

ASA South East Regional Management Board

Minutes of Meeting held on Thursday 14th July 2016 at Surrey Sports Park, Guildford

Present:	Roger Penfold (RFP)	Chairman
	John Davies (JKD)	Board Member
	Brian Deval (BD)	Board Member
	Ray Hedger (RH)	Board Member
	Alan Lewis (AL)	Board Member
	Roger Prior (RGP)	Board Member
	Shelley Robinson (SR)	Board Member
	Chris Lee (CL)	Board Member (via Skype)
	Darren Wilmshurst (DW)	Board Member (via Skype)

Also in attendance (non-voting):

Mike Lambert (ML)	President
Jane Davies (JD)	Vice President
Alan Green (AG)	Divisional Lead (South & West)

91 Apologies

Apologies had been received from:

Jim Boucher (JB)
Ivan Horsfall-Turner (IHT)
William Long (WL)
Gary Shields (GS)

92 Minutes of the Meeting held on 15th June 2016

80 - A typographical error was noted. Should read "analysis of pool stock". Subject to this amendment, the minutes were agreed as a true record.

Action: BG

93 Matters Arising from Meeting on 15th June 2016

78 and 81 – A query as to the meaning of **Action: INFO** was raised. **Agreed**, unnecessary wording.

83– Clarification was sought as to the remit of group reviewing award submissions.

94 Matters Arising from landscape sheet

1 – Finance – This item to be removed after next meeting if no action forthcoming.

2 – Conflict of Interest. Action completed. Members reminded to renew annually and update should circumstances change.

4 – Governance Review. Ongoing. Awaiting Further information.

5 – Communications with Sub-Regions. Individual Newsletter facility being developed. For review in January. Action to be removed from the list.

6 – Mailsports Contract. Ongoing. Initial Contract for 24 months with subsequent rolling 12 month renewal

9 – Tech issues still ongoing.

10 – List of Assets. Ongoing

13- Collection of Affiliation Fees. Agenda Item for next meeting.

14- Automated Booking System for Courses and Workshops. Process not viable. Remove from list.

15- Website Feedback. Action complete. Remove from list.

20- Athlete contributions to overseas camps policy. Action completed. Remove from list.

22 – Swimming Trust Bursaries. Action completed. Remove from list.*

23 – Incorporation. Jacqui Porritt to be re-invited.

24 – Accounts. Further tidying up to be undertaken.

25 – Annual Report. Action completed. Remove from list.

** Post meeting note: Funds yet to be received from Trust.*

Action: BG

95 ASA Coaching Certificate

Discussion took place concerning the report circulated, concerning a statement of the ASA about changes to the arrangements for coaching qualifications. This report, **approved** by the meeting, outlined actions taken by the chairman and the response received from the Chief Operating Officer. One question remained unanswered with reference to courses by other suppliers being recognised for Swim 21 submissions. It was agreed to raise this matter with the COO.

Action: RFP

96 Harold Fern and AH Turner Awards

Two nominations had been agreed. Following discussion, it was agreed to submit both.

Action: RFP/BG

97 Affiliation Fees 2017

The report circulated was noted. It was suggested that the numbers of various categories need to be checked when compiling the new budget.

AGREED: to maintain the 2016 affiliation fees for 2017, viz:

Category 1 - £4

Category 2 - £5

Category 3 - £0

subject to a club minimum fee of £25.

Action: Finance/BG

98 ASA Service Level Agreement

98.1 -The agreement circulated with the report was **agreed** with some minor amendment to the wording “Website management support” “Administration of license meets licensing process”

Action: AG

98.2 –In the light of the report, it was **agreed** to re-advertise for a minutes’ secretary, which post could be paid.

Action: RFP/BG

99 Annual Council Meeting

RGP expressed a Conflict of Interest. The report circulated was noted and proposals for the agenda were **agreed**.

Action: RFP/BG

100 Accounts 2015/2016

The annual accounts and financial statements, having been circulated, were **approved** for submission to the ACM.

Action: GS/BG

101 Annual Report

The annual report for 2015/16, as circulated, was **approved** with the suggestion that the President's report should precede the Chairman's report.

Action: BD

102 Swimming Officials

Discussion took place concerning the training of officials at level J2. The meeting noted the variations between the sub-regional bodies, acknowledging that volunteers would take longer if they did not present themselves for training at competitions. Statistics, showing the number of officials, classified by their highest qualification in each sub-region were circulated at the meeting.

103 ASA Strategy 2017-2021

103.1- The communication from Adam Paker was noted, together with no mention of Clubs in the six overarching organisation aims.

103.2-A suggestion was made to produce a strategy for the Region.

104 Affiliations & Resignations

The Resignation of Smiths Swimming Club was noted.

105 Correspondence

None

106 ASA Sport Governing Board & Group Board Minutes

RGP updated the members on the following points from the Sport Board Minutes.

106.1- Min 34.1.2: Amendments to ASA Regulations to facilitate Group Board and Sport Board Chairman to take the chair at the Annual Council Meeting.

106.2- Min 34.4: Transgender Policy to be updated in line with IOC/FINA.

106.3- Sport 34.5: Clubs using on-line banking should ensure invoices are sanctioned by a second signatory.

106.4-Sport 35.2.1: Dates of Birth cannot be published. It was agreed that guidelines on data usage should be circulated to all clubs.

106.5- Sport 47: The Chief Executive and Chief Operating Officer are to become full voting members of the Board.

107 ASA Regional Chairmen's Meeting

The minutes and notes of the meetings on 9th June were noted.

108 Divisional Lead Report

Members noted the report circulated that highlighted the key work area, aims and objectives of staff deployed in the Region.

109 Matters arising from Chairman's Appraisal

RH outlined the background to the appraisal and all the feedback received from Board Members. From comments made by the Chairman and Members, it was **agreed** to develop a regional strategy. This to be created from a review of the Mission Statement, Development Plan and Terms of Reference.

Action: JKD/BD

110 AOB

110.1 – BD asked about the idea of adding an 'opt-out' clause for photography on poolside. Publication of any photographs will be subject to ASA guidelines and an additional permission clause will need to be added to entry forms ensuring that parents are informed that photographs will be taken at events. ML will reiterate points on the website.

Action: BD/ML and discipline managers

110.2 – ML sought approval in relation to 3 expense claims arising from the 2016 Swimming Championships that were outside the current policy. A review of the current policy will be undertaken and the outstanding claims to be paid.

Action: ML re claims, Finance Group re policy

Next Meeting – Thursday 1st September, Surrey Sports Park, Guildford.

Meeting closed at 21:25

ASA South East Region

Regional Management Board

A meeting of the Regional Management Board will be held on Thursday 14th July 2016 in the Varsity Suite, Surrey Sports Park, GU2 7AD commencing at 1900

A G E N D A

- | | | | |
|---|--|-----------------|------|
| 1. | Apologies
<i>To receive any apologies from members unable to attend the meeting</i>
<i>William Long</i>
<i>Ivan Horsfall Turner</i> | RFP | 1900 |
| 2. | Minutes of the Meeting held on 15 June 2016
<i>To agree accuracy of minutes from the previous meeting</i> | RFP
Enclosed | 1905 |
| 3. | Matters Arising
<i>To consider any matters arising from the minutes not covered in the agenda and confirm actions</i> | RFP
Enclosed | 1910 |
| ITEMS FOR DECISION | | | |
| 4. | ASA Coaching Certificates | RFP
Enclosed | 1915 |
| 5. | Harold Fern and A H Turner Awards
<i>To endorse nomination to be submitted</i> | RFP
Enclosed | 1920 |
| 6. | Affiliation Fees 2017
<i>To decide the affiliation fees for 2017</i> | GS
Enclosed | 1925 |
| 7. | ASA Service Level Agreement | RFP
Enclosed | 1930 |
| 8. | Annual Council Meeting | RFP
Enclosed | 1935 |
| ITEMS FOR DISCUSSION / INFORMATION | | | |
| 9. | Accounts 2015/16 | GS
Enclosed | 1940 |
| 10. | Annual Report | RFP | 1945 |
| 11. | Officials
<i>To discuss the shortage of 'Judge 2' Swimming Officials within the Region and possible solutions</i> | AL | 1950 |
| 12. | ASA Strategy 2017-2021 | RFP
Enclosed | 1955 |
| 13. | Affiliations & Resignations
13.1 New Affiliations
None
13.2 Resignations
Smiths Swimming Club - Sussex
13.3 Enquiries
None
13.4 Transfers
None
13.5 Change of Name
None | RFP
RFP | 2000 |
| 14. | Correspondence | RFP | 2005 |
| 15. | ASA Sport Governing Board & Group Board Minutes
<i>Discuss the minutes of the ASA Group Board (17 May, 1 & 2 July) and Sport Governing Board (14 May, 12 July) if available.</i> | RGP | 2010 |
| 16. | ASA Regional Chairman's Meeting
<i>Discuss the notes of the Regional Chairs Meeting</i> | RFP | 2020 |
| 17. | DBM Report | AG
To Follow | 2030 |
| 18. | Matters Arising from Chairman's Appraisal | RFP
Enclosed | 2040 |
| 19. | AOB
<i>24 hours notice required</i> | RFP | 2125 |
| 20. | Date of Next Meeting
Thursday 1 st September, Surrey Sports Park | RFP | 2130 |

ASA South East Regional Management Board

Minutes of Meeting held on Wednesday 15th June 2016 at Surrey Sports Park, Guildford

Present:	Ray Hedger (RH)	Board Member (Chair)
	Jim Boucher (JB)	Board Member
	Darren Wilmshurst (DW)	Board Member
	John Davies (JKD)	Board Member
	Alan Lewis (AL)	Board Member
	Brian Deval (BD)	Board Member
	Chris Lee (CL)	Board Member
	Ivan Horsfall-Turner (IHT)	Board Member
	Roger Penfold (RFP)	Chairman (via Skype)
	William Long (WL)	Board Member (via Skype)

Also in attendance (non-voting):

Nick Caplin (NC)	ASA Director of Participation
Jane Davies (JD)	Vice President
Alan Green (AG)	Divisional Lead (South & West)
Rob Saunders (RS)	Minute Taker

76 Apologies

Apologies had been received from:

Mike Lambert (ML)
Roger Prior (RGP)
Shelley Robinson (SR)
Gary Shields (GS)

77 Minutes of the Meeting held on 10th May 2016

Minutes from 10th May have been agreed as a true record.

78 Matters Arising from Meeting on 10th May 2016

60 – Updates completed. Policy now on SER website. Being sent out to discipline managers.

61 – Open Water camp will now not take place in 16/17 year.

Action: INFO

79 Matters Arising from landscape sheet

8 - Minute taker – The Board asked to reconsider advertising for a paid position. JB to meet with Surrey University to identify interest.

9 – Tech issues still ongoing. ML away at present, but hoping he can assist by using ‘dummy’ accounts.

25 – Swimming Trust Bursaries – BG has written to BD to inform recipients of bursary.

26 – Jacqui Porritt was due to meet in London, but postponed following further confusion surrounding incorporation.

80 Participation presentation – Nick Caplin

RH welcomed NC to the meeting. NC has now been at ASA as Director of Participation for over a year, and now meeting with all regions discussing progress and plans going forward. NC is primarily focussed on devising a strategy for increasing participation within swimming in the UK. The responses back have been consistent across the regions; there is an interest in knowing the background and strategies for increasing participation.

During his time with the ASA so far, NC has noted that there are 3 important factors when considering participation within the sport:

- Continuing justification for significant funding from Sport England.
- Maintaining relationships with Pools Operators.
- Taking advantage of opportunities in membership, and talent.

Pool Operators are now more likely to outsource management of their facilities. The lengths of those types of contracts are extending; 10-15 years and more, being more common. Expectations of the profit margins remain relatively small within swimming, and so there is an increasing need to maintain relationships with local authorities and Operators to increasing participation.

Participation strategy (3-frontier model)

- Visibility – raising awareness of pools and swimming
- Environment – customer service, satisfaction
- Tailoring the offer – meeting customer needs and experience.

NC has identified 5 potential 'game changers'/priorities when delivering the strategy.

- The set up of a health commission group – focussed on swimming and health agenda.
- Social swimming project – going into 'harder-to-reach' communities and providing opportunities to swim, and to become qualified swim teachers to increase participation.
- Data pool – getting better data within pools and interactions. Collating data from till systems and identifying trends within pools.
- Technology – looking for some entry-level swim tracking, much like Nike+ for running.
- 400m challenge – creating the '5k run' of swimming.

KPIs have been created to measure progress and will be communicated to the wider team and regions.

The participation team has seen some recent changes:

- Increased size of facilities team
- In process of creating analysis of pools sock in the country – identifying locations of pools (or where there is a lack of pools)
- Set up of the health & wellbeing team
- Product development team
- Delivery team – changed job titles of Aquatic Officers to Area Swim Managers, each with specific responsibilities.
- Learn To Swim Manager
- National Partnership Team

NC is working with local authorities to build detailed case studies, and provide regions with figures.

It was mentioned by the Board that the cost of swimming, is significantly higher than that of running/cycling. NC suggests that it is not currently one of the key barriers to swimming, but it's rather likely to be tied to time and motivation.

The Board is asked to direct questions regarding participation directly to Nick Caplin.

81 Accounts

The accounts are currently with auditors, and therefore have not been signed off yet.

JKD suggests that the accounts need tidying; unnecessary lines still within accounts – ‘Olympic Ticket Income’ etc. List to be sent to BG

Board asked to approve accounts for 2015/16. Board agrees in principle.

Action: INFO

82 Annual Report

Board was asked to approve the Annual Report for 2015/16.

Some reports are still waiting to be signed off; Swimming, Synchro, and Disability. BD and BG chasing those not yet signed off.

BD asked for up-to-date high-res images for print run. Proposed format of print and pull-out paragraphs surrounding investment.

Deadline of publication to be ahead of ACM – draft print may be available by the end of June, ahead of July meeting of RMB.

Action: BD & BG

83 ASA Aquatics Awards 2016

CL, AL, and JB elected to review and endorse nominations.

84 Harold Fern and A H Turner Awards

Nominations must be in by 15th July.

85 ASA Senior Leadership Communiqué April & May 2016

BD suggests it would be helpful for more context for general readers, and those not at Board meetings. NC admits that it does need adjusting.

JB mentioned that the comments relating to Masters Talent in the May document is lacking.

NC to feedback comments to Jane Nickerson.

86 Affiliations & Resignations

86.1 – Margate SC – no longer an affiliated club.

86.2 – University of Surrey – BG has dealt with.

87 Correspondence

Board approved appointment of Mark Savill as an ASA Friend.

88 ASA Sport Governing Board & Group Board Minutes

RGP not present to give an update. Board asked to direct any comments to RGP.

CL asks that 34.5 and 35.2 seem to relate directly to clubs, should discipline managers be communicating to clubs?

Minutes to be brought forward to next RMB meeting.

89 Divisional Lead Report

- New behaviour change research
- Team up with Disney on a "Finding Dory" campaign
- APS10 shows 12-month flat line in participation.

90 AOB

90.1 – Queen's Birthday Honours List

MBE – Jenny Gray – Reading Royals

MBE – Sally Minty-Gravett – Jersey Long distance swim club

90.2 – ASA coaching certificates – all disciplines.

Certificates to be brought in by ASA through IOS.

JKD suggests raising issue with ASA as to why IOS is only provider of certificates following issues discussed at previous meetings.

JKD to draft letter/response to ASA to be discussed in July meeting. BG to add to agenda.

Action: BG

90.3 – AL has received requests for officials – not enough 'Judge 2' within region.

The general consensus of the Board suggests that the volume of paperwork involved puts people off, and they also tend not to be willing to travel to swim meets – a compulsory part of the course. To be put on the agenda for next meeting.

Action: BG

90.4 – RH emails address to change to rvhedger@gmail.com

90.5 – Regional Chairs minutes to be added to July meeting agenda.

Next Meeting – Thursday 14th July, Surrey Sports Park, Guildford.

Meeting closed at 21:05

AGENDA ITEM 4

MATTERS ARISING FROM RMB MEETINGS

Updated as at 04 July 2016

	SUMMARY OF AGREED ACTIONS	MIN REF	ACTION	COMMENTS
1	Finance - 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	Conflict of Interest Form – 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	<i>Awaiting receipt of form for circulation 04.05.16</i>
3	Disability Group – 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	
4	Governance Review 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. There has been difficulty in arranging a meeting so far. Board suggests a conference call, or a meeting directly preceding a RMB meeting.</i>
5	Communication with Sub-Regions 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	
6	Mailsports Contract 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>
7	ASA Service Level Agreement RFP to discuss with AG and report to September meeting.	09.07.2015 Min 72	RFP	<i>On agenda</i>
8	Minutes: Speed of Preparation and Circulation 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 – The Board asked to reconsider advertising for a paid position. JB to meet with Surrey University to identify interest.</i>
9	Communications Helen Mack & Kristie Jarrett to have @southeastswimming.org email addresses set up.	13.10.2015 Min 136.2	RFP/BD	<i>In Progress - Tech issues still ongoing. ML away at present, but hoping he can assist by using ‘dummy’ accounts.</i>
10	List of Assets	13.10.2015	BG	<i>In Progress</i>

	BG to compile a list of assets for Trustees	Min 140.3		
11	Regional Appointments to National ASA Groups Board requested information about the appointments, and who made them. RGP to investigate.	13.10.2015 Min 140.4	RGP	<i>In Progress</i>
12	Annual Council Meeting 2016 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	<i>On agenda</i>
13	Affiliation Fees – Collection Arrangements 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>
14	Automated Booking System for Courses and Workshops 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.	21.02.2016 Min 24	BD	<i>BD has been looking into a booking system, although may not be completely necessary at this stage.</i>
15	Website Feedback BD suggests adding a link to the website during Championship for a feedback questionnaire to swimmers and parents, not just administrators. BD invites Board for suggested themes, questions, and information required.	21.03.2016 Min 42	BD	
16	Appraisal of Chairman 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.	21.03.16 Min 46	RH/IHT	<i>On agenda</i>
17	ASA Senior Leadership Communiqué February 2016 Ref page 2, 2 nd point: <i>"Met with Sport England to discuss regional alignment and a process for better collaboration."</i> The Board asks for clarification on the point. RGP to communicate with Head of Participation.	21.03.16 Min 48	RGP	
18	Disability Budget Board discussed £5k proposed trip to Jersey, more information needed	21.03.16 Min 53.9		

	from discipline manager, specifically costs for Guernsey swimmers, before approval.			
19	Reserves Policy Finance group to report back on “reserves” policy	21.03.16 Min 53.4	Finance Group	
20	Athlete Contributions to Overseas’ Camps Policy Policy accepted subject to amendments.	10.05.16 Min 60	JKD	<i>Completed</i>
21	Annual Report 2016 Board is to sign off the Annual Report at next meeting, June 15th. Board requests a more frequent update, and suggests a newsletter.	10.05.16 Min 65	BD	<i>On Agenda</i>
22	Swimming Trust Bursaries The Swimming Trust recently received a bequest of £1,240 from the late Mrs Barbara Field's family to be used towards swimming teaching in the South East. Mrs Field had spent many years teaching swimming to children and families in and around Farnborough and wanted this work to continue. The Trust would like to pass this to the South East Region for administration and to ensure that it is used to support teacher training on Level 2 courses in the Region. BG to report back to the Swimming Trust on who the beneficiaries are along with a record of the award made.	10.05.16 Min 67	BG	<i>In Progress - BG has written to BD to inform recipients of bursary. Waiting on payment from Swimming Trust.</i>
23	Incorporation Jane Nickerson sent an update on incorporation to the various ASA Regional Board Chairmen that states that Jacqui Porritt has drafted a paper for approval. It was agreed to invite Jacqui Porritt to the next meeting, June 15th.	10.05.16 Min 70	RFP / BG	<i>Invite sent but no response received. Jacqui Porritt was due to meet in London, but postponed following further confusion surrounding incorporation.</i>
24	Accounts JKD suggests that the accounts need tidying; unnecessary lines still within accounts – ‘Olympic Ticket Income’ etc. List to be sent to BG	15.06.16 Min 81	JKD	
25	Annual Report Some reports are still waiting to be signed off; Swimming, Synchro, and Disability. BD and BG chasing those not yet signed off.	15.06.16 Min 81	BD & BG	<i>On Agenda</i>

Updated 04/07/2016 BG

COACHING QUALIFICATIONS

PURPOSE OF REPORT

To advise the Board of action taken in response to the ASA's statement about changes to the arrangements for coaching qualifications and to consider the matter further.

PROPOSED ACTION

The Board is requested

- 1 to APPROVE the action of the Chairman; and
- 2 to DECIDE what further action, if any, to take on the matter.

SUPPORTING INFORMATION

- 1 Members will recall that this subject was raised under "Any Other Business" at the last meeting of the Board, because a Board Member who has a role in swimming education had received a message from ASA Workforce Support on 14 June 2016 about the future of coaching qualifications. The ASA's statement about the matter is attached as Appendix 1. The Board agreed that the matter should be discussed at this meeting.
- 2 However, subsequent to the last meeting, John Davies circulated some possible questions to pose to the top management of the ASA, given the Region's pursuit of improvements to the coaching qualification regime across all disciplines at the ASA ACMs in 2014 and 2015. John refined the questions in the light of some of the comments received.
- 3 The Chairman decided, as a matter of urgency, to submit the questions to the Chief Executive and Chief Operating Officer of the ASA. The questions are set out below.

Questions on ASA Coaching Certificates

- Why was this decision taken by the Group Board and the Senior Management Team?
- What has been the involvement of the Sport Board in this decision? At the ASA ACM in 2015, the South East Region expressed concern that the IoS would be run by the Group Board as a cash cow. Chris Bostock assured us that all decisions affecting the IoS would be the joint responsibility of both Boards.

- Why is the IoS the only organisation able to deliver the course? The IoS has been unable to provide enough course places to meet the demand from the sport thereby restricting both the development of the sport and the individual coaches that want to progress.
 - There are other providers that are delivering courses for swimming coach levels 1, 2 and 3 and there are coaches from the South East Region attending these courses. These providers are Approved Centres for delivering training. Is ASA/IoS now rescinding their approval?
 - This appears to be the ASA/IoS setting up a monopoly of provision. How do the ASA stakeholders and potential sponsors view the removal of business competition in this area?
 - The South East Region has repeatedly raised the issues about the delivery of courses by the IoS including questions at the ASA Annual Council Meetings in 2014 and 2015. The standard answer has been that the IoS will be delivering the new courses for swimming in January of the next year followed by the other disciplines. This has gone on for three years. This again appears to be the case. The IoS does not appear to be the best organisation to deliver these courses.
 - Will courses provided by other suppliers be recognised for club Swim21 submissions? Is it expected that some clubs will lose their Swim21 accreditation as a result of this move?
- 4 The reply of the Chief Operating Officer on behalf of the ASA is set out in Appendix 2.
- 5 The Board is asked to approve the Chairman's action and decide what further action, if any, to take on this matter.

RFP
03.07.16

ASA Coaching Certificates - all disciplines

The ASA has a long tradition of providing quality training for coaches working in all aquatic disciplines within our sport. In 2007 the decision was made to adopt the common coaching units that were developed for use across all sports.

Feedback has shown that not all of these were appropriate for the requirements of coaching within our sector. This has led to a concern that we are no longer providing relevant and consistent training for coaches at all levels across all aquatic disciplines, despite the best efforts of skilled tutors.

The ASA has made the decision, along with the backing from those working at the elite end of the sport, to move to an independent system of certification. These will be known as ASA Coaching Certificates which clearly indicate the level the coach should be operating at ie Assistant Coach, Club Coach, Senior Coach etc.

These new coaching certificates will be designed by the ASA as the national governing body for swimming, and developed to meet the needs of the sport by coaching experts, working in partnership with educational specialists. The aim will be to ensure the coaching courses have sufficient time and content to develop skilled coaches at all levels, with the ultimate goal of increasing the number of athletes capable of winning medals on the world stage.

The Institute of Swimming (IoS), as a wholly owned subsidiary of the ASA, will deliver the courses using the expertise of an updated tutor workforce supported, where appropriate, by our elite coaches and talent team to ensure a consistent approach to the ongoing education and development of our coaching workforce.

These new certificates will replace the existing qualifications starting with coaching swimming taking effect from 1 October 2016. This will be followed by coaching diving, synchronised swimming and water polo from 1 January 2017.

FAQs

As a coach will this mean I will have to take another course?

No any previous qualifications will remain valid.

Why is the IoS the only organisation able to deliver the course?

The IoS is a wholly owned subsidiary company of the ASA. The ASA has chosen to keep delivery of the new endorsed certificates within the organisation.

As a learner will these new certificates cost more to complete?

We don't anticipate any increase in costs. If anything, we hope to see a decrease. We will have a better understanding once the writing of the new certificates is complete.

Will the new certificates still take the same time to complete?

We will be able to provide more detail around this in the next couple of months. We don't anticipate an increase in delivery time, if possible we will seek a reduction. We will also work to ensure a blended (face-to-face and online learning) option is created and provided by the IoS.

I need a coaching course before 1 October 2016, can I still access one?

Yes, the current qualifications will continue to be available until the replacement certificates commence delivery. Therefore the current Coaching Swimming qualification will be available until 30 September 2016 and current Discipline qualifications will be available until 31 December 2016.

As a current coaching tutor for the ASA will I need to remain licensed to tutor these new coaching certificates?

Yes all tutors involved in the delivery and assessment of these new coaching certificates will be required to hold an ASA tutor/assessor licence.

RESPONSE BY JANE NICKERSON, CHIEF OPERATING OFFICER

Hi Roger

Thank you for your e-mail which indicates the level of concern there is in your region regarding the changes to the coaching qualifications. You raise some valid questions and this response aims to answer the questions and alleviate the concerns. Rather than provide a short answer to each point I think it may be helpful to provide some background and context to the situation. I appreciate you may already know a lot of this information but I feel it may be helpful to include the detail should you wish to circulate it further.

The ASA used to offer its own coaching certificates which were widely respected throughout the swimming community. (ASA Assistant Coach, Club Coach etc.) Some time ago a decision was taken to include these certificates on the Government qualification framework. (The name of the Framework has undergone frequent changes along with major changes to the structure of the qualification.) The original reason for including these on the Framework was to attract funding. However, funding rules change constantly and very few people, if any, wishing to take swimming coaching qualifications actually met the criteria for funding.

The Framework is used across all qualifications and there are many elements which have to be included in qualifications which have little, if any, relevance to swimming coaching or indeed sport. There are limited technical requirements as the majority of elements are generic across all qualifications and it is therefore left to individual tutors to manage the delivery of the vitally important technical areas.

The top coaches in Great Britain, including the GB Head Coach, who is arguably one of the best coach educators in the country, has questioned why we use the Framework when the qualifications are not, in his view, fit for purpose. This sentiment has been echoed by the British Coaches Association and the England Talent Team.

We have consulted widely regarding removing the qualifications from the Framework in order to create our own certificates (we are unable to use the word qualification if we do not put them on the Framework.) The option to do this has been part of my presentation to the Sport Governing Board on at least two occasions, including the last meeting. There has been discussion at the SGB meetings about this and about taking them "in house". This was agreed by the SGB and by the IoS following discussions with the BSCA, England Talent Coaches including the Officer responsible for Coach Development, British Swimming Coaches and NPD. The ASA Awarding Body Board is also aware of this decision and the IoS Board has also agreed it. I think the concern that the decision was taken by the Group Board alone is possibly due to presentation.

The Sport Governing Board prefer me to make a presentation rather than provide papers and decisions are taken during the presentation. Minute 58.2.3 of the SGB Minutes of the meeting held on 14th May show the decision taken by the SGB on this matter. For ease of reference this minute reads:

Moving swimming coaching off the framework.

The COO gave background information on the paper being submitted to the Group Board requesting the removal of swimming coaching qualifications from the framework. It is felt the criteria on the framework does not meet the needs of swimming and is not fit for purpose. The COO had met with the BSCA, British Swimming elite coaches and others within the field who were supportive of the proposition. The SGB endorsed the proposal by the COO.

The work of the Workforce Development department falls across both boards with the Sport Governing Board responsible for the technical content and the Group Board responsible for the commercial outcomes. It was therefore felt sensible to put the recommendation to both Boards, having already agreed it with the IoS Board. The Group Board prefer papers for items requiring decision and therefore the paper with the recommendation was put to the Group Board whilst, as mentioned above, it was included in the presentation to the Sport Governing Board.

There are several reasons why the IoS is the only delivery partner for these certificates.

1. When qualifications are created and put on the framework they have to be available to any training provider. This has meant in the past that the ASA has taken the cost of developing the qualifications and other training organisations (working for their own profit) can simply lift them off the framework and use them by paying a relatively small annual fee to the ASA Awarding Body to become an Approved Centre.
2. We have little control over the delivery of these courses and no control over the resources they use (some have been known to "copy" the IoS resources.)
3. The IoS deliver coaching courses at cost without making a margin. Other providers obviously deliver courses to make a profit for their company/organisation.
4. The main reason for keeping the delivery to the IoS is that the IoS can call upon the expertise of the elite coaches to support this programme and is also using the elite coaches to ensure the content and resources are correct.

The ASA is currently producing additional tutors for the IoS and these will be specifically trained to deliver the new certificates.

The IoS does and is running the current courses for coaches. I appreciate more courses will be needed and we are working hard to increase capacity to meet demand.

It is worth noting that other providers take the profit from courses whilst the IoS does not make a margin on coaching courses and all surplus from teaching courses is used for the benefit of the ASA.

You mention concerns about sponsors and stakeholders. It is unlikely this would become an issue in their eyes. We are simply reverting back to the National Governing Body for Swimming delivering coaching courses for their own sport based on the technical requirements of the sport. There will be one or two training providers who do not like this as it means they can no longer simply take a qualification developed (at a cost) by the ASA. Other providers can create their own course and content, produce their own resources should they so wish. However, these will not be ASA certificates and therefore not likely to be seen as valuable as the ASA certificate.

I hope this alleviates your concerns but please do not hesitate to contact me if you require any further information.

Best wishes

Jane

AFFILIATION FEES, 2017

PURPOSE OF REPORT

To enable the Board to set the affiliation fees for 2017.

PROPOSED ACTION

The Board is recommended to maintain the affiliation fees for 2017 as follows

Category 1 £4
Category 2 £5
Category 3 £nil,

subject to a minimum fee per club of £25.

SUPPORTING INFORMATION

- 1 The Board is reminded that affiliation fees are set for calendar years, rather than the Region's financial year, which runs from 1 April to 31 March.
- 2 The Board is reminded that when the budget for 2016/17 was agreed at the February meeting there was no intention to increase affiliation fees for 2017. See the following extract from the minutes;
'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.'

SERVICE LEVEL AGREEMENT

PURPOSE OF REPORT

To approve the service level agreement (SLA) offered to the Region by the Divisional Lead, South & West, of the ASA.

PROPOSED ACTION

The Board is advised to APPROVE the agreement attached as the Appendix hereto.

SUPPORTING INFORMATION

- 1 As the Board knows, many services for the Region are provided from the ASA's Divisional Office, South & West, by the Divisional Lead, Alan Green, and the staff at the office in Wellington, Somerset, notably the Divisional Office Manager, Bryony Gibbs.
- 2 When they met recently, the Divisional Lead and the Chairman of the Board discussed the SLA for the financial year 2016/17. The Divisional Lead proposed the SLA in the Appendix hereto.
- 3 The Chairman recommends that the Board approve the SLA, which seems to cover the services the Region has habitually required since the establishment of the Divisional Office.

RFP
02.07.16

**ASA South and West Division - Service Standard for the Regional Management Board
South East Region**

The Divisional Lead will:

1. Provide day to day line management for the regionally employed officers (club development). However any work programme will be set by the Regional Management Board.
2. Provide an update report on divisional activity to each Regional Management Board meeting.
3. Commit to attend one meeting at least 6 monthly of the Regional Management Board or other regional meeting, if requested.
4. Provide a 6 monthly state of play report compiling all activities of the Area Swim Managers and any other Divisional staff, to be circulated to the Regional Management Board.
5. Meet monthly as requested with the Chair of the Regional Management Board.
6. Provide administration support, through the services of an administrator, as detailed below;
 - 10 - 15 hours administration time per week
 - Website management
 - Financial management through SAGE
 - Administration of license meets
 - Administration of bursary scheme
 - Annual council meeting preparation and organisation
 - Annual report collation
 - Utilising ASA PC/laptop and ASA IT services
 - Use of the ASA phone and internet line
 - Minutes secretariat provided for the RMB meetings, to an amount no more than £850 per annum. This shall be invoiced to the ASA on a quarterly basis.
7. For the year 2016-17 there will be no cost of this administration support within the boundaries identified above. Any additional requirement will be chargeable.

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ANNUAL COUNCIL MEETING

PURPOSE OF REPORT

To agree business to be put before the Annual Council Meeting (ACM).

PROPOSED ACTION

The Board is asked to AGREE that the issues referred to in paragraphs 3 and 5 below be submitted to the ACM on 10 September 2016.

SUPPORTING INFORMATION

- 1 The closing date for the submission of proposed rule changes to be discussed at the ACM is 27 July, while other proposals need to be submitted by 13 August 2016.
- 2 The Constitution provides (article 10.4.1.1) for the Region to appoint 3 custodians, in whom the Region's property, except cash at the bank, is vested. At recent ACMs, the Region has appointed a total of 4 custodians, in the light of the experience of the ASA some years ago, when insufficient custodians were available because of illness or, tragically, death.
- 3 Accordingly, it is proposed that the ACM be asked to amend article 10.4.1.1 of the Constitution to provide for up to 4 custodians.
- 4 Roger Prior was elected at the ACM in 2013 as the Region's representative on the ASA Sport Governing Board, for 4 years. It being the first election to the Board, all regions appointed their representatives to the Board at the same time, and for the same period of office. Subsequently, the Sport Governing Board decided to re-arrange the retirement of dates of members, so that members retired by rotation, thus providing some continuity in office from year to year. Under that arrangement, Roger is due to retire in 2018.
- 5 It is proposed that the ACM be requested formally to recognise that Roger's period of office as the Region's representative has been extended by one year.

RFP
02.07.16

**ASA
SOUTH EAST REGION**

Unaudited Financial Statements

for the year ended 31 March 2016

ASA SOUTH EAST REGION

For the year ended 31 March 2016

CONTENTS

	Pages
Statement of Responsibilities of the Regional Management Board	1
Accountants' Report	2
Income and Expenditure Account	3
Balance Sheet	4
Notes to the Financial Statements	5

ASA SOUTH EAST REGION

STATEMENT OF RESPONSIBILITIES OF THE REGIONAL MANAGEMENT BOARD FOR THE FINANCIAL STATEMENTS

Current accounting practice requires the Regional Management Board to prepare financial statements for each financial year which give a true and fair view of the Region's state of affairs at the end of the year and of its income and expenditure for that period. In preparing those financial statements the Regional Management Board is required to:-

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is not appropriate to assume that the Region will continue in business.

The Regional Management Board is responsible for keeping proper accounting records which disclose, with reasonable accuracy at any time, the financial position of the Region. It is responsible for maintaining a satisfactory system of control over the Region's books of account, its cash holdings and its receipts and remittances and must also take adequate precautions to guard against falsification and facilitate its discovery.

ASA SOUTH EAST REGION

CHARTERED ACCOUNTANTS' REPORT TO THE MEMBERS OF ASA SOUTH EAST REGION

In accordance with our terms of engagement we have compiled the financial statements of ASA South East Region for the year ended 31 March 2016 which comprise the Income and Expenditure Account, Balance Sheet and the related notes from the accounting records and information and explanations you have given to us.

The financial statements have been compiled on the accounting basis set out in note 1 to the financial statements. The financial statements are not intended to achieve full compliance with the provisions of UK Generally Accepted Accounting Principles.

This report is made to you, in accordance with the terms of our engagement. Our work is undertaken so that we might compile the financial statements that we have been engaged to compile, report to you that we have done so, and state those matters that we have agreed to state to you in this report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Regional Management Board, for our work, or for this report.

We have carried out this engagement in accordance with technical guidance issued by the Institute of Chartered Accountants in England & Wales and have compiled with the ethical guidance laid down by the Institute.

You have approved the financial statements for the year ended 31 March 2016 and have acknowledged your responsibility for them, for the appropriateness of the accounting basis and for providing all information and explanations necessary for their completion.

.....
Charterhouse (Accountants) Limited
Chartered Accountants
Clarendon House
20 - 22 Aylesbury End
Beaconsfield
Buckinghamshire
HP9 1LW

Date:

ASA SOUTH EAST REGION

INCOME AND EXPENDITURE ACCOUNT

For the year ended 31 March 2016

	2016		2015	
	£	£	£	£
Income				
Affiliation fees	114,877		109,497	
Licensed meet fees	35,057		31,639	
Bank interest (net)	133		132	
Sponsorship	5,000		5,000	
Miscellaneous income	30		156	
		155,097		146,424
Expenditure				
Cost of Democracy				
Regional council meeting	2,332		1,879	
ASA council	1,161		1,282	
Regional management board	5,698		4,800	
President's expenses	224		812	
Welfare officer's expenses	15		147	
Finance group costs	120		94	
Accountancy fees	1,560		1,560	
Miscellaneous	-		50	
Bank charges	744		648	
	11,854		11,272	
Disciplines				
Diving (net)	14,100		9,553	
Disability (net)	6,297		7,918	
Masters (net)	(519)		234	
Open water	1,011		916	
Swimming (net)	1,481		(3,387)	
Synchronised swimming (net)	13,626		10,993	
Water polo (net)	13,888		3,120	
Medals	2,000		2,189	
	51,884		31,536	
Development plan				
Development group costs	705		954	
Course subsidies	45,337		36,800	
Swim21	6,515		3,973	
Volunteer training	18,807		8,153	
Long distance meets	-		2,114	
Athlete support	4,171		5,269	
Youth Forum	39		-	
	75,574		57,263	
Staffing				
Contributions to AO's and RCDO	62,864		39,268	
Central establishment costs	4,637		1,913	
	67,501		41,181	
		206,813		141,252
(Deficit)/Surplus for the year		<u>(51,716)</u>		<u>5,172</u>

ASA SOUTH EAST REGION

BALANCE SHEET

As at 31 March 2016

	Notes	2016		2015	
		£	£	£	£
CURRENT ASSETS					
Debtors	2	49,321		49,714	
Cash at bank	3	<u>287,898</u>		<u>331,605</u>	
			337,219		381,319
Less: CURRENT LIABILITIES					
Creditors	4	<u>41,488</u>		<u>33,872</u>	
			41,488		33,872
TOTAL ASSETS LESS CURRENT LIABILITIES		£	<u><u>295,731</u></u>	£	<u><u>347,447</u></u>
Accumulated surplus	5		<u>295,731</u>		<u>347,447</u>
		£	<u><u>295,731</u></u>	£	<u><u>347,447</u></u>

Approved by the Regional Management Board on the and signed on its behalf by:-

.....
Roger Penfold (Chairman)

.....
Gary Shields (Board Member responsible for Finance)

ASA SOUTH EAST REGION

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2016

1 ACCOUNTING POLICIES

The financial statements have been prepared under the historical cost convention.

2 DEBTORS	2016 £	2015 £
Prepayments and accrued income	49,321	49,714
	<u>49,321</u>	<u>49,318</u>

3 CASH AT BANK

Included within the balance at the balance sheet date is £37,000 (2015: £37,000) which relates to monies received from the Amateur Swimming Association specifically to cover expenditure in the Disability Swimming discipline. As such, these monies remain restricted for this use until spent or released by the Amateur Swimming Association for general purposes.

4 CREDITORS Amounts falling due within one year	2016 £	2015 £
Trade creditors	254	759
Accruals and deferred income	41,234	33,113
	<u>41,488</u>	<u>33,872</u>

5 ACCUMULATED SURPLUS	2016 £	2015 £
	General Fund	General Fund
Balance at 1 April 2015	347,447	342,275
(Deficit)/surplus for the year	(51,716)	5,172
Balance at 31 March 2016	<u>295,731</u>	<u>347,447</u>

6 RELATED PARTY TRANSACTIONS

The Region is controlled by the Regional Management Board on behalf of the members.

Accounts Report 2015/16

As many members will be aware, the South East Region has been endeavouring to invest monies into the various disciplines and into the development of athletes and coaches for a number of years now and we believe that we have made real progress in that regard. To remind you, we agree a Budget deficit every year but very rarely achieve that. For the year that ended on 31st March 2016, the Board had agreed a deficit budget of £88,117 and as the accounts reveal, we have achieved an actual deficit of £51,716. What is most significant is that we 'invested' £206,813 last year versus £141,253 in 2015 i.e we increased our level of expenditure by about 45%.

This deficit compares with a surplus of £5,171 in 2014/2015 and £34,334 in 2013/2014. As a consequence of the deficit, the Region now has a reduced level of built up reserves of £295,731.

With reference to the Income and Expenditure Account, I do not propose to go into great detail but suffice to say that our income for 2016 was slightly higher than for 2015 (£155,097 versus £146,424). I have mentioned above the increased level of expenditure in 2015/2016 versus 2014/2015 and it is perhaps worth mentioning that in 2013/2014 that number was £118,370. We have therefore nearly doubled the amount of money being spent in only 2 years.

As pleased as we are to have gone some way towards meeting our objective of investing monies in the activities of the Region, it goes without saying that we cannot run deficits of £51,716 indefinitely. This is something that we will monitor although we now enjoy the full impact of the increase in the Membership Fee that we announced in July 2015 and this will clearly be of benefit.

In terms of our membership, it is often quite challenging to obtain accurate data in that regard but the table below is the latest information which may be of interest:

	Cat 1	Cat 2	Cat 3	Total
2016	16,700	13,502	7,335	37,537
2015	16,393	12,235	6,681	35,309
2014	18,393	12,641	7,106	38,140
2013	16,844	11,602	6,529	34,975
2012	18,956	12,449	6,448	37,853
2011	17,409	11,277	6,103	34,789

Given the sound financial position that we have enjoyed, the Board have not been requesting contributions from sub-regions. No contributions are being sought in 2016/17.

In terms of the future, the Board has decided to adopt a Budget deficit for 2016/2017 of £74,848. This is again a very significant commitment on the part of the Board but, with reserves of nearly £300,000, it is believed that we can sustain such a deficit, at least in the short term.

At the end of the financial year, these reserves consisted of cash of £288,000, current assets of the Region of £49,000 and £41,000 of current liabilities being monies that the Region owed to others. The principal components of the current assets include: £27,500 of monies due from the ASA in relation to affiliation fees; £10,000 of monies paid in advance of the 2016/7 financial year; and circa £8,000 of medals inventory. The principal components of the current liabilities include: £16,000 relating to the cost of the Regional Club Development Officers that has yet to be invoiced to the Region; £10,000 relating to the facility hire costs also not yet invoiced to the Region and accruals for Network Support, Disability Grants and Accounting fees.

We seek to continue and enhance such support as best as we are able whilst maintaining appropriate financial prudence. We do of course also continue to support the 'education' of teachers and coaches across the Region in the form of the bursaries that we award.

G M Shields
Board Member Responsible for Finance

ASA South East Region Report
Income and Expenditure Account for the period-ended 31/03/2016

	<u>31/03/2015</u>	<u>31/03/2016</u>	<u>Variance to</u> <u>31/03/2015</u>
	£	£	£
Profit & Loss			
Sales	(249,481.68)	(264,202.37)	(14,720.69)
Purchases	112,638.58	134,341.45	21,702.87
Direct Expenses	75,855.78	99,477.33	23,621.55
Overheads	55,815.63	82,100.12	26,284.49
Taxation	-	-	-
	<u>(5,171.69)</u>	<u>51,716.53</u>	<u>56,888.22</u>
Sales			
ASA Grants - Administration/Other	-	-	-
Membership Income	(109,497.15)	(114,877.30)	(5,380.15)
IoS/ESF Income	-	-	-
Sponsorship Income	(5,000.00)	(5,000.00)	-
Miscellaneous Income	(156.00)	(30.00)	126.00
Income PESSYPS	-	-	-
Workforce Development Funding	-	-	-
Bank Interest	(132.17)	(132.69)	(0.52)
Income Licence Meet Fees	(31,639.41)	(35,056.79)	(3,417.38)
Income Swimming	(71,281.39)	(66,066.31)	5,215.08
Income Synchro	(8,800.37)	(18,588.80)	(9,788.43)
Income Diving	(2,923.48)	(2,922.50)	0.98
Income Water Polo	(6,010.00)	(5,990.00)	20.00
Income Masters	(12,683.71)	(14,003.48)	(1,319.77)
Income Open Water Championship	(1,358.00)	(1,534.50)	(176.50)
Income Disability Events/P2P/Grants	-	-	-
Income Olympic Tickets	-	-	-
Flat Rate - Gain /Loss	-	-	-
Contributions From Sub-Regions	-	-	-
	<u>(249,481.68)</u>	<u>(264,202.37)</u>	<u>(14,720.69)</u>
Disipline Expenditure			
Swimming Comp Expenditure	47,324.49	41,525.41	(5,799.08)
Swimming Group Meeting Expenses	803.85	1,374.30	570.45
Synchro Expenditure	19,793.80	32,214.58	12,420.78
Diving Expenditure	12,476.40	17,022.03	4,545.63
Water Polo Expenditure	9,129.75	19,878.40	10,748.65
Masters Comp Expenses	12,422.39	12,128.24	(294.15)
Masters Group Meetings & Training Day	495.00	1,355.96	860.96
Open Water Expenditure	2,274.33	2,545.08	270.75
Disability Expenditure	7,918.57	6,297.45	(1,621.12)
	<u>112,638.58</u>	<u>134,341.45</u>	<u>21,702.87</u>

ASA South East Region Report
Income and Expenditure Account for the period-ended 31/03/2016

	<u>31/03/2015</u>	<u>31/03/2016</u>	<u>Variance to</u> <u>31/03/2015</u>
	£	£	£
Central Development			
Teacher and Coaches Bursaries	33,861.45	43,866.44	10,004.99
CPD Regional Courses	4,234.97	2,843.40	(1,391.57)
Counties Working Meetings	-	-	-
Officials Licensing	875.00	600.00	(275.00)
Teachers Workshops	5,981.83	-	(5,981.83)
Swim21 Networks	3,000.00	5,000.00	2,000.00
Regional Development Day & Consultancy	-	-	-
Support Long Distance Meets	2,113.88	-	(2,113.88)
Swim21 Panel Expenses	753.35	1,515.34	761.99
Athlete Bursaries: Low Income Families	-	-	-
Athlete Bursaries: Exceptional Expense	5,269.50	4,171.07	(1,098.43)
Regional CPD Training	-	-	-
Young Volunteers	-	5,095.96	5,095.96
Team Managers Forum	-	557.15	557.15
Support ASA Talent Camps	9,519.13	9,837.26	318.13
Offshore Camp	10,246.67	14,810.56	4,563.89
Other Swim Development	-	11,180.15	11,180.15
	<u>75,855.78</u>	<u>99,477.33</u>	<u>23,621.55</u>
Central Establishment / Governance			
RMB	4,800.10	5,698.05	897.95
Chairman/Presidents Expenses	811.60	223.88	(587.72)
Communication Group	-	-	-
Development Group	953.80	705.05	(248.75)
Finance Group	94.50	120.60	26.10
Other Groups	-	60.00	60.00
Regional Welfare Officer Expenses	146.70	14.85	(131.85)
ACM	1,879.00	2,332.08	453.08
Regional Trophies and Awards	-	-	-
Accountancy Fees	1,560.00	1,560.00	-
ASA Council Expenses	1,282.09	1,160.96	(121.13)
Sub-Regional Grants	-	-	-
Consultancy Fees	-	-	-
Newsletter/Mailings/Communication	-	266.40	266.40
Annual Dinner	-	-	-
Website	-	-	-
Corporation Tax	-	-	-
Communication Expenses	950.00	3,725.15	2,775.15
Miscellaneous	773.56	396.81	(376.75)
Donations	50.00	-	(50.00)
Support Aquaforce Awards	219.41	-	(219.41)
Awards & Engravings	2,188.82	1,999.85	(188.97)
Payments to ASA for Central Establishment Cost	190.00	189.00	(1.00)
Sage Mapping & Training costs	-	-	-
AO's/RCDO's Contributions	39,267.57	62,864.31	23,596.74
Olympic Tickets Expenditure	-	-	-
Bank Charges	648.48	743.80	95.32
Youth Forum	-	39.33	39.33
	<u>55,815.63</u>	<u>82,100.12</u>	<u>26,284.49</u>

**ASA South East Region Report
Income and Expenditure Account for the period-ended 31/03/2016**

	<u>31/03/2015</u>	<u>31/03/2016</u>	<u>Variance to</u> <u>31/03/2015</u>
	£	£	£
Disciplines:			
Swimming Development Income	(10,152.20)	(14,122.00)	(3,969.80)
Swimming Development Costs	32,031.88	35,827.97	3,796.09
Sub total Swimming Development	21,879.68	21,705.97	(173.71)
Income Swimming	(61,129.19)	(51,944.31)	9,184.88
Swimming Comp Expenditure	47,324.49	41,525.41	(5,799.08)
Swimming Group Meeting Expenses	803.85	1,374.30	570.45
Net Swimming position:	8,878.83	12,661.37	3,782.54
Income Synchro	(8,800.37)	(18,588.80)	(9,788.43)
Synchro Expenditure	19,793.80	32,214.58	12,420.78
Net Synchro position:	10,993.43	13,625.78	2,632.35
Income Diving	(2,923.48)	(2,922.50)	0.98
Diving Expenditure	12,476.40	17,022.03	4,545.63
Net Diving position:	9,552.92	14,099.53	4,546.61
Income Water Polo	(6,010.00)	(5,990.00)	20.00
Water Polo Expenditure	9,129.75	19,878.40	10,748.65
Net Water Polo position:	3,119.75	13,888.40	10,768.65
Income Masters	(12,683.71)	(14,003.48)	(1,319.77)
Masters Comp Expenses	12,422.39	12,128.24	(294.15)
Masters Group Meetings & Training Day	495.00	1,355.96	860.96
Net Masters position:	233.68	(519.28)	(752.96)
Income Open Water Championship	(1,358.00)	(1,534.50)	(176.50)
Open Water Expenditure	2,274.33	2,545.08	270.75
Net Open Water position:	916.33	1,010.58	94.25
Income Disability Events/P2P/Grants	-	-	-
Disability Expenditure	7,918.57	6,297.45	(1,621.12)
Net Disability position:	7,918.57	6,297.45	(1,621.12)
Total disciplines	41,613.51	61,063.83	19,450.32
Other income:	(146,424.73)	(155,096.78)	(8,672.05)
Other expenses:	99,639.53	145,749.48	46,109.95
(Surplus) / Deficit:	(5,171.69)	51,716.53	56,888.22

ASA South East Region Report
Income and Expenditure Account for the period-ended 31/03/2016

	<u>Notes:</u>	<u>31/03/2015</u>	<u>31/03/2016</u>	<u>Variance to</u> <u>31/03/2015</u>
		£	£	£
Income				
Affiliation fees		(109,497.15)	(114,877.30)	(5,380.15)
Licensed meet fees		(31,639.41)	(35,056.79)	(3,417.38)
Bank interest (net)		(132.17)	(132.69)	(0.52)
CSO income		-	-	-
Sponsorship		(5,000.00)	(5,000.00)	-
Miscellaneous		(156.00)	(30.00)	126.00
Olympic tickets income		-	-	-
		<u>(146,424.73)</u>	<u>(155,096.78)</u>	<u>(8,672.05)</u>
Expenditure				
Cost of Democracy				
Regional council meeting		1,879.00	2,332.08	453.08
ASA council		1,282.09	1,160.96	(121.13)
Regional management board		4,800.10	5,698.05	897.95
President's expenses		811.60	223.88	(587.72)
Welfare officer's expenses		146.70	14.85	(131.85)
Finance group costs		94.50	120.60	26.10
Accountancy fees		1,560.00	1,560.00	-
Miscellaneous		50.00	-	(50.00)
Bank charges		648.48	743.80	95.32
		<u>11,272.47</u>	<u>11,854.22</u>	<u>581.75</u>
Disciplines				
Diving (net)		9,552.92	14,099.53	4,546.61
Disability (net)		7,918.57	6,297.45	(1,621.12)
Masters (net)		233.68	(519.28)	(752.96)
Open water (net)		916.33	1,010.58	94.25
Swimming (net)		(3,387.25)	1,481.22	4,868.47
Synchronised swimming (net)		10,993.43	13,625.78	2,632.35
Water polo (net)		3,119.75	13,888.40	10,768.65
Medals		2,188.82	1,999.85	(188.97)
		<u>31,536.25</u>	<u>51,883.53</u>	<u>20,347.28</u>
Development plan				
Development group costs		953.80	705.05	(248.75)
Course subsidies		44,269.67	45,335.80	1,066.13
Swim21		3,972.76	6,515.34	2,542.58
Volunteer training		683.58	18,807.30	18,123.72
Long distance meets		2,113.88	-	(2,113.88)
Athlete Support		5,269.50	4,171.07	(1,098.43)
Youth Forum		-	39.33	39.33
		<u>57,263.19</u>	<u>75,573.89</u>	<u>18,310.70</u>
Staffing				
Contributions to AO's and RCDO		39,267.57	62,864.31	23,596.74
Central establishment costs		1,913.56	4,637.36	2,723.80
		<u>41,181.13</u>	<u>67,501.67</u>	<u>26,320.54</u>
		<u>141,253.04</u>	<u>206,813.31</u>	<u>65,560.27</u>
(Surplus) / Deficit	5	<u>(5,171.69)</u>	<u>51,716.53</u>	<u>56,888.22</u>

ASA South East Region Report
Balance Sheet as at 31/03/2016

	<u>Notes:</u>	<u>31/03/2015</u>	<u>31/03/2016</u>	<u>Variance to</u> <u>31/03/2015</u>
		£	£	£
Current Assets				
Debtors	2	49,714.19	49,320.73	(393.46)
Cash at Bank	3	331,604.63	287,897.57	(43,707.06)
		<u>381,318.82</u>	<u>337,218.30</u>	<u>(44,100.52)</u>
Less: Current liabilities				
Creditors	4	(33,871.71)	(41,487.72)	(7,616.01)
		<u>347,447.11</u>	<u>295,730.58</u>	<u>(51,716.53)</u>
Total Assets Less Current Liabilities				
Accumulated Surplus	5	(347,447.11)	(295,730.58)	51,716.53
		<u>(347,447.11)</u>	<u>(295,730.58)</u>	<u>51,716.53</u>

Notes to the Financial Statements for the period-ended 31/03/2016

1 Accounting policies

The financial statements have been prepared under the historical cost convention.

2 Debtors

	<u>31/03/2015</u>	<u>31/03/2016</u>	<u>Variance to</u> <u>31/03/2015</u>
	£	£	£
Debtors	-	-	-
Prepayments and accrued income	49,714.19	49,320.73	(393.46)
	<u>49,714.19</u>	<u>49,320.73</u>	<u>(393.46)</u>

3 Cash at bank

	<u>31/03/2015</u>	<u>31/03/2016</u>	<u>Variance to</u> <u>31/03/2015</u>
	£	£	£
Cash at Bank - General Purposes	294,604.63	250,897.57	(43,707.06)
Cash at Bank - Restricted Cash	37,000.00	37,000.00	-
	<u>331,604.63</u>	<u>287,897.57</u>	<u>(43,707.06)</u>

Included within Cash at Bank at the balance sheet date is £37000 (2014: £37000) of Restricted Cash which relates the Amateur Swimming Association specifically to cover expenditure in the Disability Swimming discipline. As such restricted for this use until spent or released by the Amateur Swimming Association for general purposes

4 Creditors

	<u>31/03/2015</u>	<u>31/03/2016</u>	<u>Variance to</u> <u>31/03/2015</u>
	£	£	£
Amounts falling due within one year:			
Trade Creditors	(759.23)	(254.10)	505.13
Accruals and deferred income	(33,112.48)	(41,233.62)	(8,121.14)
	<u>(33,872)</u>	<u>(41,488)</u>	<u>(7,616)</u>

ASA South East Region Report

Notes to the Financial Statements for the period-ended 31/03/2016 (Continued)

5 Accumulated Surplus

	<u>31/03/2015</u>	<u>31/03/2016</u>	<u>Variance to</u> <u>31/03/2015</u>
	£	£	£
General Fund:			
Balance brought forward at 1 April	(342,275.42)	(347,447.11)	(5,171.69)
(Surplus) / deficit for the year	<u>(5,171.69)</u>	<u>51,716.53</u>	<u>56,888.22</u>
Balance carried forward at end of period	<u>(347,447.11)</u>	<u>(295,730.58)</u>	<u>51,716.53</u>

6 Related Party Transactions

The Region is controlled by the Regional Management Board on behalf of the members.

Bryony Gibbs

From: Roger Penfold <rogerpenfold@btinternet.com>
Sent: 22 June 2016 10:05
To: Bryony Gibbs
Subject: Fwd: ASA 2017-2021 Strategy

Follow Up Flag: Follow up
Flag Status: Flagged

Bryony

Please circulate this to the Board, and include it on the agenda for the Board's next meeting, although we will need to ensure that the agenda does not become too congested.

Roger (FP)

Sent from my iPad

Begin forwarded message:

From: Adam Paker <Adam.Paker@swimming.org>
Date: 17 June 2016 at 15:29:14 BST
To: Adrian Leather <aleather@lancashiresport.org.uk>, David Flack <davidcflack@gmail.com>, David Fletcher <dave.rfletcher@yahoo.co.uk>, "David Watson" <david@northyorkshiresport.co.uk>, Joan Wheeler <joan.wheeler@btinternet.com>, Lisa Topliss <l.topliss@sky.com>, "Roger Penfold" <rogerpenfold@btinternet.com>, Simon Kirkland <Simon.Kirkland@sportstructures.com>
Cc: Jane Nickerson <Jane.Nickerson@swimming.org>, Chris Bostock <chris@robstock.co.uk>, Ian Mackenzie <ian.macsirs@ntlworld.com>, Stuart Cain <Stuart.Cain@thenec.co.uk>, Roger Prior <rgprior@rgprior.com>, 'Keith Ashton' <keith.ashton@AFLSP.com>
Subject: ASA 2017-2021 Strategy

Dear Colleagues,

Following the Regional Chairs meeting last week, I wanted to update you formally on plans for developing the ASA's new 2017-21 Strategy.

The first step in this process was the announcement of our new Vision and Mission, which were developed in consultation with both ASA Boards. This set the tone and is the cornerstone of our strategy. Following a Joint Board strategy session in March, members of the Group Board and Sport Governing Board then identified their key priorities for the ASA. From these, 11 Strategy Working Groups were created, each of which is led by a staff member and includes representation from a range of internal and external stakeholders, including regional representatives.

ASA Strategy Working Groups:

- ASA Industry Leadership (led by Adam Paker)
- Clubs (led by Jon Keating)
- Commercial (led by Mike Thompson)
- Facilities (led by Nick Caplin)
- Health and Wellbeing (led by Lara Lill)
- Learn to Swim (led by Jon Glenn)
- Regular Participation (led by Mark Burgess)
- Social Currency (led by Kate Rudkin)
- Talent (led by Julie Wileman)

- Volunteering (led by Steph Elliott)
- Workforce (led by Rebecca Cox)

The Working Groups have already started to consult and develop their individual four-year priorities. We have also had feedback sessions with the full senior leadership team to start to bring these together to inform our overall organisational objectives (a working draft version of which you can see below). As promised when we met, we will be contacting clubs to encourage them to share their views on the strategy.

We will be keeping both Boards updated as we progress, and we also have a Board Strategy Working Group, which is providing an additional check and challenge on plans. Ian Mackenzie, Stuart Cain, Roger Prior and Keith Ashton make up this group.

In terms of timings, a final draft of the new strategy will be available for review at the Joint Board meeting in September, and will then be shared at the Annual Council meeting in October. We will then spend the rest of the year developing the detailed departmental plans.

Your views on the strategic direction of the ASA are important to us, and we are keen to ensure you have the opportunity to feed into the process. Whether or not you are part of a Working Group, we would welcome your views via your Sport Governing Board representative or directly via strategyfeedback@swimming.org.

We will provide a further update once the Boards have reviewed the draft, but in the meantime, please find below the current list of six overarching organisational aims, which set out our four year ambition and direction:

1. To increase the number of people benefiting from regular swimming; an activity that welcomes everyone.
2. To increase the number of people able to swim.
3. To deliver high quality, well-trained, motivated people at every level.
4. To prepare high quality athletes, coaches and support personnel to succeed on the world stage.
5. To be the recognised authority for swimming.
6. To improve organisational sustainability.

Each ASA area/department will contribute towards more than one of the strategic objectives, with each having specific four year goals that we believe are integral to delivering the above. For example, Clubs and Facilities will be key enablers across most strands of work.

The language and tone of these objectives may evolve over the coming weeks, but any initial thoughts would be welcomed.

We feel this is a great opportunity to define the future direction of the ASA clearly. We also hope that this will help you as you develop your own Regional strategic plans, so that together we can work towards achieving our vision of a nation swimming.

Best regards,

Adam

Adam Paker
Chief Executive Officer



ASA, SportPark, 3 Oakwood Drive,
Loughborough, Leicestershire
LE11 3QF

Office: 01509 640 166
Adam.Paker@swimming.org
www.swimming.org/asa

ASA GROUP BOARD

SUBJECT TO APPROVAL AT THE NEXT MEETING

MINUTES OF A MEETING OF THE GROUP BOARD OF THE AMATEUR SWIMMING ASSOCIATION, HELD ON 17th MAY 2016 AT LOUGHBOROUGH UNIVERSITY, LONDON.

Present:	Mr M Farrar	Chairman
	Ms L Wainwright	Independent Member (Deputy Chairman)
	Mr K Ashton	SGB Representative
	Mr S Cain	Independent Member
	Mr N W Humby	Independent Member
	Mr S Johnson	Independent Member
	Mr B Simkins	SGB Representative
	Mr A Paker	Chief Executive Officer
	Mrs J Porritt	Chief Financial Officer
Staff:	Mr R Barnes	Head of Legal Affairs
	Mr N Caplin	Director of Participation
	Miss J M Nickerson	Chief Operating Officer
	Mr D Stevenson	Head of Insight
	Mr M Thompson	Chief Commercial & Marketing Officer
	Mrs L Barnes	Executive Assistant to the Chief Executive Officer
Apologies:	Mr I Mackenzie	SGB Representative

Min No:

23. **Welcome and Introductions**

23.1 The Chairman welcomed everyone to the meeting.

24. **Declarations of Interest**

24.1 Jane Nickerson, Company Secretary and Director Community Swimming Limited (CSL), Director Community Swimming Trading Limited.
Nick Humby, Director Community Swimming Limited

25. **Minutes of the Meeting held 16 February 2016.**

25.1 The minutes were agreed as a correct record.

26. **Actions from Previous Meeting held on 16 February 2016**

26.1 **Min 5.4.3 Swimming Health Commission Paper** – Included in the Chair's update.

26.2 **Min 8.2 Strategy** – The Chief Executive Officer reported that the Vision & Mission have been agreed and are now being communicated to stakeholders. The Board consultation group has been set up as have the working groups for each area of the strategy. Each group is led by a member of staff and includes members from the sport, external partners and appropriate experts.

- 26.3 **Min 9.4 Market Segmentation** – The Director of Participation reported that now that over 85% of the pools within the country had been segmented and the Area Swim Managers had been allocated priority pools that needed ASA support over the next 6-12 months, to drive up quality, no spend would be required to achieve success, just peoples' time.
- 26.4 **Min 11.2 Incorporation** – Included in Chief Financial Officer's update.
27. **Minutes of Joint Board Meeting held on 18 March 2016**
The minutes were agreed as a true record.
28. **Chairman's Report.**
- 28.1 The Chairman outlined the potential challenges for the sport following the publication of the Government's strategy for sport. The Chairman asked the Board to consider the implications and provide views on how we can show leadership for the sector to deliver the Government's objectives.
- 28.2 Detailed discussion took place and all agreed that we should collectively show leadership to the whole aquatics industry through our behaviours; including passion and commitment. It was also agreed that the ASA Group Board and ASA Sport Governing Board should be unified on the approach we take.
- 28.3 The Chairman reported that the Health Commission for Swimming has been announced and Ian Cumming, CEO for Health Education England appointed as Chairman. The Commission is made up of a number of credible health experts to ensure we are a strong platform to deliver the government's objectives on health and exploit the health benefits of swimming.
29. **Report of the Chief Executive Officer**
- 29.1 The Chief Executive Officer presented his paper and gave an overview/position on our current leadership standing within the sector as follows:
- 29.1.1 The Chief Executive Officer is heading the Strategy Working Group on industry leadership. An initial meeting has already taken place with a further meeting scheduled later in the week.
- 29.1.2 The Swim Group has been formed and will meet for the first time later this week.
- 29.1.3 As reported by the Chairman, the Health Commission for Swimming has been formed and is generating good media interest.
- 29.2 The Chief Executive Officer thanked the Board for their feedback on the structure of the Board papers and agreed that moving forward there is a need to focus on leadership to address the challenges of participation, diversity and commerciality to achieve our Vision of a nation swimming.
- 29.3 An overview of the Strategy work was discussed and the Chief Executive Officer re-iterated that a Board Strategy Consultation Working Group has been established to provide vital checks and challenges. The Group consists of Ian Mackenzie, Keith Ashton, Roger Prior and Stuart Cain. They will engage periodically to provide oversight of the strategy process.
- 29.4 The Board Review is scheduled to be completed by September.
- 29.5 The Chief Executive Officer's report was noted.

30. **Report of the Director of Participation**

30.1 **Restructure of the Participation Team** – The Director of Participation gave an update of the Participation strategy activity and the progress made since the last Board meeting. He highlighted that the restructuring was complete, with focus firmly on delivering activities, as well as a robust set of KPIs that would be shared with the Board regularly.

30.2 **Projects** – 5 key items were highlighted, as potential game changers in driving participation, that the Board needed to be aware of;

- Health Commission Group – A group of industry experts providing credible links between health and swimming.
- Social Swimming project – Providing people from hard to reach communities that either can't swim or have low confidence in water access to swimming lessons in a social environment.
- Data Pool Launch - Technology that accesses Leisure Centre till data, cleans it up and analyses it, providing invaluable insight of industry activity.
- Technology Solutions – Finding partners to provide a mainstream, easy entry, swim tracking solution.
- 400m challenge – Establishing a universal distance that becomes part of everyday conversation, much like a 5k run.

The report was noted

31. **Learn to Swim**

31.2 The Chief Operating Officer presented her paper and gave an update on Learn to Swim activities and the current KPI status at the end of the third year of the current cycle as follows:

31.2.1 It was highlighted that the Adult Learn to Swim Framework has been completed and is now available as a key programme to help increase participation.

31.2.2 **Swim Safe** – Governance Structure – The Chief Operating Officer provided information on the current thinking of the Swim Safe Board and advised that at present there is not a requirement for the ASA Group Board to take a decision regarding the governance structure of the relationship as the RNLI need to consider issues before a formal proposal can be made. A collaboration agreement between the two organisations will be put in place in the meantime.

31.2.3 **School Swimming** – Noted that the Government is now taking school swimming seriously with an increased emphasis on ensuring all children learn to swim at school. Sport England are also supportive of this.

31.2.4 **Water Safety Centres** – The Chief Operating Officer gave an overview on the work being undertaken by the RNLI with support from the ASA Insight and Facilities teams. The Swim Safe Board asked for the first build to include a number of innovative concepts for testing purposes. Business plan to be finalised with the aim to start the build project in the 2016/17 year.

31.2.5 **Getting Europe Swimming** – LEN has created a working group to bring together a number of European countries to deliver a project on learn to swim and water safety around Europe. The first meeting held on 17 May with the ASA Head of Learn to Swim, Jon Glenn representing all the home countries. A commission was formed and Jon Glenn was asked to sit on this commission.

31.2.6 **KPIs – Noted.**

The report was noted.

32. **Workforce Development Update**

32.1 The Chief Operating Officer presented her paper which included a recommendation to create new swimming coaching awards (certificates) based on the needs of the sport rather than the Regulated Qualifications Framework criteria which would mean the non-inclusion of the certificates on the framework. This was agreed.

32.2 **IOS New membership Booking System** – The Chief Operating Officer explained the requirement for a new web based / online booking system to replace the current outdated system. Whilst this is a matter for the IoS Board the Group Board gave their endorsement for the use of financial resources for this important project.

33. **Year End Outturn**

33.1 The Chief Financial Officer presented her report and updated the Group Board on the anticipated year end outturn. She explained there is a negative impact on the Profit and Loss due to delays selling the second Warehouse unit. The Board noted that the funds from the recent Legacy will be kept on the Balance Sheet until both Boards agree how it should be spent.

34. **ARP** – Following a robust tender process RSM has been appointed as the internal audit provider.

35. **2016-2017 Budget** – The Chairman advised that work on the Budget is still ongoing following challenges from the SGB regarding the allocation of resources. The Board recognised that there are challenges regarding expenditure in this final year of the current strategy and that there is a need for further cost savings. The Board agreed a process for addressing the issues and sign off by both Boards by the end of the next week.

35.1 The Chief Executive Officer accepted that further work is required to finalise the budget and thanked the Board for their comments stating that a process has been put in place with his full commitment.

36. **Risk Register** – The Chief Financial Officer reported that the risk register had been updated and a review of the operational risk are ongoing. It was reported that the SLT had identified 17 strategic risks with 3 classed as a priority. The Board accepted the changes to the risk register.

The report was noted.

37. **Incorporation**

37.1 The Chief Financial Officer presented her paper and gave an update on discussions with the Sport Governing Board and advised 3 Regions have taken up the offer for the Chief Financial Officer to visit and present to them. Feedback from the Regions will help in preparing further information for the Council meeting in October where a working group session will be held.

- 37.2 Simon Johnson commented that he was concerned about offering 2 options on Incorporation, as he felt this could lead to poor decision making. He requested that the paper be rewritten to be factually neutral ie balanced pros and cons for each option if the agreement was to still present 2 options going forward. The meeting was generally in agreement with more than one option being presented. The Chief Financial Officer will reform a working group to assist with the process.

The report was noted.

38. **Legal Report – Proposed Amendment to ASA Regulation 61**

- 38.1 The Head of Legal recommended the proposed change (in principle and intention) to ASA Judicial Regulation 61.1 and 61.2 as set out below;

38.1.1 **ASA Regulations 61.1** – The Chairman of the Group Board and Chairman of the Sport Governing Board will share the Chairman’s role at Council meetings. Based upon the remit of each Board, and any potential conflict of interest they will determine who is appropriate to chair each item on the agenda.

38.1.2 **ASA Regulation 61.2** – In the absence of either Chairman the other will chair the whole meeting. If both are absent or both have conflicts of interest, or they cannot agree who shall chair individual agenda items, the meeting shall elect a Chairman for the whole or part of the meeting.

The Board approved the recommendation.

38.4 **Appointment of the Rules Committee** – The Head of Legal Affairs advised the Board of the requirement of Regulation 64.2.10 whereby the Sport Governing Board (in consultation with the Group Board) are required to appoint the Rules Committee following publication of the ASA Handbook. The HOLA advised that current members Philip Gordon and Alan Boyle were standing down and therefore the Sport Governing Board wished to appoint the following members which include one new member, John Hidle.

- Colin Robson – Secretary
- John Hidle
- Sheila Mackenzie

The Group Board endorsed these appointments.

39. **Commercial Partners Update**

39.1 The Chief Commercial & Marketing Officer presented his paper and gave an update on the progress regarding the appointment of the outfitting partner, sponsorship sales strategic review and sales as follows:

39.1.1 **Outfitting Partner** –At draft contract stage with a new partner. The allocation of payments have been agreed by the Home Nations and it is hoped the contract will be concluded shortly.

39.1.2 **Sponsorship Sales Strategic Review** – The approach to selling sponsorship is currently under review. Several options are being explored and further consideration will be given to this at a meeting within early June.

40. **Brand Review Update**
40.1 The Chief Commercial & Marketing Officer presented a paper and gave an update on the project. He advised that individual interviews with the Brand Sub-Group have all taken place. Next steps are for the SLT to develop “Values”. Thoughts were invited on the process so far. The Chairman thanked the Sub-Committee Group for their time and commitment.
41. **Insight**
41.1 The Head of Insight gave a verbal update on the tracker. Slides to be circulated with the minutes.
42. **Sport Governing Board Update**
Paper noted.
42. **Any Other Business**
42.1 **British Swimming** - to be an agenda item at the next Group Board meeting in July and to include an update on finance.
- 42.2 **Structure of Board Papers** – The Chairman stated that he will work with the Chief Executive Officer to set a revised format for Board meetings and the provision of papers to ensure there is sufficient time allocated for meaningful discussion on key topics.
- 42.3 **Next Meeting** - Bernard Simkins gave his advance apologies for the July meeting.
43. There being no further business the meeting closed.

ASA SPORT GOVERNING BOARD

Minutes of the meeting held 14 May 2016 Holiday Inn, Westfield Centre, Stratford Subject to approval at the next meeting



Present:	Mr C Bostock	Chairman
	Mrs A Clark	East Midland Region
	Mrs K Grimshaw	London Region
	Mr R Prior	South East Region
	Mr I Mackenzie	East Region
	Mr B Simkins	West Midland Region
	Mrs J Whittle	North West Region (sub for North West Region)
	Mr R Gordon	North East Region
	Ms P Jones	Sport Specialist
	Mr J Bird	President (sub South West Region)
	Mrs A Reah	Vice President

Staff:	Miss J M Nickerson	Chief Operating Officer
	Mr R Barnes	ASA Head of Legal Affairs
	Mr A Paker	Chief Executive Officer
	Mrs J Porritt	Chief Financial Officer
	Mrs C Lambert	Administrator

Apologies:	Mr R Margetts	South West Region
	Mr N Booth	North West Region
	Mr B Saunders	Independent Member
	Mr D Flack	(sub for R Margetts)

Min No:

30. **Welcome and Introductions**

30.1. The Chairman welcomed members, Senior Leadership Team (SLT) and Janice Whittle to the meeting.

31. **Declarations of Interest**

31.1. Ian Mackenzie item 6 (Legal Report) and item 9 (Membership Fees).

32. **Report of the Chief Executive (CEO)**

32.1. **Strategy 2017/2021**

32.1.1. The CEO gave an overview on activities and progress since the joint Board meeting held on the 18th March where the strategic objectives had been identified. Eleven working groups have been formed covering the different areas of the business and individuals have been empowered to lead the areas specific to their expertise. To ensure consistency a framework template has been produced which will ensure common format and language is used throughout the strategy.

32.1.2. The CEO advised there is involvement from outside the organisation and cited the Industry Leadership Group as an example which included commercial representation and regional/club representation. In addition a Board Strategy Working Group has been formed with members involved from both Boards; their remit is to provide a check and challenge function outwith the Board meetings.

- 32.1.3. An outline of the timetable was given and it is expected to have a final draft of the Strategy available for sign off at the joint Board meeting on the 6th September.
- 32.1.4. It was noted publication of the Sport England Strategy has been delayed until the 19th May. There was some discussion on the timeline for the ASA Strategy and whether there was any flexibility in the timing of the ASA strategy to reflect the Sport England Strategy. The CEO advised there would be some flexibility but it was important that the ASA Strategy is independent of the Sport England Strategy and is appropriate to meet the needs of the sport.
- 32.1.5. The overall aim for the ASA Strategy 2017/2021 is to have a cohesive and seamless strategy aligned to the Regional strategies. In order to achieve this, members felt the regions should be fully engaged in the process. Therefore it was agreed each section as it is completed would be circulated electronically to the regions. There is hope and expectation the regions will provide feedback on the regional plans and alignment with all/part of the national strategy. Once the final strategy document has been signed off in September it will be circulated to the regions to view prior to the ACM in October.
- 32.2. In concluding his report the CEO requested that members complete a short questionnaire on Leadership which had been identified as a key strategic goal at the joint meeting in March. This would be circulated to members and they were requested to complete it by the end of May.

33. **Finance**

- 33.1. **2015 – 2016 Year End Outturn** – The Chief Financial Officer (CFO) advised the year end outturn is currently in draft format and the final copy will be available following sign off by the auditors, haysmacintyre, on the 22nd June.
 - 33.1.1. Discussion included the reserves and it was felt a review of the reserves policy should be undertaken annually.
- 33.2. **2016/2017 Budget** – The CFO advised the Budget is still under discussion even though it was agreed in principle at the joint meeting of the Boards in March. It had been recognised that there is still some imbalance within the budget and the SLT will work together to produce a more balanced budget. The CEO and CFO sought the views of the SGB to assist with this process and the CFO gave an overview of the procedures involved for staff when setting the budget.
 - 33.2.1. Members discussed a wide range of areas including departmental restructures, current staffing levels and recruitment. The CFO confirmed there is no automatic backfilling of posts and advised the process to be followed when recruiting. Other areas discussed included marketing and the balance of funding between marketing and the sport and it was requested that additional analysis is provided. Members also discussed the projected savings, participation funding, talent, clubs and the proposed initiatives and what these will mean for the organisation. The CFO to provide a paper outlining where the proposed savings will be made.
 - 33.2.2. The CEO accepted the balance was not yet right and thanked the SGB for their feedback. The CEO confirmed the role that marketing and commercial have to play within the organisation.

- 33.2.3. In summary the SGB felt there was insufficient support within the budget for clubs and talent and as this forms a core part of the business appropriate investment is required in these areas.
- 33.2.4. It was noted that the budget could not be approved as yet and would be considered once further work had been undertaken.
- 33.2.5. **Swimming Times** – Bernard Simkins, Director of Swimming Times provided an update to the SGB following a recent meeting with the CMO at which he received proposals for the future publication of the magazine which included moving to an on line only version. He stated he had requested from the CMO that a paper be prepared for the boards after agreement with the SLT showing all potential options with all their relevant benefits and drawbacks and their costs. Members discussed the various options and were of the opinion that further research was required as to how we might achieve additional sales, to include possible benefits and to make the magazine accessible to more individuals. The general opinion was that it was a good publication and was professional in its printed format.
- 33.2.6. The CEO confirmed any proposals for change would be considered by the SLT, Swimming Times Board and both the SGB and Group Board.
- 33.3. **Incorporation** –The paper was noted and the CFO advised that to date three invitations had been received from the regions to present on Incorporation. The CFO reiterated the offer to visit all regions should they so require. Once feedback has been received from the regions this will be helpful in preparing the documentation for Council in October. The timeline was clarified and the final paper will be circulated following the Group Board meeting for wider circulation.
- 33.3.1. Some concern was expressed from the London region regarding the timetable and consultation process with the members. It was confirmed following the recent Regional Chairs meeting that information would be circulated to the Regional Chairs who in turn would share information with the sport as they see fit.
- 33.4. **Risk Update** – The CFO advised that the risk register had been updated by the risk owners in March/April and a review of the operational risks is ongoing. It was reported that the SLT had identified 17 strategic risks with 3 classed as priority. Suggestions were made for clearly identifying the risks associated with talent, participation and Sport England and clarification given on potential risks associated with events held under the auspices of British Swimming.
34. **Report of the Head of Legal Affairs (HoLA)**
- 34.1. **Proposed Amendments to ASA Regulations**
- 34.1.1. The HOLA recommended to the members, in line with ASA Regulation 61, that the Sport Governing Board approves the principle, intention and wording of the changes to ASA Regulations set out below.
- 34.1.2. **ASA Regulation 61.1** - The Chairman of the Group Board and Chairman of the Sport Governing Board will share the Chairman's role at Council meetings. Based upon the remit of each Board, and any potential conflict of interest they will determine who is appropriate to chair each item on the agenda.
- 34.1.3. **ASA Regulation 61.2** - In the absence of either Chairman the other will chair the whole meeting. If both are absent or both have conflicts of interest, or they cannot agree who shall chair individual agenda items, the meeting shall elect a Chairman for the whole of or part of the meeting.

34.1.4. The proposed recommendations were agreed and it was noted these would be effective from the 1 July 2016 subject to approval by the Group Board on 17 May 2016.

34.2. **ASA Regulation 62.1**

34.2.1. A request to amend regulation 62.1 in respect of the distribution date for the Annual Report from the 31st July to 14th August was discussed. This was agreed subject to making a change to regulation 62.2 whereby circulation of the Annual Report would become the responsibility of the central office. The circulation was confirmed as 1 copy to each club, plus sufficient copies for the regional offices to distribute to their executive members and Past Presidents.

(Confirmation has since been received that the ASA undertakes circulation to the clubs)

34.2.2. The Chairman advised that due to the timescales this year the Annual Report would be circulated electronically for approval. It was agreed this should be considered for the wider audience next year.

34.3. **Appointment of the Rules Committee** - In respect of Constitutional Regulation 64.2.10 the Sport Governing Board (in consultation with the Group Board) are required to appoint the Rules Committee following publication of the ASA Handbook. The HOLA advised that current members Philip Gordon and Alan Boyle were standing down and therefore the Sport Governing Board were requested to approve the members including new member John Hidle.

- Colin Robson – Secretary
- John Hidle
- Sheila Mackenzie

The appointments were approved.

34.3.1. Thanks were extended to Alan Boyle and Philip Gordon for the work they had undertaken on the Rules Committee.

34.4. **Transgender Policy** – the HOLA updated members and it was noted that the IOC/FINA are looking at their transgender policy and it would be appropriate to review our own policy once this has been published. The HOLA made recommendations for a panel in the event of any cases to be heard and the Board agreed this.

34.5. **Online Banking** – the HOLA had updated the club constitution guidance in respect of online payments. This was discussed and some additional amendments were suggested which would provide a safeguard for all those involved in the process.

35. **Report of the Chairman**

35.1. The Chairman reported that he has discussions with the CEO and Chairman of the Group Board on an ad-hoc basis and is comfortable with the communication process.

35.2. **Rankings** – Following a single complaint through the Information Commissioner's Office (ICO) regarding the publication of dates of births within the ranking system it has been recommended that we adopt a process to restrict access. It has been agreed to publish year of birth only and this has been confirmed with the ICO.

35.2.1. The Sport Governing Board recommends to Regions, Counties and Clubs or anyone organising a competition that they do not publish dates of birth either electronically or within a programme of events.

35.2.2. The Board recognised that clubs will need to supply dates of birth to meet organisers to ensure the correct data is used for swim meets and rankings purposes. In order to address this going forward it is intended to introduce a personal key system to enable access to those members that need it.

The Chairman to provide a statement for circulation to the Regions.

35.3. The Chairman advised that the Chairman of the Swimming Officials Group had expressed some concerns regarding the judicial process. This had also been a matter for consideration at the Regional Chairs meeting and it was accepted that a review is required. The COO has written to the regions for comments and concerns and it is recommended the review process starts at the end of June.

35.4. The Chairman advised that he had received correspondence from Jenny Gray regarding the accuracy of the minutes relating to her position as Chair of the Synchronised Swimming Management Group. The SGB discussed this and confirmed that the Synchronised Swimming Management Group in its entirety had been disbanded and subsequently reconstituted to meet the demands of the sport.

35.5. **Home Country Meetings** – Regular meetings are being held between the Home Countries and the Chairman of the British Swimming Board. A draft Memorandum of Understanding has been circulated regarding home country contributions for the next four years. The Chairman had also raised the issue of substitutions for home country representation at British Swimming Board meetings and it had been agreed a clear policy will be produced to provide clarity to all.

35.5.1. **Synchro and Water Polo** – The Chairman had raised concerns regarding the lack of support by British Swimming (BS) for synchronised swimming and water polo despite the level of contributions made. It had been minuted by British Swimming that they have a responsibility for synchronised swimming and water polo despite not being UK Sport funded.

35.5.2. The COO provided some additional information advising that BS have accepted responsibility for international officials for all disciplines with the exception of water polo. They have disbanded the British Masters Management Group and responsibility for masters is now with the home countries. For British Swimming Masters events each home country will be responsible in turn and it was agreed England will host every other year with Scotland or Wales hosting on the year in between.

35.5.3. The COO confirmed that there is a pathway for development of water polo officials and this will be allowed for in the budget.

35.6. **Long Services Awards** – A request had been received regarding a certificate of thanks for retiring committee members. Members agreed that the long service awards should be reviewed and the HOLA was requested to lead on this. The Chair to respond to the correspondent advising the appropriate route for acknowledging committee service.

35.7. **Board Member Reviews** – The Chairman advised this will be done by the end of September.

36. **Membership Fees**

36.1. The paper submitted by the Manager of ASA Membership Services was noted. Both recommendations for membership fees for 2017 were considered and the Board agreed unanimously to recommendation 1.

Recommendation 1

Category 1	£8.90
Category 2	£25.50
Category 3	£5.00

Affiliation fees 2017 – were agreed as:

Direct Affiliation	£305.00
Corporate	£825.00
Club Call Fee	£1.00
Student Membership	£5.00
Temporary Membership	£15.00

36.2. There was discussion on the process used to set fees and if this method was still relevant to the business. It was agreed that a review should be undertaken and the Executive were asked to identify appropriate people to carry this out for implementation in the new strategy cycle.

37. **Report of the Chief Operating Officer**

37.1. The COO updated the Board on the following areas of the business.

- Learn to Swim
- Workforce Development
- Clubs
- Swimming
- Synchronised Swimming
- Water Polo
- Para-Swimming
- Diving
- Sport England Update
- Membership

37.1.1. **Adult Learn to Swim** – The COO advised that the pilots have been completed, the focus groups from London, Loughborough and Birmingham will now review the resources ready for roll out.

37.1.2. **Swim Safe 2016** – The programme is now operational for 2016 and it is estimated there will be 15,000 children participating over 13 sites. The COO gave statistics on the Swim Safe Growth Plan which aims to ensure every primary school child in the UK and Ireland has had the opportunity to take part in a Swim Safe session by 2021.

37.1.3. **School Swimming** – The CEO and Head of Learn to Swim had met with the DCMS and DFE. Government is taking school swimming very seriously and County Sport Partnerships (CSPs) have been commissioned to help schools meet their physical activity targets. Sport England are supportive of the Swimming Leadership Group being the core for the Government's working group on school swimming as they have the right membership, focus and motivation.

37.1.4. **Demountable pools** – Members were updated regarding the new collaboration with Total Swimming and the COO gave a resume of the details to the members.

- 37.1.5. **Getting Europe Swimming Safely** – The overall aim of this project is to make everyone aware of how to swim safely and to reduce drowning across Europe. There are 16 countries signed up and Jon Glen will represent all the home countries.
- 37.1.6. **School Swimming Research** – This will start in July before the schools break up. The questions are more detailed and interrogate key areas including swimming ability by age group and school lessons versus private lessons. It will also look at the barriers to children's swimming, parent's perception to learn to swim and how parent's attitudes and behaviours influence their views on children learning to swim.
- 37.1.7. **Learn to Swim KPIs** - noted.
- 37.2. **Workforce** – The structure has been reviewed and a dedicated marketing post agreed. The COO also outlined the booking system and web proposal which is being put forward for consideration to the Group board at their next meeting.
 - 37.2.1. **RPL** – Work has been done to provide opportunities for coaches with overseas qualifications to check they are fit for purpose in this country. Members were advised of the process and options available for those wishing to take up employment in England.
 - 37.2.2. The new mentoring programme for tutors is in place with 20 mentors now on the programme. There are 35 candidates signed up for tutor training and the tutor licensing programme for 2016 is now available.
 - 37.2.3. **Moving swimming coaching off the framework.** The COO gave background information on the paper being submitted to the Group Board requesting the removal of swimming coaching qualifications from the framework. It is felt the criteria on the framework does not meet the needs of swimming and is not fit for purpose. The COO had met with the BSCA, British Swimming elite coaches and others within the field who were supportive of the proposition. The SGB endorsed the proposal by the COO.
 - 37.2.4. **Workforce KPIs** - noted with an explanation given for the 2 that are not on target.
- 37.3. **Clubs** – Members noted the results of the Club Survey will be presented at the July meeting and that a meeting of the Club Management Group has still to take place. The COO also reported that there has been success in Hengrove with all Bristol North Clubs agreeing to merge from September with shared sessions taking place now.
 - 37.3.1. The COO advised that she had met with GLL regarding the London Aquatic Centre Programme. They have a target of ensuring 10% of children move out of LTS into the club development programme.
 - 37.3.2. **Clubs KPIs** – Noted.
- 37.4. **Swimming** – Commonwealth Games (CWG). There is doubt at the moment as to whether there will be a holding camp provided by Commonwealth Games England (CWGE) due to financial constraints. Swimming has made its position clear in that we need a holding camp and have asked CWGE to ensure the accommodation and pool remains booked. It was noted that the standard for swimming is likely to be top 6 ranked in Commonwealth Games events and this will form the basis for our selection policy.

- 37.4.1. Concerns were expressed at the low numbers from England selected for the Olympic Games (swimming). There was general discussion on the situation and the options available to ensure the progress of juniors to senior level. It was noted that the talent team are considering the feasibility of introducing English Performance Clubs in the next cycle. Advice is currently being sought and the ideal model would be around higher education however, there are challenges particularly with flexibility of degrees. It was noted 11 of the 14 English swimmers selected for Rio had gone through the English Talent Pathway.
- 37.4.2. **Swimming KPIs** – noted.
- 37.5. **Synchronised swimming** – It was noted that the duet are being supported by the EIS which has been very welcome. The GB team are currently training hard and will perform their 2 routines at the European Championships. The submission for funding to UK Sport is still ongoing.
- 37.6. **Synchronised swimming KPIs** – Noted all green
- 37.7. **Water Polo** – Members were advised the budget submission is under review and the strategy is being rolled out. The COO gave an overview of the Manchester model and the ongoing work to introduce this into other areas. The emerging issues included data and the identification of water polo players, the competition framework and access to facilities. In addition, workforce planning is looking at ensuring quality volunteers at all levels. The importance of good communication was emphasised to ensure there is one voice around the vision and that the key messages are delivered in a consistent way. It was noted a toolkit will be available to clubs wishing to develop the sport.
- 37.7.1. The COO advised on historic funds, how these had come about and the work being done to identify where it belongs. The SGB supported the recommendation by the COO and tasked the CFO with bringing about a solution.
- 37.7.2. **Water Polo KPIs** – Noted.
- 37.8. **Para-swimming** – The COO had met with World Class and gave an overview of the current thinking. The programme is performance driven with “What it takes to win” being filtered down to England’s talent programme from the World Class programme. Other matters discussed included Education programmes for parents and guardians, classification and international influence. It was noted that 80% of athletes who qualified for Rio were from England.
- 37.8.1. **Para-swimming KPIs** – Noted all green.
- 37.9. **Diving** – The Talent Officer and Development Officer are working together to implement the strategy. Talent Zone camps 6 and 2 were held in Sheffield with some 8/9 year olds invited to attend. There were 14 England Talent Programme athletes who achieved the European standard and 7 selected for the European Junior Championships 2016. The budget for development has yet to be confirmed and the COO advised on the reasons for the delay. It was noted there will be a review of the Beacon Programmes for the next cycle.
- 37.9.1. **Diving KPIs** – Noted.

- 37.10. **Sport England Update** – The COO confirmed that going forward Sport England will focus on progression and more and better athletes at every level including future champions as well as inclusion, making sure there is equal access for everyone to the talent pathway. A resolution regarding AASE is awaited.
- 37.11. **Membership** – The COO gave the membership figures for 2015 and 2016 with a slight increase showing in 2016. In addition details were provided for the Regional breakdown.
- 37.12. **Aquatic Awards** - Great Hall Birmingham University. The SGB confirmed their preference for the earlier start to the programme.
- The COO was thanked for the comprehensive presentation
- 37.13. The SGB discussed the KPIs and whether sufficient funds were being put into clubs and talent. The COO stated that the KPIs for the next quadrennial should have an emphasis on quality rather than quantity. This was endorsed by the CEO.
38. **Terms of Reference Management Groups**
- 38.1. The proposal was agreed but it was noted further clarification may be required once the format of the Club Management Group has been reviewed.
39. **Sponsorship**
- 39.1. The CEO gave an update on the current sponsorship position and the relationship with Lagerdere and opportunities going forward. The report from the Chief Commercial and Marketing Officer was noted.
40. **Brand Review**
- 40.1. The two Board members involved in the review gave feedback on the consultation process to date although there is a lack of understanding as to what the outcome will be. The report of the Chief Commercial and Marketing Officer was noted.
41. **Minutes of the meeting held 18/19 March 2016**
- 41.1. These were agreed as a correct record.
42. **Matters arising from the minutes of the meeting held 18/19 March 2016**
- 42.1. **Min 42.4 ASA Friends** – There had not been an opportunity to discuss this as yet with the Club Management Group but the COO advised that she had received some information which may be pertinent and will circulate it to the SGB if this is the case.
- 42.2. **Min 42.5 Management Group Minutes** – Management Group Administrators have been requested to produce minutes within a set time frame.
43. **Minutes of the Joint Board meeting 18th March 2016** – were noted.
44. **Dates for 2017 & 2018**
- 44.1. The dates were agreed with the exception of Council for 2018 which has still to be confirmed. It was also agreed to schedule a report on the presentation calendar to include a review of the CWG at the May 2018 meeting.
45. **Any Other Business**
- 45.1. Agreed that Mike Thompson attend the next meeting on Saturday 2nd July to provide an update on the Disney campaign.

- 45.2. **Trophies** – The SGB agreed the trophy proposal subject to clarification regarding the Alan Hime and Alan Lawrence trophies.
- 45.3. British Swimming Board representative report was noted. The nominations for LEN were noted.
46. Date of next meeting 01/02 July, SportPark.
47. **Executive Board members**
- 47.1. The staff were asked to leave the meeting. The meeting debated the membership of the Sport Governing Board and unanimously agreed that the Board would benefit from the inclusion of the ASA Chief Executive Officer and ASA Chief Operating Officer as full voting members of the Board. This is in line with the structure of the Group Board whereby the ASA Chief Executive Officer and ASA Chief Financial Officer are full voting members.
- 47.2. The Head of Legal Affairs to be requested to prepare the proposed change to the Constitutional Laws for submission to Council.

Draft Minutes of the meeting of the ASA Regional Chairs held on Wednesday 9 June at 5.30pm at Ambassadors Bloomsbury Hotel, Upper Woburn Place, London

Present

David Flack
Dave Fletcher
Ray Hedger (substitute for Roger Penfold)
John Hidle (substitute for Lisa Topliss)
Adrian Leather
Simon Kirkland,
Joan Wheeler
David Watson

Apologies

Roger Penfold
Lisa Topliss

Declaration of conflicts of interest

Simon Kirkland a conflict of interest on the item on coach qualifications and education. Dave Fletcher declared a potential conflict on education matters.

Minutes of the meeting on 23 March 2016

1. The minutes were agreed.

Matters arising

2. **Regional records:** Four regions had sent their information to John but they had been lost due IT problems. The Chairs agreed to ensure that their regions sent their records.
Action: All chairs
3. **Incorporation:** The Chairs noted that Jackie Porritt had presented a paper to the SGB in May, had been invited to regional board meetings and had provided a draft paper in advance of the London meeting. Dave Fletcher agreed to copy the draft paper to the other chairs (see appendix 1).
Action: Dave Fletcher
4. **Buddying:** Dave Fletcher outlined the draft proposal to establish a two-way buddying arrangement between the regions and the SLT (see appendix 2) to which the chairs gave constructive input.
Action: Dave Fletcher

Governance

5. Concern was expressed about the process by which the regions appoint people to the SGB and the chairs noted that, whilst the mandatory section of the model regional constitution states that the “regional representatives” must be elected, the regions had different approaches including:
 - stating that the representative must come from within the existing regional board members;
 - open recruitment with the Board making a recommendation to the annual council meeting; and
 - straightforward elections.

The chairs felt it would be helpful to have role description against which the regions could select their representatives.

6. Questions that were raised included:

- whether the two Board structure is working and whether a review is needed;
- whether the role of the two boards and the board members is understood well;
- how to balance the need to appoint the most appropriate person with the need for boards that have the same diversity as the communities they serve;

One chair's suggestion that the regional chairs forum should replace the SGB was rejected.

7. The Chairs agreed to put their points to the ASA officers and seek a role description for SGB Regional Representatives.

ASA Friends and Judiciary

8. The current judicial process is set out in ASA Law 100 – 177. Allegations that competition laws and conditions have been broken or misinterpreted are treated as “protests” and handled by the referee, jury of appeal or water polo delegate; there is the right of appeal. Allegations of unfair practice, misconduct, maladministration, breach of the code of ethics, etc. are treated as “complaint” and is made to the Office of Judicial Administration. The Judicial Commissioner decides whether a complaint should proceed and, if so, whether it should be dealt with by:

- judicial commissioner;
- independent disciplinary and dispute resolution panel (disciplinary panel); and
- independent disciplinary and dispute resolution panel (appeals panel).

9. The chairs had secured agreement for a review of the judicial process including the roles, recruitment and ongoing training and development of people working in the judicial system. They had agreed to write to Jane Nickerson with outlining their wish list of areas that should be included in the review. Two chairs had done so and the other chairs agreed to give Jane their input by a deadline to be agreed with her.

Action: Chairs

10. Clarification was sought of the minute which appeared to give the divisional administrators responsibilities in this area.

Coach education and development

11. The chairs asked for clarification of the roles and responsibilities of the organisations, teams and individuals responsible for coaching qualifications, education and development and who is ensuring the strategies are coherent.

European Masters

12. Regional Chairs has received correspondence from their members about the recent championships in London and had passed the complaints to David Sparkes (CEO or British Swimming and General Secretary of LEN). The Chairs recognised that the responsibility for the championships sat outside the ASA and the regions (i.e. with the local organising company and LEN).

Facilities

13. The Chairs identified a risk the move towards so-called “community pools” would have an adverse impact on the sport – particularly diving, synchro and water polo which need deep water. It was felt that the ASA strategy needs to manage this risk and aim to ensure that we have the “right pools in the right place”.

School Swimming Review

14. The Chairs had seen correspondence about this review and wanted clarification of who was on it.

Incorporation – Update paper

Date: 29 April 2016

Authors: Rakesh Vaitha and Jacqui Porritt

1. Background

The purpose of this paper is to reconsider and update, where necessary, the legal and tax advice previously given on the different options of incorporation in order to bring the ASA into a more pragmatic and modern governance structure.

As already widely understood, the ASA is an unincorporated association, not a company, and the majority of its trade and assets (for example, Sport Park, its cash reserves, sponsorship contract, supplier contracts) are held centrally by the unincorporated body, in the names of officers or with trustees on its behalf. Members of the ASA are largely protected through the regulations of the ASA restricting liability to £1 and the risk of individual members being liable is negligible, but still a possibility that just needs to be recognised.

Furthermore, it is important to acknowledge at this time that the Group Board did make a decision back in September 2015 to seek Council's approval to proceed via the Limited Company status route that several other NGBs have adopted. However, for historical reasons it is felt it is worth re-examining other options in order to drive this through to a decision at Council in October 2017 gaining the buy-in from the membership, with incorporation taking place from 1st April 2018. This is the timetable we are now working towards.

2. Reasons for incorporating

There are many reasons for incorporation and some of the key benefit are given below:

- Modernisation of governance structure (employ paid staff)
- Property ownership - protect company assets
- Having easier access to capital
- Perpetual existence – although 147 years is not to be ignored
- Enhance business credibility – easier engagement with other corporates / third parties
- Allows the organisation to enter into contracts in their own right

Difficulties currently encountered by the ASA due to not being incorporated have previously been explored.

3. What options do we have?

A number of options have previously been explored in depth. There are currently two options under consideration which have been highlighted to the Chair of the Sport

Governing Board and the Group Board. It's been agreed to focus on the two viable options going forward.

By further evaluating the pros and cons of each we should now develop a proposal to take to Council in October 2016 to gain agreement to pursue one of the two remaining options. During the period June to September 2016 the CFO is available to attend regional meetings on request to further explain the detail behind each option.

The two options are:

1. A single Limited Legal Entity – a limited company responsible in its own right for everything it does. Any profits it makes are owned by the company, after it pays corporation tax.
2. Charitable Incorporated Organisation (CIO) with a trading entity attached – this is a new form of legal entity designed for non-profit organisations. The main intended benefit of the new entity is that it has a legal personality; the ability to conduct business in its own name and limited liability so that its members and trustees will not have to contribute in the event of financial loss. There are also significant tax benefits.

These benefits are already available to limited companies; charities can be formed as companies, but then they must be registered with both Companies House and the Charity Commission. The CIO format was introduced in 2013 and allows an organisation to register directly with (and submit accounts) solely to the Charity commission and provides increased protection for the Trustees should the organisation collapse.

4. What could the newly incorporated structure look like with pros and cons?

Option 1: One Limited Legal Entity



Directors – The new entity will require Directors to be appointed. Initially appointing at least three directors as part of the above structure (Chair of Group Board, Chair of Sport Governing Board and CEO). Additional non-executive and executive directors can be considered. The 4 limited entities can then be merged as appropriate to reduce the number of subsidiary companies.

Pros

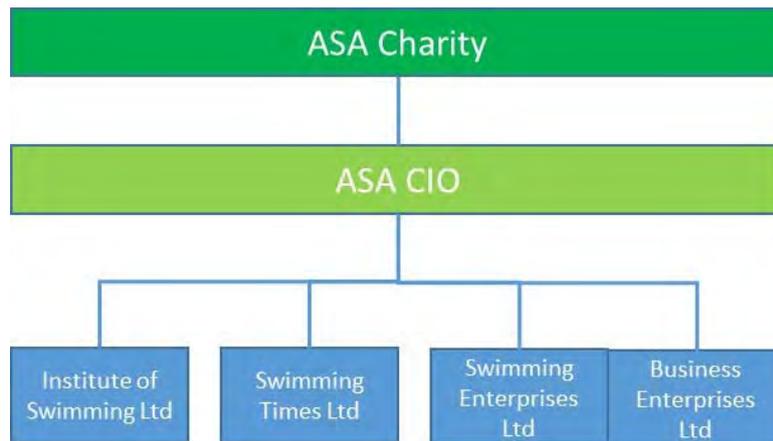
- Modern structure that supports the requirements of a complex sporting NGB
- Gives the Association a legal identity
- Can transfer all assets and liabilities into the limited entity, however the cost of Stamp Duty Land Tax is expected to be circa £120k based on the current value of SportPark
- Credibility as an entity

- Allows tax planning whereby opportunities exist which can be tailored to the organisation's circumstances where applicable, to deliver tax savings.

Cons

- Regulated by Companies House and Directors have more onerous responsibilities as required by the Companies Act (filing company accounts, arranging payment for Corporation tax, National insurance and PAYE obligations).
- Impact on change of status from Not for Profit to trading (Corporation tax, HMRC)

Options 2: Charitable Incorporated Organisation with a trading entity attached



ASA Charity & Association CIO

Trustees – for a Charity, at least three trustees are required to be appointed. The trustees can include the Chair of Group Board, Chair of Sport Governing Board and CEO (or current Officers). Additional trustees can also be considered.

Where a charity is set up with a wider membership it can have members that vote on important decisions (usually at AGMs). For example:

- Appointing committee members who will run the charity
- Making changes to the charity's governing document

With wider membership (such as the ASA): Set up an association CIO (100% owned by ASA Charity) and have a wider membership including voting members other than charity trustees.

Pros

- The charity will not pay tax on profits it makes from trade if:
 - It's making money to help the charity's aims and objectives
 - It trades through a subsidiary company
- Additionally, the charity can form a VAT group with its other entities and save VAT across the group through the application of differing rates.

- Any assets can be transferred into the Charity or CIO without incurring SDLT. However, it is worth noting that once the assets have been transferred into the CIO it is irreversible. Therefore, the preference is to transfer assets into the Charity only.
- Gives wider access to new funding opportunities e.g. grant-making trusts, social impact bonds, central and local government.

Cons

- Would be required to charge market rents to related entities using the building – but this is a diminishing risk given the closure of CSL and the moving away of BS.
- Additionally the charity will be subject to the Charity Commission's jurisdiction as well as increased filing and reporting requirements. Governance and cost of an additional Board to be considered.

A recent example of a NGB that has taken this path is British Dressage – this is deemed to be ushering in a new era for sporting NGBs to make the most of its resources (by maximising gift aid on membership fees, corporate donations and sponsorship as well as the benefits that arise from its activities).

5. Options Analysis

The ASA will engage with tax and other specialists to further evaluate the above two options and make an informed decision on the entity structure for the organisation. Factors such as tax implications will be assessed to ensure the future structure puts the organisation as a whole in a better position by reducing exposure to Corporation tax, SDLT and VAT as far as possible, whilst still preserving the ethos of the organisation and what it stands for.

However, it must also be understood that if assets are transferred into the CIO e.g. Sport Park, they cannot be transferred out again. They can of course be sold – but taxable gains may arise. This is a risk that needs to be understood should the CIO lose its status and simply ceased to exist and therefore raises questions about what would happen to the assets. There would however, be added protection if the CIO is the 100% wholly owned subsidiary of an ASA Charity. The assets would sit in the Charity and the charity could continue to operate even if the CIO ceased to exist at some point in the future. This would be a very tax efficient way of operating.

6. What will happen to the powers of the Group Board, Sport Governing Board and Council post Incorporation?

There will be **no change to the current powers** of the Group Board, Sport Governing Board and Council. These will be transferred as they stand under the creation of the new Articles of Association. However, under the new company there may be a need for at least one Director and a company secretary (depending of the structure of the incorporated body). The Directors could be the officers of the Association or selection from either Board or other methods. This will be set out in the Articles which will be approved by the Council.

7. Next steps

- Consult with the eight Regional Boards on the proposal and highlight the benefits of modernising the entity structure
- Take on-board and address concerns or comments from Regional Board as part of the evaluation
- Submit a paper to Council in October 2016

8. Timeline for incorporation

Time	Key activity
November 2015	Original Incorporation working group stood down following Board
February 2016	Met with both Chairs. Joint Chair consultation on incorporation ideas and way forward
May 2016	An update paper to Sport Governing Board and Group Board on the progress to date
May to September 2016	Consult with Regional Boards on incorporation ideas
October 2016	Paper to Council with a recommendation to proceed
November to June 2017	Subject to outcome from the October 2016 Council meeting, continue consultation with agreed option.
October 2017	Proposal to Council seeking approval
November 2017 to April 2018	Work on new entity to go live from April 2018

A tentative outline timetable has been agreed by both Chairs in order to proceed incorporation in some form by October 2017 with a proposed structure to be presented to Council in October 2016 for general approval.

Proposal for building better links between the ASA Senior Leadership Team and the ASA Regional Boards

Introduction

At a time when the governance of NGBs is under particular scrutiny, and when we face many and various challenges from the outside world, the need has never been greater for the whole ASA to embrace clear and open communication. This has the power to make us much more joined-up and effective in dealing with the issues that affect us, such as corporate governance, facilities, stakeholder engagement and commercial and marketing to name just a few.

One particular area of focus is how we go about creating better communications and therefore better interactions between the ASA’s Senior Leadership Team (SLT) and the regions. The purpose of this paper is to suggest two initiatives that will improve this important point of engagement.

Proposal

It is proposed:

1. To create a system whereby individual members of the SLT host a day in the year, either in Loughborough or in the regions, to update regional counterparts and exchange knowledge on specific areas of interest.
 - *For example, we might organise a half-day seminar where Damian Stevenson, our Head of Insight, updates relevant members of the regional boards on the ASA’s insight projects, and discusses the regions’ needs and how to address them.*
 - *On another occasion, Mike Thompson might run a seminar to assist the regions with finding local sponsors. This would in turn be helpful to the ASA with its own search for commercial partners.*
 - *On another occasion, individual SLT members could organise sessions to develop their teams’ awareness of the differences between regions and regional needs or “life at the coal face”*
2. On top of this, it is proposed to assign each member of the SLT to one or two regions as a ‘buddy’. That SLT member and the Region’s Board would aim to build a collaborative working relationship including:
 - the SLT member make at least one visit to the respective region per year,
 - they would share appropriate information and develop mutual awareness and understanding,
 - they could act as a sounding board and source for ideas and developments (at regional or national level) – recognising that the most effective working relationship respect differences of opinion
 - they would sign post looking to build a collaborative relationship, such that the region would feel able to use the SLT buddy as a conduit for keeping in touch with the ASA management and raising issues.

It should be stressed that both initiatives would be completely optional. Some regions might choose to take up the opportunities these offer in full, but there would be no pressure to do so if this was not felt to be a useful point of engagement.

I look forward to hearing your views.

Adam Paker

June 2016

Appendix I - Below are some examples of difficulties encountered by ASA due to not being incorporated.

1. High Court Actions must be in the names of one or more of the officers (Chair, CEO or President):

- Disputes arising from ASA Judicial process (impact on livelihood, sports career)
- Disputes arising from suspensions etc in relation to child safeguarding

Example: The former CEO and Treasurer were jointly sued in 1998 by a former executive for £1.2m. Fortunately the plaintiff's case was lost in the High Court.

Risk: whilst remote, a significant claim that is uninsurable or where there is insufficient level of insurance could wipe out the assets of the ASA and leave officers, Board, executive and possibly members personally liable.

2. Legal action against the ASA:

- The ASA cannot be subject to legal action as it has no legal personality. Therefore, court cases must be in the names of one of the officers. Examples being:
 - Employment tribunals
 - Small claims through the County Court (e.g. supplier dispute)

Example: A recent employment tribunal brought against the ASA in April 2015 for sexual discrimination and unfair dismissal was raised in the name of the Chairs of Both Boards on behalf of the ASA. The discrimination case was dropped but the Court did find for unfair dismissal on minor grounds. Whilst this was a minor case there is the risk of damage to both the reputation of individual officers and potentially to the credit rating of individual officers. Also in some instances it is possible that the officers will not be aware of the claim.

3. Legal actions by the ASA:

- Action must be in the name of one or two officers (either Chair, CEO or President), examples being claims against suppliers, I.P infringement claims

4. Property ownership:

- The ASA cannot own freehold or leasehold land or buildings. Therefore, Sport Park has been leased in the names of trustees on behalf of the ASA. Current trustees are Mike Beard, Jean Cook and Sam Greatham. Current property holdings:
 - SportPark lease 125 years from December 2010 – trustees (updated in 2013 for deaths of two original trustees)
 - Two warehouse units at Redditch, 999 year leases – owned by Swimming Enterprises Ltd.
 - Loughborough warehouse freehold – owned by Swimming Enterprises Ltd.

- The ASA cannot borrow money in its own name, the mortgage on SportPark is therefore in the name of the trustees noted above.

Risk: There is an issue with regard to the security given by the ASA to trustees. They are entitled to be indemnified out of the assets of the ASA. If the bank called in the loan and the security value of a forced sale of the SportPark lease was less than the loan, then there might be insufficient funds to repay the loan and the bank would seek remedy from the trustees. In these circumstances the trustees could then seek remedy from the officers of the ASA. Potentially, there is significant personal risk on trustees which could also impact on their personal credit ratings.

5. Insurance

- The ASA benefits from comprehensive insurance and to date has not been the subject of a claim which was not insured. However, from discussion with the ASA brokers Perkins Slade, there is always a huge unknown and multiple injuries in a single incident may leave the ASA exposed.

6. Opening new supplier accounts and contracts

- Standard requests include company number, which the ASA does not have as we are not registered at Companies House, so we do not fit with standard credit checks, and suppliers do not understand and often cannot cope with an unincorporated members association. Thus we often fail the standard type of credit check.
- Delays and queries before being willing to sign contracts with suppliers (say 75%)
- Some suppliers are not willing to contract with the ASA, only with named officers. Risk that named officers could be sued for breach of contract, impacting on personal credit rating.
- Some are not even willing to contract with the ASA or named officers. A recent significant example being EE, when a new cost-saving supply deal was agreed for the provision of mobile phone services to the ASA and BS. The contract eventually had to be in the name of HPS, although with some difficulty it was agreed that invoices could be by company, including the ASA. O2 were the second choice and we would have had the same issues with that company.

7. Trade Marks

- Trademarks should not be in the name of the ASA but in the names of trustees, some are currently in the name of the ASA so are at risk and are currently being reviewed
- Use of trustees for such matters is cumbersome

Bryony Gibbs

From: Roger Penfold <rogerpenfold@btinternet.com>
Sent: 07 July 2016 10:19
To: Bryony Gibbs
Subject: Fwd: Notes of Regional Chairs Meeting 08:06:16

Follow Up Flag: Follow up
Flag Status: Flagged

Bryony

You may already have received Jane's e-mail below, setting out her notes of the regional chairs' dinner. If not, please circulate Jane's e-mail with the agenda for next week's meeting.

Thanks.

Roger

Sent from my iPad

Begin forwarded message:

From: Dave Fletcher <dave.rfletcher@yahoo.co.uk>
Date: 10 June 2016 at 14:29:13 BST
To: "Roger Penfold" <rogerpenfold@btinternet.com>
Subject: **FW: Notes of Regional Chairs Meeting 08:06:16**

Dave Fletcher has shared a OneDrive file with you. To view it, click the link below.

 [2016Jun regional chairs' minutes.docx](#)

I see that you were on Jane's circulation list.

I attach my draft minutes of the chairs meeting. Happy to have a chat this afternoon if you want me to unpack the deliberately obscure minutes or reasons for such a detailed note on the judicial process.

From: Jane Nickerson [<mailto:Jane.Nickerson@swimming.org>]
Sent: 09 June 2016 00:41
To: David Watson <david@northyorkshiresport.co.uk>; Dave Fletcher <dave.rfletcher@yahoo.co.uk>; David Flack <davidcflack@gmail.com>; john.hidle@ntlworld.com; Ray Hedger <rayhedger@O2.co.uk>; Joan Wheeler <joan.wheeler@btinternet.com>; Adrian Leather <aleather@lancashiresport.org.uk>; Simon Kirkland <simon@sportstructures.com>; Adam Parker <Adam.Paker@swimming.org>; Chris Bostock <chris@robstock.co.uk>
Cc: Mike Farrar <mfazzuk@yahoo.co.uk>
Subject: Notes of Regional Chairs Meeting 08:06:16

Action points from Regional Chairs meeting held 8th June 2016

Governance

The Chairs suggested that there may be a need to review the current two board structure at an appropriate time.

The meeting felt it would be helpful to have a role description and skills requirement for regional representatives to the Sport Governing Board.

COO to circulate current documentation for consideration

Regional Chairs to review the documentation and to ensure it sits comfortably with their constitutions.

The meeting discussed the issue of compliance with the gender ratios which Sport England will require moving forward and also felt that it is important to ensure all under represented groups receive the same focus as gender. Agreed that the Head of Operations should be asked to lead a project to develop a governance development pathway, perhaps using some of the legacy money received recently. Agreed the project should ensure a system is in place for the future and also includes exit routes. Project to commence in September.

COO to set project up with Head of Operations

Judicial Review / Friends Review

Noted this will commence at the beginning of July.

Regional Chairs to ensure all issues and concerns are sent to the COO by end of June.

Coaching Qualifications

Noted that communications will be sent out late this week/early next game week advising that the coaching qualifications will be taken off the framework and will become ASA certificates. Noted that the title of the certificate will reflect the level at which the coach is working at i.e. Assistant Coach, Club Coach etc.

COO leading the project

Clubs - evolution

Noted that many clubs will lose their right to offer learn to swim but that consideration should be given to expanding their offer to "fun" sessions for those who do not want to follow the talent pathway.

ASA to provide resources and expertise to assist clubs and coaches who wish to follow this route.

Strategy Process

The meeting noted the process that is in place and reviewed the drafts 6 strategic objectives. Feedback was given to the CEO for consideration in future drafts.

The timeline for consultation was discussed and it was agreed the ASA would send out information to clubs. The regions requested that a formal response mechanism was put in place and responses from clubs circulated to regions.

ASA to ensure full consultation is in place - information circulated to all clubs and responses from clubs shared with the regions.

Regional Strategies

Noted these all have different time frames and emphasis but general agreement that they fit to the overall ASA strategy.

Regional Chairs to review as appropriate

School Swimming Review

Noted that Jon Glenn, Head of Learn to Swim, is a key player on this group which is led by Steve Parry.

Discussed the issue of negotiations with operators re learn to swim and understood there are regional variances but the ASA position is that there must be benefits to clubs when operators take over learn to swim.

Club team to continue to support clubs

Facilities

Noted that the ASA is working on a strategy to influence the appropriate build in the appropriate place to ensure there are no areas of water deprivation across the country. The meeting were concerned about provision for the smaller disciplines, especially those requiring deep water. Agreed this should be taken into consideration.

ASA to ensure the requirements of all disciplines is taken into consideration in the facilities strategy

Open Water Facilities

There was a general feeling that the ASA is not proactive enough in this area although it was agreed there are challenges around the endorsement of open water facilities. Generally agreed that whilst a growth in this area will not have a major effect on participation numbers there is a lot of noise about this discipline and the ASA needs a greater voice and involvement in this area.

CEO to discuss with appropriate members of the SLT

European Masters

Noted that there have been concerns expressed by members regarding the management of this event. Concerns passed on to British Swimming and the Local Organising Company.

CEO to pass comments to British Swimming

Incorporation

The meeting were concerned about the delays in the consultation and the fact that attendance at pre-arranged meetings was cancelled. The meeting understood that there is a need for further legal advice to ensure all consultation papers are accurate and up-to-date. There was concern that the majority of paperwork was around process and that there is a need to clearly spell out the pros and cons of each of the recommendations.

ASA to obtain up-to-date legal advice and re-draft the paper. SGB Chair to ensure the consultation then takes place as previously advised.

ASA Council

The CEO asked the meeting to advise him of any issues etc. which may be raised at Council. It was noted that clubs may feature strongly with a requirement from delegates to be assured that clubs will feature strongly in the new strategy as it is felt that participation was the main focus of the ASA over the past four years to the detriment of clubs.

Regional Chairs to feed back any additional issues.

Regions were asked for additional ideas for workshops.

Chairs to send ideas to Emma Griffin

ASA Open Days

Agreed these should commence in September rather than over the summer holiday period.

Head of Operations to action

SLT / Regions Buddy System

Agreed that regions should be free to invite SLT members to appropriate meetings and those who wished to have a 1:1 contact in addition may do so.

Regional Chairs to advise CEO of their requirements

Sent from my iPad