION</b>		48,450	58,156
Tax on surplus on ordinary activities	3	(1,633)	4
<b>SURPLUS FOR THE FINANCIAL YEAR</b>	9	46,817	58,160

**BALANCE SHEET  
AS AT 31 MARCH 2015**

	Note	2015		2014	
		£	£	£	£
<b>FIXED ASSETS</b>					
Intangible assets	4		-		-
Tangible assets	5		-		-
<b>CURRENT ASSETS</b>					
Debtors	6	556,796		459,599	
Cash at bank		1,365,217		950,679	
		1,922,013		1,410,278	
<b>CREDITORS</b> amounts falling due within one year	7	(1,687,801)		(1,222,883)	
<b>NET CURRENT ASSETS</b>			234,212		187,395
<b>NET ASSETS</b>			234,212		187,395
<b>CAPITAL AND RESERVES</b>					
Called up share capital	8		10,000		10,000
Income and expenditure account	9		224,212		177,395
<b>SHAREHOLDERS' FUNDS</b>			234,212		187,395

## National Diving Development Officer Work Plan

The aim of this role is to grow the sport of diving at a participation and club level, ensuring the participation base is wide enough to continue to support the development of talented athletes in the sport.

This will fall under four key operational aims:

1. To implement a national diving strategy which informs the work of the national diving management group, ASA regions and local delivery teams, and ensure effective communication of this and other diving resources
2. To increase the opportunity for participation in the sport at a developmental level
3. To support the recruitment, training and deployment of a well-trained and motivated volunteer workforce
4. To support our existing diving clubs, club networks and beacon programmes

	OBJECTIVE	ACTION	RESPONSIBLE
<b>1.</b>	<b>AIM – To implement a national diving strategy which informs the work of the national diving management group, ASA regions and local delivery teams, and ensure effective communication of this and other diving resources</b>		
1.1	Be an active member of the national discipline management group	Attendance at each diving management group meeting	BM
1.2	Create a national diving development plan and budget to guide the work of the NDO and management group	<p>Compile relevant objectives from ASA Whole Sport Plan, Participation Strategy and Clubs Strategy to ensure consistent approach</p> <p>Produce a development plan with the national management group complete with budget allocation for the work proposed</p> <p>Set realistic KPIs with the diving management group in alignment with the strategy</p>	<p>BM</p> <p>BM, Management Group</p> <p>BM, Management Group</p>
1.3	To support the regions to develop discipline plans which align to the national strategy	<p>Collate and review all existing regional plans</p> <p>Attendance at regional management group meetings where these are in existence to support and feed into diving plans and communicate the national strategy</p>	<p>BM</p> <p>BM</p>

		Support the regions in their budget requests and allocations to ensure alignment with the national strategy	BM, Regional Management Groups
1.4	Ensure the national strategy is communicated effectively to delivery teams	Attendance at national and regional team meetings to ensure the delivery teams (NDO, CDO, RDO and AOs) are fully briefed on the national and regional discipline plans and supported in their delivery	BM
1.5	Creation of Diving Hub on Swimming.org	Review all current content on existing diving pages of the website, and work with web team to ensure relevant content is moved across to new hub  Once hub is tested and live, ensure all content remains up to date and relevant, and any new information is uploaded on to the hub to provide a 'one-stop-shop' for all diving resources	BM, Management Group, Web Team  BM, Management Group
<b>2.</b>	<b>AIM – To increase the opportunity for participation in the sport at a developmental level</b>		
2.1	Review and re-fresh Stages 8, 9 & 10 Diving Framework	Create a project group and plan with content and education experts  Review current content and structure of programme and update framework to ensure it is fit for purpose, including re-design of all associated materials and CPD	BM  Project Group, BM
2.2	Review and re-fresh Diving Awards Scheme	Create a project group and plan with content experts  Conduct research of target audience to establish what is required/wanted and pull together a project plan  Re-package and pilot the awards with an existing programme, take feedback and then make amends and roll out new scheme	BM  BM  BM, Project Group
2.3	Growth of Learn to Dive programmes	Compile and deliver training for the delivery teams on the new products and awards	BM, Project Group

		Guide the delivery team and support them with selling the new products to centres – starting with centres surrounding our existing beacons and clubs, and then moving out to all centres nationally	BM, CDO, Beacon leads
2.4	Implementation of START Diving programme	<p>Work with talent team to scope the project and identify suitable weeks for delivery around the 2016 Olympics</p> <p>Work with ASA marketing and comms teams to plan marketing and media activity for the project</p> <p>Create resources and materials to enable the clubs to deliver the programme effectively, including a method of tracking those athletes and their subsequent progress</p> <p>During the target weeks be on hand to support clubs and ensure sufficient content for PR stories</p>	<p>BM, Connie M, Julian B</p> <p>BM, Marketing Team, Comms</p> <p>BM, Connie M, Design Team</p> <p>BM</p>
2.5	Support with facility issues	<p>Visit existing successful diving programmes to gain information about how they make the diving pit and boards viable financially</p> <p>Pull together a couple of strong economic case studies for the inclusion of diving pit and boards in new builds, and for keeping them in re-furbs</p> <p>Work with the facilities team to provide, where required, advice and recommendations on the inclusion of diving pit and boards in a facility</p> <p>Support clubs with no or limited dryland facilities to gain an alternate venue or to better make use of space they have to provide some dryland opportunity for their divers</p>	<p>BM</p> <p>BM</p> <p>BM, Facilities Team</p> <p>BM, Connie M, Facilities Team</p>
<b>3.</b>	<b>AIM – To support the recruitment, training and deployment of a well-trained and motivated diving volunteer workforce</b>		
3.1	Creation of an annual national course plan	Conduct a national training needs analysis to understand the current demand from clubs	BM



		Work with the IoS to pull together an annual course plan based on learner need and tutor and venue availability	BM, IoS, Tutor Team
3.2	CPD Creation	Facilitate the process of creating and launching a new range of CPDs  Plan the upskilling of suitable coaches to be able to deliver the CPDs  Plan a calendar of CPD delivery around the country to ensure all suitable coaches can access the opportunities	BM, Adam S, IoS  BM, Adam S  BM, Adam S, IoS
3.3	Tutor Recruitment	Support the identification and recruitment of potential tutors onto the tutor training programme	BM, Connie M
3.4	Young Volunteer Development	Create a plan for a regional young volunteer development programme  Pilot programme with one region to test and amend where necessary  Work with the regions to implement the programme and support with resources	BM, Regional Management Leads BM, Regional Lead, CDO BM, Regional Lead, CDO
3.4	Officials Development	Work with the management group to create role descriptions for all Official roles	BM, Management Group
4.	<b>AIM – To support our existing diving clubs, club networks and beacon programmes</b>		
4.1	Beacon support	To visit each beacon twice a year along with the relevant CDO to ensure and developmental work around the beacon is supported  To work alongside the CDO and talent officer to support the diving beacons to gain swim21 performance accreditation and maintain swim21 essential  To be aware of and distribute any beacon funding which becomes available which could support any aspect of the beacons' performance (eg workforce funding)	BM, CDO  BM, CDO  BM
4.2	Club support	To be aware of and distribute any relevant funding pots which might be relevant to our diving clubs	BM, CDO

		Work with the relevant CDO/AO to support any clubs through the taking on or loss of a learn to dive section, and create case studies of successes in this area which can be shared	BM, CDO, AO
		Support clubs with resources and case studies on successful recruitment of divers through effective marketing and talent ID processes	BM, CDO
		Encourage all diving clubs to become swim21 essential accredited, and work with the CDO team to support this process where needed	BM, CDO
4.3	Club networks	Starting with the beacon programmes, support clubs to build a successful network around them, linking to not only other clubs but also local operators and CSPs	BM, CDO, Beacon Leads
		Facilitate network meetings where needed, encouraging clubs to make use of online options to prevent the need for travel	BM, CDO

Workforce						
Area	Objective	Action	Responsibility	Research/insight	Timescale	Status
1	Pool Operator Teachers	Develop CPD's to support the delivery of foundation skills	IOS Awarding Body Sarah Darragh National group lead	Link to pool operator conferences and training days to identify gaps in training and resources		
2		Develop CPD for deliver of synchro stages 8/9/10	IOS Awarding Body Sarah Darragh National group lead			
3		Develop CPD for deliver of Multi aquatic award	IOS Awarding Body Sarah Darragh National group lead			
4		Develop toolkits for new teacher to use, flash cards, links to youtube video's, session plans, dolly's, music suggestions etc.	IOS Awarding Body Sarah Darragh National group lead			
5		Produce parental guidance around the importance of synchro foundation skills and the swimmer pathway	Marketing Sarah Darragh National group lead			
6		Invitations to synchro development days and conferences	IOS Awarding Body Sarah Darragh National group lead			
1	Parent Helpers & Young Volunteers	Develop a programme that can be run as a pre - level 1 for new volunteers 14+ Extension of Poolside helper, Intro to competition, Intro to awards	Steph Elliott National group lead regional chair Sarah Darragh	Consultation with Regional Development Officers, Coaches, Parents and Young Volunteers to ensure the correct training is developed.		
2		Develop CPD for volunteer induction that can be delivered by Level 2 Synchro Coaches	Steph Elliott National group lead regional chair Sarah Darragh			
3		Develop Supporting resources to compliment the training	National group lead regional chair Sarah Darragh			
4		Clear branding to identify the induction CPD from the coaching courses	National group lead regional chair Sarah Darragh			
1	Coaches	Local accessible IOS courses identified through regional groups	National group lead regional chair Sarah Darragh	Consultation with Coaches		
2		Local accessible development days to support club coaches and deliver changes in delivery techniques	National group lead regional chair Sarah Darragh			
3		Annual conference to share ideas and offer new ideas and delivery methods	National group lead Karen Thorpe Sarah Darragh			
4		ET to run development days to educate coaches on the selection criteria, standards and techniques to inform coaches of access onto national	Sarah Darragh Karen Thorpe National group lead beacon coaches			
5		Beacon Programmes to do outreach mentoring to coaches who would like additional support	Karen Thorpe Sarah Darragh National group Lead			
1	Officials	Review current officials qualifications	Steph Elliott Sarah Darragh National Group Lead	Look at other sports officials structures and training to see if best practice can be identified		
2		Review of current officials training pathway	Steph Elliott Sarah Darragh National Group Lead			
3		Local accessible officials courses identified through regional groups	Steph Elliott Sarah Darragh National Group Lead			
4		Training of presenters within each region for delivery of officials training	Steph Elliott Sarah Darragh National Group Lead			
5		Structure training inline with licensing regulations	Steph Elliott Sarah Darragh National Group Lead			

## Water Polo NDO Operational Plan 2015 – 2017

**Version:** 3  
**Last updated:** 1/12/2015

**Abbreviations:** WP – Water Polo / WPMG – Water Polo Management Group / NDO – National Development Officer  
 TDO – Talent Development Officer / CDO – Club Development Officer / E&D – Equality and Diversity  
 IOS – Institute of Swimming / SCC – Short Course Coordinator  
**Key:** [x.x.x – pg.xx] – references Water Polo Strategic Plan, Nov 2015 / (x.x) – references this document

<b>Objective 1:</b> Work with TDO to implement water polo strategy and be an active member of the discipline Management Group, along with control and responsibility for any budgets as set by the group						
Action	Owner	Responsibility	Timescales	Budget	KPI	Status
1.1 Attend WPMG meetings	WP NDO	WP NDO	Ongoing	£0	Attend all four quarterly meetings	In progress
1.2 Regular updates with WP TDO	WP NDO	WP NDO WP TDO	Ongoing	£0	Bi-Monthly updates	In progress

<b>Objective 2:</b> Widen scope of opportunities for the sport with strategic objective to grow all membership categories together with TDO and Water Polo Management Group						
Action	Owner	Responsibility	Timescales	Budget	KPI	Status
2.1 Create modified formats of water polo for entry into the sport [6.3.3.2 – rec. 1, pg.35]	WPMG	WP NDO WP TDO	Nov 2015 – Aug 2016	£1,000	4 x progressive, modified formats agreed	Not started
2.2 Develop participation programmes for identified growth markets as per water polo strategy [6.3.3.2 – rec. 2, a-d, pg.35-39]	WPMG	WP NDO	Nov 2015 – Mar 2017	£50,000	4 x participation programmes established: - LTS - Secondary school - University - Adult social	Not started
2.3 Increase category 1 and 2 membership by 2.5% (132 members)	WP NDO	WP NDO	By March 2017	£0	5,396 registered cat 1 or 2 water polo members	Not started
2.4 Work with Participation Team to implement social membership category	Emma Griffin	WP NDO	Ongoing	£0	100 registered social members	In progress
2.5 Explore opportunity to add water polo to Level 4 Sainsbury's School Games [6.4.2.3 + 6.4.2.4 – pgs.44-45]	WP NDO	WP NDO WP TDO	By Dec 2015	£0	Water polo added to L4 Sainsbury's School Games '16	Not started

<b>Objective 3: Communicate water polo strategy across country both internally and externally, along with local methodology for implementation</b>						
<b>Action</b>	<b>Owner</b>	<b>Responsibility</b>	<b>Timescales</b>	<b>Budget</b>	<b>KPI</b>	<b>Status</b>
3.1 Support Water Polo Management Group to complete & launch strategy	WP NDO	WP NDO	Sep 2015 – Oct 2015	£0	Completed strategy document with clear input	Completed
3.2 External WP strategy launch event & publish to website	WP NDO	WP NDO	Jan 2016	£0	Launch event hosted	Not started
3.3 Add 'WP Strategy Presentation' agenda point to relevant team meetings	WP NDO	WP NDO	Nov 2015 – Jan 2016	£0	Present to 4 x divisional CDO and 4 x divisional AO meetings	Not started
3.4 Present strategy to Water Polo Beacon networks	WP NDO	CDO	Jan 2016	£0	Present to 3 x Beacon networks	Not started
3.5 Support regional boards to launch/communicate regional plans locally	ASA Regional Boards	Regional WP Boards WP NDO	By April 2016	£0	8 x regional plans launched	Not started

<b>Objective 4: Work/Support ASA regions to develop water polo delivery plans with synergy to national strategy including Beacon, Regional Beacon and England Talent programmes</b>						
<b>Action</b>	<b>Owner</b>	<b>Responsibility</b>	<b>Timescales</b>	<b>Budget</b>	<b>KPI</b>	<b>Status</b>
4.1 Support regional boards to use strategy to inform regional delivery plans	WPMG	WP NDO WP TDO	Nov 2015 – Dec 2015	£0	8 x regional water polo board meetings	In progress
4.2 Support regional water polo boards to secure funding from region to implement strategy locally	WPMG	WP NDO WP TDO	Nov 2015 – Dec 2015	£0	8 x regional water polo budgets submitted	In progress
4.3 Ensure work of the Beacons is recognised and celebrated by ASA Regions [6.3.3.2 – rec. 4, pg.40]	WPMG	ASA Regions CDO WP TDO WP NDO	Ongoing	£0	WP Beacon networks highly publicised	Not started

<b>Objective 5:</b> In partnership with TDO, CDOs and ASA Business Divisions and Regions explore all new opportunities to implement water polo at grassroots level						
Action	Owner	Responsibility	Timescales	Budget	KPI	Status
5.1 Attend quarterly CDO/Regional Officer meetings to keep up to date with local WP activity and identify any new grass roots opportunities	Head of Clubs	WP NDO	Ongoing	£0	Attend 4 x quarterly CDO/Regional Officer meetings	In progress
5.2 Attend Divisional Team meetings to keep up to date with local WP activity and identify any new grass roots opportunities	Divisional Business Managers	WP NDO	Ongoing	£0	Attend minimum 1 x divisional meeting per division, per year	In progress
5.3 Attend Regional Water Polo Board meetings to keep up to date with local WP activity and identify any new grass roots opportunities	WPMG	WP NDO	Ongoing	£0	Attend minimum 1 x WP regional board meeting per region, per year	In progress
5.4 Actively seek out examples of good practice to promote and replicate	WP NDO	WP NDO	Ongoing	£0	1 x case study published per quarter	Not started
5.5 Work with ASA Insight Team to identify new opportunities to grow the sport [6.3.3.2 – rec. 5, pg.41]	WP NDO	WP NDO ASA Insight Team	Oct 2015 – Mar 2017	£5,000	1 x insight project commissioned per year	Not started

<b>Objective 6:</b> Working closely with CDOs/TDO and IoS to increase number of qualified coaches at all levels within water polo [Section 6.7 - pgs.63-66]						
Action	Owner	Responsibility	Timescales	Budget	KPI	Status
6.1 Attend short course update meetings with IOS and WPMG	WP NDO	WP NDO	Ongoing	£0	4 x quarterly meetings attended	In progress
6.2 Support IOS to develop and promote annual course plan for water polo short courses [6.7.2 – pg.63]	IOS SCC	WP NDO	Ongoing	£0	Annual Course Plan in place	In progress
6.3 Promote and encourage opportunity for clubs to host closed courses [6.7.2 – pg.64]	WP NDO	CDO	Jan 2016 - Mar 2017	£0	3 x closed courses hosted per year	In progress

6.4 Plan and deliver Beacon workforce development project	Head of Clubs	WP NDO CDO	Dec 2015 – Mar 2016	£5,000 (Beacon budget)	100% of Head Coaches within Beacon networks qualified to L2	Not started
6.5 Review & refresh CPD course content for Mini Polo! in line with LTS re-write (2.2) and development of a “Ready to Coach” course [6.3.3.2 – rec. 2, a-d, pg.35-39]	Head of LTS	Sarah Dunsbee WP NDO LTS Team IOS	Feb 2016 – Mar 2016	£0 (budget attributed to action 2.2)	1 x pre-level 1 course in place [6.7.3.1 – pg.64]	Not started
6.6 Support implementation of ‘Coach Education & Development’ section of water polo strategy [6.7 – pgs.63-66]	WPMG	Sarah Dunsbee WP NDO	Oct 2015 – Mar 2017	£?	As per strategy KPIs	In progress

**Objective 7:** Recruit, sustain, support and develop volunteers and officials in all aspects of water polo, working closely with the management group, regions and volunteer engagement team to deliver this objective [Sections 6.6.56-62]

Action	Owner	Responsibility	Timescales	Budget	KPI	Status
7.1 Make all current club volunteer resources discipline-neutral in language or write water polo specific versions	Volunteer Engagement Manager	Diving NDO Synchro NDO WP NDO	By Jan 2016	£0	All ‘Good Club Guides’ water polo applicable	In progress
7.2 Re-write content of ‘Aquatic Helper Award’ to ensure fit for water polo purpose	Volunteer Engagement Manager	Diving NDO Synchro NDO WP NDO	By Feb 2016	£0	Aquatic Helper Award available in WP-specific format	In progress
7.3 Review content of ‘Young Aquatic Leader Award’ to ensure fit for water polo purpose	Volunteer Engagement Manager	Diving NDO Synchro NDO WP NDO	By Mar 2016	£0	Young Aquatic Leader Award available in WP-specific format	Not started
7.4 Create ‘Young WP Officials Award’ in line with above ‘Aquatic Awards’ (7.2 & 7.3) [6.6.3.1 – pgs.58]	WPMG	Damien Taylor Karen Jones WP NDO WP TDO		£?	Young WP Officials Award in place	Not started
7.5 Promote newly defined and published WP Officials Pathway documents [6.6.3.1 – pgs.58]	WPMG	Mike Jukes ASA Marketing & Comms WP NDO WP TDO	By June 2016	£0	Agreed WP Officials Pathway in place	Not started

7.6 Support regional boards to include officials development in regional delivery plans (4.1) [6.6.3.2 – pgs.59]	WPMG	WP NDO WP TDO	Nov 2015 – Dec 2015	£0	8 x regional water polo board meetings	In progress
7.7 Support the planning and delivery of a promotional initiative to drive officials recruitment 6.6.3.1 – pgs.58]	WPMG	Mike Jukes WP NDO WP TDO	Jan 2016 – Dec 2016	£0	Recruitment initiative in place for WP Officials	Not started
7.8 Support implementation of 'Match Officials Development' section of water polo strategy [6.6.3 – pgs.58-62]	WPMG	Mike Jukes WP NDO	Nov 2015 – Mar 2017	£?	As per strategy KPIs	Not started

<b>Objective 8</b>						
Build water polo networks together with the local athlete pathway to ensure this dovetails and compliments the TDO, talent and beacon programmes						
<b>Action</b>	<b>Owner</b>	<b>Responsibility</b>	<b>Timescales</b>	<b>Budget</b>	<b>KPI</b>	<b>Status</b>
8.1 Support CDOs and Regions to build strong, sustainable water polo networks (where appropriate)	WP NDO	CDO	Oct 2015 – March 2017	£0	4 x water polo Beacon networks	Not started
8.2 Carry out full water polo club audit to understand "role"/expertise of each club within the national club network	Head of Clubs	CDO WP Regional Boards WP NDO WP TDO	By Jan 2016	£2,000	Accurate, up to date list of water polo clubs	In progress
8.3 Write 'Hub Framework' document to educate and promote participation hub-club model to clubs [6.3.3.2 – rec. 4, pg.40]	WP NDO	WP NDO	By Feb 2016	£2,000	Hub Framework document created	Not started
8.4 Work with TDO to ensure clear and up to date athlete pathway is agreed and promoted – including signposting to specific club types as informed by club audit (8.2) [6.4.2.3 – pg.44]	WPMG	WP NDO WP TDO	By Feb 2016	£0	Visual athlete pathway published	Not started
8.5 Support implementation of 'Competition and Events' section of water polo strategy [6.5 – pgs.54-55]	WPMG	Mike Hesketh WP NDO WP TDO	Nov 2015 – Mar 2017	£?	As per strategy KPIs	Not started



<b>Objective 9:</b> Support CDOs with the development, success and sustainability of the beacon programmes						
Action	Owner	Responsibility	Timescales	Budget	KPI	Status
9.1 Assess ability of current beacon programmes to deliver objectives by March 2017	Head of Clubs	WP NDO	Nov – Dec 2015	£0	Capability paper written on ability to meet SE targets	In progress
9.2 Identify opportunities to extend Beacon programme in order to achieve targets (informed by club audit 8.2)	Head of Clubs	WP NDO	Jan 2016	£0	National Action Plan for WP Beacons written	Not started
9.3 Manage the delivery of Beacon objectives through support of existing Beacons and implementation of 9.2	Head of Clubs	CDOs WP NDO WP TDO	By March 2017	£201,253 (Beacon budget)	Beacon objectives achieved	Not started

<b>Objective 10:</b> Provide expertise and technical assistance to external organisations who aim to grow the sport						
Action	Owner	Responsibility	Timescales	Budget	KPI	Status
10.1 Work with ASA facilities team to create basic facility requirement leaflet for each format of water polo, including new modified formats (2.1)	Head of Facilities	WP NDO WP TDO	By Aug 2016	£0	Updated WP facility guidance sheet published	Not started
10.2 Work with external equipment providers to create water polo set up packages to signpost organisations to	Head of Facilities	WP NDO WP TDO	By Aug 2016	£0	WP equipment packages available to purchase and widely promoted	Not started
10.3 Ensure guidance documents are in place for each type of deliverer as per objective 12 below	WPMG	WP NDO	Aug 2016 – Dec 2016	£0	WP toolkits in place for operators, swim schools, schools and clubs	Not started
10.4 Support the development of a partnership with ESSA to broaden water polo agenda in schools [6.4.3.1 – rec1, pg.47]	WPMG	WP TDO WP NDO	Ongoing	£0	ESSA development WP plan in place	Not started

**Objective 11:** Promote advocacy of the sport both internally and externally in order to achieve greater exposure and attract additional resources

Action	Owner	Responsibility	Timescales	Budget	KPI	Status
11.1 Support delivery of Marketing & Communications section of strategy [6.2 – pgs.23-33]	WPMG marcomms	ASA Marketing & Comms WP NDO	Ongoing	£?	As per strategy KPIs	Not started
11.2 Generate content for all WP communication streams, all published on 'ASA Water Polo Hub' [6.2.2.5 – pgs.26-27]	ASA Marketing & Comms	WP NDO	Nov 2015 – Mar 2017	£0	5 x quarterly news stories published on WP participation	Not started
11.3 Utilise staff social media accounts to reiterate WPMG social media messaging [6.2.2.4 – pgs.24-25]	WPMG marcomms	ASA Marketing & Comms WP NDO WP TDO	Ongoing	£0	80% of WP social media posts interacted with by ASA staff accounts	In progress
11.4 Adopt and utilise England Water Polo visual identity throughout all work [6.2.2.3 – pgs.24]	ASA Marketing & Comms	WPMG Marcomms WP NDO WP TDO	Ongoing	£0	England Water Polo logo agreed & utilised	In progress
11.5 Adopt and promote England Water Polo brand values throughout all work [6.2.2.2 – pgs.23]	WPMG marcomms	ASA Marketing & Comms WP NDO WP TDO	Ongoing	£0	England Water Polo values embraced	In progress

**Objective 12:** Develop new and update existing resources as appropriate to the sports needs creating toolkits that will be used to support local CDOs and AOs to develop the sport locally

Action	Owner	Responsibility	Timescales	Budget	KPI	Status
12.1 Create a club toolkit on how to establish a water polo club / section in line with new 'hub-framework' [6.3.3.2 – rec. 4, pg.40]	Head of Clubs	WP NDO CDOs	By Aug 2016	£0	Clubs toolkit published	Not started
12.2 Create a provider toolkit on how to setup water polo in line with new formats (2.1) [6.3.3.2 – rec. 2, D, pgs.35 + 38-39]	Head of Participation	WP NDO	By Aug 2016	£0	Providers toolkit published	Not started
12.3 Create a schools toolkit on how to setup water polo in line with new formats (2.1) [6.3.3.2 – rec. 2, B, pgs.35 + 37]	Head of Learn to Swim	WP NDO	By Aug 2016	£0	Schools toolkit published	Not started

12.4 Update existing School Games resources in line with new formats (2.1)	WPMG	WP NDO WP TDO YST	By Aug 2016	£0	Updated School Games resources in place	Not started
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**Objective 13:** Research and secure any revenue or funding opportunities for the sport, including any sponsorship opportunities to assist with club development, growth and coach education for water polo

Action	Owner	Responsibility	Timescales	Budget	KPI	Status
13.1 Work with Clubs Team Administrator to maintain up-to-date list of funding streams available to WP community	Head of Clubs	WP NDO WP TDO CDOs	Ongoing	£0	Update list of funding streams available	Completed
13.2 Promote current funding streams to WP community	WPMG	WP NDO	Ongoing	£0	5 x quarterly update on funding streams circulated to all WP clubs	Not started
13.3 Provide support for funding applications for WP community, including hosting of online workshops	Head of Clubs	CDOs	Ongoing	£0	2 x online funding support workshops hosted per year	In progress
13.4 Work with ASA sponsorship teams to explore sponsorship opportunities for WP	Chief Marketing Officer	WPMG WP NDO WP TDO	Ongoing	£0	1 x WP-specific sponsorship deal secured by 2017	Not started

**Objective 14:** Encourage swim21 accreditation at all levels of the sport and verify sport specific performance submissions. Monitoring and reviewing the criteria periodically [6.3.3.2 – rec. 3, pgs.39-40]

Action	Owner	Responsibility	Timescales	Budget	KPI	Status
14.1 Collate Swim21 water polo data	Head of Clubs	Clubs Programme Manager WP NDO	Oct 2015	£0	List of all Swim21 clubs with WP provision	Completed
14.2 Carry out audit of Swim21 water polo provision in line with club audit (8.2)	Head of Clubs	Clubs Programme Manager WP NDO	Nov 2015 – Dec 2015	£0	Accurate list of WP provision within Swim21 clubs	Not started
14.3 Support CDOs to achieve Swim21 accreditation targets [6.3.3.2 – rec. 3, pgs.39-40]	Head of Clubs	CDOs WP NDO WP TDO	Nov 2015 – Mar 2017	£0	26 WP Clubs + 70 WP Sections	In progress

14.4 Work with Programme Manager (Clubs) to ensure Swim21 benefits are appropriate and directly target WP clubs [6.3.3.2 – rec. 3, pgs.39-40]	Head of Clubs	Programme Manager (Clubs) WP NDO WP TDO CDOs	By Feb 2016	£0	Swim21 benefits reviewed in line with WP club needs	Not started
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**Objective 15:** Produce a number of specialist reports (financial, KPIs, written) for dissemination to SE, ASA SGB, WPMG and key stakeholders

Action	Owner	Responsibility	Timescales	Budget	KPI	Status
15.1 Create quarterly update reports against strategy KPIs for WP community	WPMG	WP NDO	Jan 2016 – Mar 2017	£0	5 x quarterly reports written and published	Not started
15.2 Operational Plan to be kept up to date, periodically shared and saved on shared ASA drive for all to access	WP NDO	WP NDO	Ongoing	£0	Up-to-date operational plan disseminated as required	In progress
15.3 Financial reports maintained for budget tracking	WP NDO	WP NDO	Ongoing	£0	Budget tracker maintained and disseminated as required	Not started

**Objective 16:** Other areas

Action	Owner	Responsibility	Timescales	Budget	KPI	Status
16.1 Carry out Equality Impact Assessment on strategy and implement recommendations	E&D Manager	WPMG	Nov 2015 – Dec 2015	£0	EIA informed action plan in place	In progress
16.2 Explore accessibility of sport to disability community	WPMG	E&D Manager WP NDO WP TDO	Nov 2015 – Dec 2015	£0	Disability provision agreed & defined	Not started
16.3 Define a 'Masters Water Polo player' and explore opportunities to implement a Masters Water Polo Programme	Masters NDO	WP NDO	Nov 2015 – Dec 2015	£0	Masters WP Action Plan in place	In progress
16.4 Implement or pilot recommendations derived from Annual Club Survey for WP [6.3.3.2 – rec. 5, pg.41]	Head of Clubs	WP NDO CDO	Jan 2016 & Jan 2017	£1,000	2 x Annual Club Survey results implemented	Not started

# ASA Senior Leadership Communiqué

## February 2016

ADP - Adam Paker, JMN - Jane Nickerson, NC - Nick Caplin, DJS – Damian Stevenson,  
JP - Jacqui Porritt, MT - Mike Thompson

### GROUP STRATEGY

#### Strategy (ADP)

- The ASA announced its new vision statement as ‘a nation swimming’ and a new mission of ‘creating a happier, healthier and more successful nation through swimming’. These will now become the basis of future ASA strategy, including at the 18<sup>th</sup> Joint Board strategy meeting.

### MORE PEOPLE LEARNING TO SWIM

#### Learn to Swim (JMN)

- The Swimming Trust has provided funds to the ASA to deliver classroom learning on water safety linked to the summer Swim Safe project.
- The Swimathon grant application process has started with some £50,000 - £60,000 available.
- The UK’s first National Drowning Prevention Strategy was launched on 1 March by the National Water Safety Forum at the Houses of Parliament. Jon Glenn took part in interviews, and we have reached over 9,000 people via our social media channels.

#### Workforce Development (JMN)

- The IoS has now transferred the Skills Funding Agency Contract to Dudley College in return for remuneration. The College will now deliver the AASE programme until its conclusion following the change of rules by the Skills Funding Agency which will prevent any future cohorts from obtaining AASE funding whilst in full time education.
- The college will use the IoS to deliver L1 and L2 teaching courses to their students and negotiations will commence on additional joint opportunities.

### MORE PEOPLE SWIMMING REGULARLY

#### Participation (NC)

- Significant progress with the restructuring of the Participation team. Announced the promotion of Jennifer Powell to Central Divisional Lead and the hiring of Suzanne Philpot from GLL as London & East Divisional Lead. Interviews took place for the National Relationship Managers and roles have been offered to internal candidates.
- Attended the London Sport Tech Conference. Met Paul Sinton-Hewitt (Park Run founder) regarding bringing the community technology at the heart of Park Run, to swimming.
- Operators meeting took place. Introduced the new Participation team structure, alongside new ways of working with Operators. Subsequently, operator dinner held, with a lively and meaningful debate throughout. Overall feeling of positivity. Desire for more joined up working, especially in light of the new Government sports strategy.
- Sport England annual review took place. Very positive review. Acknowledgement of the improvements over the past 12 months, particularly in the areas of insight and disability. Sport England highlighted the importance of using the next 12 months to establish track record, to ensure strong funding in light of the new strategy.

- Sport England ‘Swimming SOS’ pilot workshop. Sport England invited all possible partners to a workshop to discuss the pilot and the criteria for funding submissions. The ASA were positioned central to the project, with our insight the foundations of the pilot. Local Authorities were tasked to submit proposals based on the three frontier model, with Sport England and The ASA to select the appropriate projects.
- Met with Sport England to discuss regional alignment and a process for better collaboration.

### **Insight (DJS)**

- **Swimming Tracker.** The tracker interviews 1,000 nationally representative 11+ year old respondents each month. It is centred on our performance on the 3 Frontiers, as defined through our Behaviour Change Research.
- In February the ASA Insight Team launched the tracker with two high profile “State of the Nation” presentations: to internal ASA stakeholders and external stakeholders at the recent operators meeting. Feedback from both sessions was very positive and led to detailed discussions of the main insights.
- More detailed Tracker presentations will be delivered in forthcoming Board Meetings and we will also be presenting to external organisations, such as Sport England, DCMS and SRA.
- **Restoratives Swimmers Research.** The insights resulting from our recent Restoratives Research have suggested that there is not a specific “Aquacise” solution for this audience. Instead, their swimming requirements are around the quality of the facility, which they are more likely to require to be of or near to Spa standard. This suggests there are opportunities to talk to private operators about how they target this audience. This group of swimmers would be attracted to relatively quiet pools that run immersive, adult-only swimming sessions which encourage escapism from the stresses of the week by providing a quality customer experience.
- **Volunteering Research.** The recent research project with The Volunteer Engagement Department has been presented internally. The insights illustrated that volunteers are feeling more valued by their club at the local level, but are still unclear of some aspects of support from the ASA overall. The research suggested that the ASA can do more to develop focus on three areas:
  - Reward and recognise their contribution to our sport.
  - Promote the ASA’s volunteering support (e.g. the Volunteering Hub), to help volunteers feel part of a broader community.
  - Huge opportunity to develop the offer through collaboration between the Volunteer Engagement Department and Club Development Teams.

## **MORE MEDALS ON THE WORLD STAGE**

### **Talent (JMN)**

- COO attended Sport England Talent consultation regarding the next strategy. Timeline for the development of the funding submission to be formally announced but expected to be end of June deadline with Sport England Board reviewing submissions in November.
- Synchronised Swimmers are currently in Rio at the Olympic qualifying event.

## **MARKETING AND BUSINESS SUPPORT**

### **Marketing & Sponsorship (MT)**

- Exciting opportunity working with world’s number one valued brand to be launched in Summer 2016, adding value to the swimming environment, to coincide with major film release.
- Mumsnet campaign launched – a competition on the main Mumsnet website to win an ASA swimming goodybag. Facebook competition launched to win Speedo kit and targeted ads to encourage purchase of books and other resources online.



- TGI data has revealed top 12 brands that 'over-index' with families for swimming. Our sponsorship sales agency (Lagardere, formerly known as SMAM) are now targeting these using the swimming story materials.
- New Learn To Swim Hub website is live with much improved consumer friendly content [here](#).
- Working on Swim Expo event in Manchester (18-21 March). Aim is to promote Masters swimming to Northern-based swimmers and encourage them to join a club.
- Working on Open Water Festival 23&24 July at Rother Valley Country Park, Sheffield. First time the ASA has done this.
- Producing marketing materials to support Clubs Start Diving Programme – free taster course for School children during Summer Term.
- Swimming Times, March issue is out now. April issue will be out mid-March and will lead on the Olympic trials preview.
- Delivery of new digital approach has started e.g. new Poolfinder went live in February, new Careers in Aquatics site also now live. New swimming.org entry point will be live first week in April; using best-practice design techniques (similar to bbc website) for vastly improved user experience versus current entry point.
- We are following TV and Radio Broadcaster Nana Akua with her swimming journey, sharing blogs and online films on our website. Also following Angellica Bell (The One Show) who is learning to swim. Both blogs can be found here: [www.swimming.org/learntoswim/learning-to-swim-articles/learn-to-swim-blogs/](http://www.swimming.org/learntoswim/learning-to-swim-articles/learn-to-swim-blogs/). We are selling in to national media and working with TalkSport journalist David Spencer who is doing a podcast project with Fusion about barriers to adults learning to swim.
- Social media channels are growing – e.g. almost 20,000 people were reached with a FB post about how to improve your butterfly kicks, and almost 4,000 have heard about the launch of our new Open Water Festival.

#### **Business Support Services (JP)**

- People Development Team fully engaged in preparation for Staff Conference on 3<sup>rd</sup> March. The event and the subsequent Staff Awards received very positive internal feedback.
- New staff survey will be launched on 7<sup>th</sup> March.
- CSL year-end accounts signed off by Trustees on 26<sup>th</sup> February.
- Budget for 16/17 will be presented to Audit Risk and Probity Committee on 9<sup>th</sup> March and will then go forward for final approval to the Joint Board Meeting being held on 18<sup>th</sup> March.

Please contact Louise Barnes on [Louise.Barnes@swimming.org](mailto:Louise.Barnes@swimming.org) with any enquiries and for further details.

## Sport England On-Line Consultation

### ASA Response

#### Question 1: Tacking Inactivity

Within the new Government strategy there is a clear statement that “We (Government) will distribute funding to focus on those people who tend not take part in sport as much, including women and girls, disabled people, those in lower socio-economic groups and older people.”

With this recommendation in mind, please provide your views on the following questions:

- ***Which particular audiences should Sport England focus upon?***

By partnering with the most appropriate agencies Sport England can target growth in participation of all the categories set out in the Government’s strategy. However, the amount of money and resources will be greater to attract those of any category who are disengaged with sport. If the desired outcome is to improve the health and wellbeing of the nation through engagement in sport all the above categories should be included with the addition of young people in order to help form a habit of activity from an early age.

- ***What is the best way to engage with these audiences?***

Insight will dictate the most effective way to engage with these audiences. Some activities are more suited to some audiences with swimming being one of the few activities which provides the opportunity to engage all audiences, particularly as it is non weight bearing and relatively inexpensive. Focusing on the needs of the individual audiences and providing tailored offers such as “women only sessions”, well-trained staff who can assist those with disabilities to enable them to participate when and where they please (not just in sessions for people with disabilities), subsidised access for those on low income are all actions which will increase engagement provided there is sufficient visibility and marketing in place.

- ***Do you have experience of working with these audience groups? If yes, please provide practical examples of where and how you have been successful.***

Swimming works across all these categories. Successful examples include “Everyday Swim”, “Dementia Friendly Swimming”, “I Will if you Will”, “Level Water” are just a few of the tailored programmes which have been successful in engaging with hard to reach groups.

#### Question 2: Investment Approach

Sporting Future states that “All new Government funding for sport and physical activity will go to organisations which can best demonstrate that they will deliver some or all of the five outcomes in this strategy.”

This means that Sport England will need to decide what evidence of ability to deliver it should require from the organisations it funds, bearing in mind the Key Performance Indicators and strategic outcomes in the new Government strategy. What evidence do you think Sport England should expect from:

- ***Organisations that have regularly received long term Sport England investment (2 – 4 years)?***

The success of individual projects which achieved the outcomes set by Government for the new strategy should be a major factor rather than a broad brush overview of Active People Survey numbers. The governance standards of the organisations should be considered to ensure they handled the investments with propriety. The proven ability of the organisation to achieve several of the outcomes and KPIs across different audiences to maximise investment should be considered.

- ***Organisations that are applying for investment from Sport England for the first time?***

Care should be taken to ensure Sport England are not asked to fund activities which are already taking place and do not require additional investment and do not fund activities which are revenue generators for commercial organisations. A review of governance must be undertaken to ensure they are fit for purpose to handle investment funds. There is a danger that spreading the money too thinly across too many organisations will cause difficulties in managing compliance and monitoring outcomes. Plans must be carefully reviewed to ensure they can be implemented and milestone targets set and adhered to. Clauses to withdraw funding if plans are not implemented should be in place.



- *Small organisations or projects seeking small grant opportunities?*

A thorough review of governance must take place to ensure they are fit for purpose to prevent situations like the Kids Company. Match funding or part funding may ensure the organisation has a real focus on achieving outcomes. Care should be taken to ensure that Sport England has the capacity to check, challenge and monitor a host of different organisations. Perhaps consideration should be given to using the NGB as the conduit.

### **Question 3: 5 – 14 year olds now within Sport England’s remit.**

Sport England’s remit has been extended with a responsibility for sport and physical activity now being for children aged 5 years and upwards **outside of school**. The Department for Education will remain responsible for the delivery of physical activity and sport during curriculum time.

- **With an extended remit but no additional funding available for Sport England, what should the priorities be for Sport England working with children aged 5 – 14?**

Sport England can minimise investment requests by engaging with the organisations which already work successfully with this age group e.g. swimming. In addition, enabling organisations to work together to provide a range of physical activities to encourage a love of physical activity from the start is essential. This can be achieved by ensuring individual organisations are not measured on numbers for just their sport but a measurement of activity of many sports is put in place e.g. a child who swims one day, runs the next and plays cricket the next is counted as an active individual with all the agencies responsible given credit. Insight will be help determine particular needs linked to the categories set out in question one.

### **Question 4: Governance standards for sport sector**

The Government strategy states:

***“UK Sport and Sport England will, along with the other Home Nations’ Sports Councils, agree a new UK Sports Code of Governance by September 2016, the equivalent of the Financial Reporting Council’s UK Corporate Governance Code.”***

***“This new UK Sports Governance will be mandatory for all sports bodies seeking public funding in the next funding period. Organisations that do not meet the code will not be eligible for public funding.”***

Agreeing the Governance Code and requiring grant recipients to comply with it will therefore be an important part of Sport England’s work in future. From your own organisation’s perspective:

- **What are the minimum governance standards that you would expect any sports body to achieve?**

The standards set out in the current Sport England Self Assurance review and the Sport and Recreation Alliance Voluntary Code.

Care should be taken to ensure standards are proportionate and relevant and once in place must apply to all regardless of sporting success.

A system of comply or explain should also be included.

- **How might Sport England help organisations to achieve any required standards?**

Providing opportunities for organisations to share best practice on a peer to peer basis. Providing good quality policy templates and guidance materials.

- **Are you aware of any sources of support or expertise to help organisations improve their governance?**

Sport England tool kits. Sport and Recreation Alliance Code and tool kit.

### **Question 5: Campaigning and Communications**

The Government has recognised that the success of the new sport strategy will be significantly aided by the creation of both campaigns, such as This Girl Can, and overarching messages that the sector can use to help change behaviours in targeted audiences.

Sport England along with Public Health England has been tasked with leading **“message development and marketing activity to create a compelling environment that encourages everybody, especially people in under-represented groups, to meet the Chief Medical Officer’s (CMO) guidelines on physical activity.”**

**“Over a week, activity should add up to at least 150 minutes (2.5 hours) of moderate intensity activity in bouts of 10 minutes or more – one way to approach this is to do 30 minutes on at least 5 days a week.”**

- **What approach do you think would be most effective in terms of creating a campaign to encourage people to meet the CMO’s physical activity guidelines?**

Any campaign must have a “call to action” with clear signposting to the relevant activities.

A clear compelling message which is easily remembered is essential e.g Five a Day, Change for Life. However, research into the success of these is important to see if there are lessons to be obtained – for example most of us can quote “Five a day” but do we actually comply???

#### **Question 6: Increasing the number of people volunteering in sport and physical activity**

A key element of the Government’s new strategy is to require Sport England to invest in and subsequently deliver upon the following key performance indicators:

Increase in the numbers of people volunteering in sport at least twice a year

The demographics of volunteers in sport to become more representative of society as a whole

- **What are the key interventions you think would increase both the number and diversity of new volunteers?**

Insight will determine the most relevant interventions to increase the number and diversity of new volunteers. It may be easier to attract new volunteers, who are not linked to sports, in cities which host major events as these provide additional opportunities for volunteering. Provide young people with the opportunity to gain accreditation towards qualifications and University entry for ongoing and meaningful volunteering such as Pool Walkers etc. Provide funding towards training for key roles which can then be done on a voluntary basis such as Swimming Assistant Teacher etc. These roles could then develop into paid roles. Working with diverse groups on participation and engagement in activity is also likely to lead to a more diverse volunteer base.

- **Who are the key partners (within or outside the sporting sector) Sport England could work with to deliver these targets?**

National Governing Bodies of Sport have a history of working with volunteers and therefore are the best partner to engage with at the outset. Helping NGBs to expand their opportunities and networks into the community would be a cost effective way of delivering the targets.

#### **Question 7: Further questions**

- **If there are other issues or areas you wish to comment upon, please do so below:**

The ASA welcomes the new Government strategy, in particular the lowering of the age for engagement and the key outcomes required from physical activity.

Swimming is extremely well placed to help the Government achieve the five outcomes through physical activity.

There is a concern that by spreading resources, both financial and time, too thinly across a range of organisations the effect of the resource could be reduced and therefore using an organisation which is tried and tested (NGBs) as the conduit for funding could ensure value for money across the outcomes.

Partnerships across different physical activities and sports will be extremely beneficial to enable everyone to achieve the CMO’s requirements through different activities. Any measurement must take note of this.