ASA South East Region

Regional Management Board

A meeting of the Regional Management Board will be held on Thursday 1st September 2016 in the Varsity Suite, Surrey Sports Park, GU2 7AD commencing at 1900

A G E N D A

1.	**Apologies** *To receive any apologies from members unable to attend the meeting* *Alan Green* *Roger Penfold*	RH	1900
2.	**Minutes of the Meeting held on 14 July 2016** *To agree accuracy of minutes from the previous meeting*	RH Enclosed	1905
3.	**Matters Arising** *To consider any matters arising from the minutes not covered in the agenda and confirm actions*	RH Enclosed	1910
	ITEMS FOR DECISION		
4.	**Annual Council Meeting** *4.1 Questions of which notice has been given* *4.2 To consider any issues arising from the agenda for the ACM*	RH Agenda Enclosed	1915
5.	**ASA Strategy 2017-2021** *To approve the action by RFP*	RH Enclosed	1920
6.	**Clothing Concession** *To receive a verbal update on progress and approve amended contract*	BD Enclosed	1925
7.	**Minute Taker** *Email from ML. Closing date for applications 30th September*	RH Enclosed	1930
	ITEMS FOR DISCUSSION / INFORMATION		
8.	**ASA Senior Leadership Communique July 2016**	RH Enclosed	1935
9.	**Affiliation Fees**	RH Enclosed	1940
10.	**Awards** *To report nominations for ASA Aquatic Awards*	CL	1945
11.	**ASA Brand Review**	RH Enclosed	1950
12.	**ASA Coaching Certificates**	RH Enclosed	1955
13.	**Affiliations & Resignations** 13.1 New Affiliations University of Surrey SC (subject to constitution & application being approved by Surrey ASA) 13.2 Resignations None 13.3 Enquiries None 13.4 Transfers None 13.5 Change of Name None	RH	2000
14.	**Correspondence**	RH	2005
15.	**ASA Sport Governing Board & Group Board Minutes** *Discuss the minutes of the ASA Group Board (12th July) and Sport Governing Board (1 & 2 July).*	RGP Enclosed	2010
16.	**DL Report**	RH Enclosed	2020
17.	**AOB** *24 hours notice required*	RH	2025
18.	**Date of Next Meeting** Monday 10th October, Guildford Spectrum	RH	2030

ASA South East Regional Management Board

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

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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)

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)
Darren Wilmshurst (DW)

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.

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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~~t support" "Administration of ~~license~~ meet~~s~~ 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

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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.

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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 wished to enable parents to obtain photographs taken at events. Publication of any photographs will be subject to ASA guidelines and an additional permission clause will need to be added to entry forms.

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

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AGENDA ITEM 3

MATTERS ARISING FROM RMB MEETINGS
Updated as at 18 August 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	*Completed*
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	*Ongoing. Awaiting Further information.*
5	**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. Initial contract for 24 months with subsequent rolling 12 month renewal.	16.03.2015 Min 47	GS, BD & WL	*In Progress – Tenders being sought*
6	**ASA Service Level Agreement** RFP to discuss with AG and report to September meeting.	09.07.2015 Min 72	RFP	*Complete*
7	**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	*In Progress – Position advertised*
8	**Communications** Helen Mack & Kristie Jarrett to have @southeastswimming.org email addresses set up.	13.10.2015 Min 136.2	RFP/BD	*In Progress - Tech issues still ongoing. ML away at present, but hoping he can assist by using 'dummy' accounts.*
9	**List of Assets** BG to compile a list of assets for Trustees	13.10.2015 Min 140.3	BG	*In Progress*
10	**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	*In Progress*
11	**Annual Council Meeting 2016** A working group consisting of Mike Lambert, Brian Deval and Roger	22.11.2015 Min 148	ML/BD/RFP	

	Penfold will review the content of the Annual Council Meeting and how this information is communicated. Reporting back to the Board on 21st March.			
12	**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	*On Agenda (September)*
14	**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	*Complete*
15	**ASA Senior Leadership Communiqué February 2016** Ref page 2, 2nd point: *"Met with Sport England to discuss regional alignment and a process for better collaboaration."* The Board asks for clarification on the point. RGP to communicate with Head of Participation.	21.03.16 Min 48	RGP	
16	**Disability Budget** Board discussed £5k proposed trip to Jersey, more information needed from discipline manager, specifically costs for Guernsey swimmers, before approval.	21.03.16 Min 53.9		
17	**Reserves Policy** Finance group to report back on "reserves" policy	21.03.16 Min 53.4	Finance Group	
18	**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	*In Progress - BG has written to BD to inform recipients of bursary. Waiting on payment from Swimming Trust.*
19	**Incorporation**	10.05.16	RFP / BG	*Jacqui Porritt to be re-*

	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.	Min 70		*invited.*
20	**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	
21	**ASA Coaching Certificate** Discussion took place concerning the report circulated. 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.	14.07.16 Min 95	RFP	*On Agenda*
22	**Harold Fern and AH Turner Awards** Two nominations had been agreed. Following discussion, it was agreed to submit both.	14.07.16 Min 96	BG	*Completed – nominations submitted 15/07/2016*
23	**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 for 2017/18.	14.07.16 Min 97	Finance Sub Group	
24	**Matters arising from Chairman's Appraisal** From comments made by the Chairman and Members it was agreed to develop a strategy. This to be created from a review of the Mission Statement, Development Plan and Terms of Reference.	14.07.16 Min 109	JKD/BD	

Updated 18/08/2016 BG

Notice is hereby given that the Annual Council Meeting of the ASA South East Region will be held at 1100 on Saturday, 10 September 2016 at Holiday Inn Guildford, Egerton Road, Guildford, GU2 7XZ, to conduct the business shown in the Agenda below. Please note that the ballot box will close at 1115

AGENDA

1. **Apologies for Absence**

2. **Minutes**

   To confirm the accuracy of the Minutes of the Annual Council Meeting held on 12 September 2015.

   Matters arising on the Minutes of the Annual Council Meeting held on
   12 September 2015 notified to the Divisional Office Manager by 13 August 2016 (if any).

3. **ASA Business**

   3.1 ASA Annual Report and Accounts 2015-2016 and Financial Review for the period ended 31 March 2016.

   3.2 Proposals for changes to ASA laws.

4. **ASA South East Region Annual Report 2015-2016**

   To receive and adopt the Annual Report of ASA South East Region for the period 01 April 2015 to 31 March 2016.

   Questions or comments on the Annual Report (if any).

5. **ASA South East Region Financial Statements 2015-2016**

   To receive and adopt the ASA South East Region Financial Statements for the period 01 April 2015 to 31 March 2016.

   Questions or comments on the Financial Statements (if any).

6. **Motions to Council**

   6.1 Proposals to change Regional Rules:

   10.4.1.1 of the constitution be amended by substituting 4 for 3 (custodians)

   6.2 Additional proposals to change Regional Rules:

   6.3 Other Motions:

   The extension of Roger Prior's service as the Sport Governing Board Representative from 2017 to 2018

7. **Awards**

   7.1 President's Plate (Jeff Cook Memorial Plate)

   The President will announce the recipient and present the Plate.

8. **Elections and Installations**

   Delegates are reminded that, "where there are the requisite number of candidates, or fewer, those candidates are automatically elected, unopposed"

   8.1 President 2016-2017

The Regional Management Board recommendation is:

Jane Davies (Black Lion SC)

8.2 Vice-President 2016-2017

The Regional Management Board recommendation is:

Eileen Adams (Amersham SC)

8.3 Members of the Regional Management Board (4)

The candidates for election are:

James Boucher
Carys Jones
Alan Lewis
Roger Prior

No election is necessary.

8.4 Regional Delegates to the ASA Council Meeting *(14)*

The candidates for election are:

James Boucher
Jane Davies
John Davies
Susan Harrison
Janet Hedger
Ray Hedger
Alan Lewis
Mollie Lewis
Edward Lyne
Roger Penfold
Ellie Purvis
Peter Robinson
Shelley Robinson

No election is necessary. Council will be asked to authorise the Regional Management Board to appoint one further delegate.

9. Appointments

9.1 Examiner(s) (or Auditor(s) as appropriate) of the Region's Accounts

9.2 Custodians of the Region's property

Mrs S Green, Mr E Lyne, Mr J Ramsay & Ms M Tuppen remain in post.

10. Vote of thanks to the Scrutineers

Bryony Gibbs

From: ROGER PENFOLD <rogerpenfold@btinternet.com>
Sent: 10 August 2016 18:08
To: Bryony Gibbs
Subject: Fwd: ASA Strategy 2017-21
Attachments: Comments on ASA Draft Strategy.docx

Follow Up Flag: Follow up
Due By: 24 August 2016 16:00
Flag Status: Flagged

Bryony

2 members of the Board, Jim and John, sent me comments on the draft ASA Strategy. I captured their comments, and sent them in a response by me, on behalf of the Board. Would you please circulate my e-mail, and attachment, to the Board. I will need the Board to approve my action at the next meeting, so please add it to the agenda.

Thanks

Roger (FP)

Sent from my iPad

Begin forwarded message:

> **From:** ROGER PENFOLD <rogerpenfold@btinternet.com>
> **Date:** 8 August 2016 at 22:43:35 BST
> **To:** strategyfeedback@swimming.org
> **Cc:** Jane Nickerson <jane.nickerson@swimming.org>
> **Subject: ASA Strategy 2017-21**
>
> In response to the invitation from Adam Paker on 18 July 2016, I attach observations on the Draft ASA Strategy 2017-2021 by 2 members of the Regional Management Board of ASA South East Region. On behalf of the Board, I endorse the sentiments expressed by my colleagues.
>
> Roger Penfold
> Chairman
> Regional Management Board
> ASA South East Region

OBSERVATIONS BY MEMBERS OF ASA SOUTH EAST REGION MANAGEMENT BOARD ON ASA STRATEGY 2017-21 DRAFT

MEMBER 1

1. I am disappointed that the draft Strategy Objectives for 2017-21 do not include the Sport, Clubs and Competition.
2. The current objectives are: Learn-to-Swim, Participation, Volunteering, Talent, Leadership, and Sustainability.
3. I feel there should be a strategic objective to develop and support the sport of swimming (in all its disciplines) through the clubs and competition.
4. All members of the ASA are members of clubs which provide the Sport through competition and training for competition.
5. I think the ASA Sport Board is responsible for the Sport and its development and support. If this is not important enough to be a Strategic Objective, then the Sport Board is not of sufficient importance in the ASA. The Group Board will become 'The Board' of the ASA and the Sport Board will contribute at a lower level and act as a Committee.
6. There have been thirteen working groups looking at the strategy in different areas.
    a. The 'Clubs Strategy' group has produced a strategy which sits at a lower level and is focussed on clubs.
    b. The 'Swimming' group has produced a strategy that covers both the Talent pathway and the Competition pathway.
    c. I do not think there have been strategy groups for the other disciplines.
7. 'Clubs' are listed in the draft objectives as Departments, these are referring to the ASA Clubs' Department, not the hundreds of clubs in the country.
8. The ASA Clubs; Department is down to support all the Strategies except Sustainability, which is one of the major concerns identified in the recent ASA Clubs' Survey. The wide range of support needed will greatly reduce the effort of the Clubs Department to support the clubs.
9. Overall I think the draft strategy reflects the move by 'ASA leaders' towards the ASA as a business and losing sight with regards to its members, the sport, the clubs and competition.

MEMBER 2

The Vision (P1) statement is lacklustre and mediocre, with no strong link to the sport of swimming (aka aquatics). A better alternative would be something like "Swimming for Success and Health" which would firmly have the sport of swimming as the most important raison d'etre of the organisation.

Whilst hardly unexpected there is no mention of British Swimming (BS) despite the strong role BS has in competitive aquatics and the fact that, like it or not, the ASA's strategy must align in at least rudimentary ways, with BS, or at least state that they aim to work together to deliver results.

Furthering competitive aquatics, the reason why the ASA was organised and grew, is hardly set out clearly and in any case isn't even seen as the primary objective.

It is not clear why being the "industry leader, the most trusted Learn to Swim Authority, the most recognised authority" etc serves any real purpose. Regrettably, none of this would improve the lot of the competitive club swimmer nor the clubs.

The role of promoting excellence and governance in competitive aquatics has been almost entirely set aside in the pursuit of funding, indeed a business model, driven by participation. Again, what has the latter got to offer the competitive participants and their clubs, as no funding percolates from participation into clubs/competition?

Despite being, supposedly, the NGB for 4 aquatic disciplines, the strategy remains focussed on swimming.

There is no assessment of the benefit, nor any mention of the value proposition of the ASA's membership offer to members and clubs, as well as potential new ASA members. All that is stated is the need for more members? There is surely a case for strategy to improve the lot of EXISTING members never mind the new ones?

The strategy in respect of Counties is unclear and it might be deduced that they have no relevance. The focus seems to be on clubs with some role for networks, but the role of the latter has never been made clear in the context of clubs, regions and counties.

In the section "well-trained motivated people" section, the role of Officials is surely shared, or at least operated in conjunction with BS?

In "world leading talent system" it seems to be assumed that clubs regions and counties will do as directed. Several questions: –

- What is the process to engage these key actors?
- What is the assessment of the current gap, ie how far short of the notion of "world class talent" are we?
- How would we ever know if we have arrived?

Like many of the statements in the strategy, there needs to be a degree of quantification rather than aspirational, jargon-infested, text.

"Strong Leadership…" what is the importance of being a strong leader? Anything other than the ability to receive more government funding? The last two bullets, listed as SLT responsibility, seem vague and unquantifiable. Why bother to include them?

4th bullet of organisational sustainability is not at all clear. There should be a black and white statement that the organisation, being not for profit, will strive to demonstrate its cost-effectiveness to its stakeholders.

The most disappointing omission from organisational sustainability is the lack of democracy that has been eroded at an increasing rate over recent years. The ASA have been party, with BS, to a complete neutering of the lines of communication from the membership and both levels – ASA and BS – are seen by many in the membership as remote and incapable of acting upon the voice of the clubs, swimmers and parents.

[*insert date*] to [*insert date*]

(1) ASA South East Region

(2) [*insert*]

draft

CONCESSION AGREEMENT

THIS AGREEMENT is made the [insert] day of [insert month/year].

BETWEEN

(1) ASA South East Region (hereinafter "ASASER"), c/o ASA South Division Office, 1st Floor Offices, Castle Business Centre, Castle Road, Chelston Business Park, Wellington, TA21 9JQ

(2) [*insert name*] (hereinafter "Licensee") of [*insert address*]

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1 DEFINITIONS

In this Agreement the following expressions shall have the following meanings:

>Licensed Area= means such area at each of the Venues as the ASASER shall designate to the Licensee by notice of not less that 14 days prior to the Event.

>The Events= shall mean the swimming events specified in the Schedule.

>The Venues= shall mean the venues for the Events identified in the Schedule.

>Venue Contracts= means each and every contract or arrangement entered into by ASASER, any pool owner or pool operator or any third party and shall include (without limitation) the grant by any pool owner or pool operator of licenses or concessions to any third party at any venue and whether or not affecting the exercise by the Licensee of the Rights

>License Fee= means the sum of [insert sum] OR [insert percentage] of the total turnover achieved in the year whichever is the greater sum payable on the dates specified in Clause 4 below.

>**ASA Marks=** means all trade marks or service marks, owned or by licensed to ASASER whether or not registered or capable of registration.

>Intellectual Property Right= patent rights, know-how (including trade secrets, utility models and confidential business information), copyright, (including rights in software), business names, domain names, trade marks, service marks, media containing copyright works, rights in designs, database rights or software, applications, goodwill and the right to sue for passing off and all other intellectual property rights, in each case whether registered or unregistered and including all applications and rights to apply for and be granted, renewals or extensions of, and the right to claim priority from such rights and all similar or equivalent rights or forms of protection which subsist or will subsist not in the future in any part of the world.

>Licensed Product= means any Event specific product produced pursuant to Clause 6 hereof.

>The Rights= means the rights, licenses or opportunities granted by the ASASER to the Licensee in this Agreement

>Term= means the period of this Agreement pursuant to Clause 2.1.

2 TERM

2.1 This Agreement shall commence on [insert date] and shall expire, subject to Clause 7 below on [*insert date*].

3 LICENCE

3.1 Subject to clauses 4 and 6 and in consideration of the License Fee, ASASER hereby grants to the Licensee the right (common with ASASER and all others authorised by ASASER so far as is not inconsistent with the rights granted hereunder to the Licensee) for the duration of the Term and during the Designated Hours:

3.1.1 to occupy the Licensed Area for the purpose of the sale to all invitee to the Venue of the Licensee's swimwear and related equipment and accessories, such accessories to exclude food or drink items, declared to improve fitness or performance.

3.1.2 reasonable access in common with others to such of the amenity and toilet areas provided at the Venue as the Venue owner or operator may from time to time reasonably designate.

3.2 The License Fee is exclusive of value added tax or any other taxes, charges or duties to which the supply of goods or services by party under this Agreement may be subject or give rise. If ASASER is unable to obtain payment of the License Fee or other charges at the time provided for payment under

draft

this Agreement, the unpaid amount will bear interest at the rate of [.....%] from the due date for the payment in question until the date on which ASASER receives the payment

3.3 All costs and expenses incurred by the Licensee directly or indirectly in the exercise or enjoyment of the rights, licenses or opportunities granted or made available to the Licensee hereunder shall, except where otherwise advised be borne solely by the Licensee.

3.4 The Licensee shall exercise the Rights granted herein at its sole risk and shall indemnify and hold harmless ASASER with respect to all claims of, and liability to, third parties for injury, death, loss or damage of any type arising directly or indirectly out of, or in connection with, the exercise of such Rights except where such injury, death, loss, or damage has resulted from the negligent acts or omissions of ASASER or any third party provided that ASASER will wherever possible consult fully with the Licensee with regard to the conduct of any claim in respect of which it is entitled to be indemnified pursuant to this Agreement.

3.5 The Rights granted herein are strictly subject in all respects to, and must be exercised so as not to cause the Licensee or ASASER to be in contravention of any Venue Contracts, any rules or regulations of any Venue, the swimming rules of FINA, LEN and ASA or any applicable laws, regulations or codes of practice.

3.6 The Licensee undertakes that it shall not use any of the Rights granted herein in a manner which in the opinion of ASASER, is or might be prejudicial or defamatory to the image of the ASASER. To this intent and without prejudice to the substance of this obligation or the obligations set forth in the remainder of this Agreement the Licensee shall as and when required from time to time submit to ASASER representative samples of intended advertising, promotional and (if appropriate) packaging materials which it intends to use in relation to the Rights granted for prior approval by ASASER such approval not to be unreasonably withheld or delayed and in the event that ASASER advise the Licensee that such approval is withheld or withdrawn (following what may in the opinion of ASASER be construed to be adverse public reaction to the advertising of such a nature and/or may result in damage to ASASER's image and reputation), then the Licensee shall forthwith modify, abandon or withdraw such advertising promotional or packaging materials as may be appropriate.

3.7 The Licensee shall carry insurance in an amount which is not less than, £1m in respect of its liabilities hereunder and shall upon request supply ASASER with a copy of the relevant policy and evidence that all premiums due have been paid. The Licensee shall do nothing, which may in any way vitiate such policy.

3.8 Nothing in this Agreement shall prevent the offering for sale from any part of the Venue by ASASER of any handbooks, reports, newsletters, swimming related stationery or similar and any other memorabilia.

4 LICENSEE'S UNDERTAKINGS

4.1 The Licensee agrees and undertakes:

4.1.1 to pay to ASASER the License Fee (together with any VAT) in June and December each year on signing of this Agreement.

4.1.2 to operate a shop, restricted to items related to swimming and ASASER at any or all of the events to be promoted by ASASER.

4.1.3 to make use of ASASER logo on agreed swimming and other merchandise (e.g. pens, key-rings, mugs, etc) to be offered for sale whilst this Agreement is in force.

4.2 Development of a supplier - managed on line shop.

4.3 ASAAER shall acknowledge the official supplier status of the Licensee in Regional publications

draft

and publicity, such as the Annual Report, newsletters and press releases.

4.4 In respect of each Event the Licensee agrees and undertakes:

4.4.1 to construct, erect (and immediately following the close of the Event to dismantle) a merchandising stand upon the Licensed Area. It shall be the responsibility of the Licensee to procure from the relative Venue owner or operator supplies of electricity and any other services to be used. The merchandising stand must be set up and in operation before the end of the warm-up period prior to the start of the first session of the Event and all other sessions and must remain open during the and in respect of each Event until not less than 30 minutes after the start of the final session on the last day of the Event.

4.4.2 not to bring any furniture equipment goods or chattels into the Venue without the consent of ASASER save as may be strictly necessary for the proper exercise of the rights given in clause 3 or in order to carry out the Licensee's obligations hereunder.

4.4.3 to keep the Licensed Area clean and tidy and clear of rubbish at all times and to leave the same in a clean and tidy condition and in good serviceable and decorative repair and free of the Licensee's furniture, equipment, goods and chattels at the end of the Event or (if earlier) upon termination of this Agreement for any reason during an Event.

4.4.4 to maintain at the Licensed Area an attractive display of goods in keeping with the standards maintained elsewhere in the Venue and which shall not in any way be considered to damage the reputation of ASASER. A full range of goods shall be available from the merchandising stand throughout the Event and such goods shall comply with all laws, regulations and codes of practice relating to the quality and safety of goods sold to consumers (including without limitation the Sale of Goods Act 1979 (as amended), the Consumer Protection Act 1987 and all relevant United Kingdom and European Union Safety Standards).

4.4.5 not to obstruct any access ways to the Licensed Area or cause the same to become dirty or untidy nor to leave any rubbish on them.

4.4.6 not to display any signs notices or promotional materials at the Licensed Area save those specifically authorised in this Agreement without the prior consent of ASASER Administration.

4.4.7 not to use the Licensed Area, or access ways in such a way as to cause a nuisance, damage disturbance, annoyance, inconvenience or interference of any nature to ASASER or Venue or any other licensee or occupant or user of the Venue or adjoining or neighbouring property or to the owners occupiers or users of such adjoining or neighbouring property.

4.4.8 not to commit any act omission matter or thing which would or might constitute a breach of any laws, regulations or codes of practice affecting the Licensed Area and/or the Venue or which would or might vitiate in whole or in part any insurance effected in respect of the Venue from time to time.

4.4.9 to observe any and all rules, regulations or codes of practice as ASASER or any Venue owner or operator may make and of which ASASER shall notify the Licensee from time to time in writing governing the Licensee's use of the Licensed Area.

4.4.10 not to impede in any way the Venue owner or operator or its officers servants or agents in the exercise of such person's rights of possession and control of the Venue and every part of the Venue

4.4.11 to keep the Licensed Area fully and properly staffed during all sessions at the Event.

4.4.12 to indemnify ASASER and keep ASASER fully and effectively indemnified against any and all losses claims demands actions proceedings damages costs or expenses or other

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liability (including in negligence or contract) arising in any way from this License and, including without limitation, from any breach of the Licensee's undertakings contained in this clause or the exercise or purported exercise of any of the rights given in clause 3 by the Licensee and or invitee or customer of the Licensee.

4.4.13 to keep full and adequate records of all business conducted within the Licensed Area and to supply ASASER within 14 days of the end of each Event to which this License relates full details of the Licensee's turnover relative to this License.

5 ASA SOUTH EAST REGION'S UNDERTAKINGS

ASASER agrees and undertakes during the Term:

5.1 to provide reasonable space for the Licensed Area at an Event at ASASER's discretion.

5.2 not to grant any rights of a similar nature to those granted to the Licensee hereunder to any person firm or company which in the reasonable opinion of the Licensee operates any business directly competing with the business of the Licensee to be operated from the Licensed Area.

6 EVENTS SPECIFIC MERCHANDISE

6.1 The Licensee may at its sole cost in all respects produce >T= shirts or other merchandise bearing an ASASER logo provided that

6.1.1 ASASER shall have given the Licensee its prior written approval such approval to be granted or withheld by ASASER in its absolute discretion; and

6.1.2 where the merchandise includes any ASASER Marks or the logo or other intellectual property of any Event sponsor then the prior written clearance of the design must be obtained from ASASER.

6.2 No ASASER Marks used in connection with this License shall be or become the property of the Licensee. The Licensee shall not be entitled to claim any rights or ownership in any ASASER Marks during or at any time after the expiry of this License and will not register or seek to have registered anywhere in the world or otherwise protect by formal or informal means any trade mark, design, copyright or other intellectual property rights relating to any merchandise produced pursuant to this License.

6.3 The Licensee shall cause to be imprinted irremovably and legibly on each Licensed Produce manufactured distributed or sold under this Agreement (including but not limited to advertising promotional packaging and wrapping material and any other such material wherein ASASER Marks shall appear) the following copyright notice: A (R) and (C) ASA South East Region. ASASER may stipulate from time to time any other notices or credits which are to be so affixed incorporated or represented and the Licensee shall comply with all such stipulations reasonably made.

6.4 The Licensee agrees to co-operate fully and in good faith with ASASER for the purpose of securing or preserving the rights of ASASER to the Licensed Product.

6.5 The Licensee agrees that on termination or expiry of this License the Licensee shall be deemed to have assigned transferred and conveyed to ASASER any and all Intellectual Property Rights or other right in and to the Licensed Product which may have been obtained by the Licensee or vested in the Licensee and the Licensee undertakes to execute any instruments requested by ASASER to accomplish or confirm the foregoing.

6.6 The Licensee transfers to ASASER by way of future assignment all such Intellectual Property Rights and other rights referred to in Clause 6.3 together with any rights of ASASER of whatever nature which may for whatever reason become vested in the Licensee so that ASASER has the right to license such Intellectual Property Rights for gain or otherwise and the Licensee agrees to do all things which may become necessary to perfect such assignment.

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6.7 At the termination or expiry of this Agreement all Rights licensed pursuant to this License shall automatically revert to ASASER and the Licensee shall execute any instruments required by ASASER to confirm the foregoing.

7 EARLY TERMINATION

7.1 The Rights granted in clause 3 shall terminate (without prejudice to ASASER's other Rights or remedies whether under Agreement or otherwise) immediately on written notice given by ASASER at any time:

7.1.1 following any breach by the Licensee of this Agreement including its undertakings contained in clause 4 provided that if the breach is capable of remedy such notice shall only be given if the Licensee shall not have remedied the said breach within two hours of receipt of notice in writing specifying the breach and requiring it to be remedied; or

7.1.2 if the Licensee enters into liquidation, has a receiver or administrator appointed, enters into any arrangement with its creditors or takes or suffers any similar action in consequence of a debt or other liability or ceases to carry on business.

8 GENERAL

8.1 The benefit of this License is personal to the Licensee and not assignable and the rights given in clause 3 may only be exercised by the Licensee and its employees and may only be subcontracted to such duly authorised independent contractors and customers as ASASER has given its prior written consent to provided that the Licensee shall at all times remain responsible for the actions, omissions, obligations and services performed by any such independent contractor and customer.

8.2 ASASER gives no warranty that the Venue is legally or physically fit for the purposes specified in clause 3.

8.3 ASASER shall not be liable for the death of or injury to any employees independent contractors or customers of the Licensee save only such as may be caused solely by ASASER's negligence or for damage to any property of the Licensee, or for any losses claims demands actions proceedings damages costs or expenses or other liability howsoever incurred by the Licensee or any person referred to in clause 8.1 in the exercise or purported exercise of the rights granted by clause 3. In no event shall ASASER be liable for any (i) loss of profits; (ii) loss of business; (iii) loss of data, revenue, goodwill or anticipated savings; or (iv) indirect or consequential loss or damage, arising under or in relation to this Agreement, even if ASASER was aware of the possibility that such loss or damage could occur.

8.4 Any notice given by either party pursuant to the provisions of this Agreement shall be in writing and shall be sufficiently served if delivered by hand or sent by recorded delivery to the other at its registered office.

8.5 Each of the parties hereto undertakes to the other to keep confidential all information (written or oral) concerning the business and affairs of the other that it shall have obtained or received as a result of this License save where such information is already in its possession or is already in the public domain other than as a result of a breach of this clause.

8.6 The terms of this Agreement shall not be varied nor the Agreement terminated orally and none of the terms hereof shall be deemed to be waived or modified except by an express agreement in writing signed by an authorised representative of the party against whom such waiver or modification is sought to be enforced.

8.7 This License including the Schedule is complete and constitutes the entire agreement between the parties regarding the subject matter hereof as at the date hereof all prior understandings (oral or written) if any having been superseded thereby.

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8.8 Nothing in this Agreement shall be construed as constituting a partnership or joint venture between the parties hereof.

8.9 This Agreement shall be governed by and construed in accordance with the laws of England and each of the parties hereto irrevocably submits to the non-exclusive jurisdiction of the English Courts.

8.10 Each party shall bear its own legal and other costs and expenses of and in connection with the preparation and negotiation of this Agreement.

8.11 The invalidity or unenforceability of any term or of any right arising pursuant to this Agreement shall not affect the validity of or enforceability of the remaining terms or rights.

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THE SCHEDULE

Group	Event / Venue	Date
Swimming*	[to be completed]	
Masters*		

* ASASER reserves the right to reschedule the date and venue of any Event

SIGNED for and on behalf of the ASA South East Region)

ASA South East Region)

SIGNED for and on behalf of [insert])

Licensee)

draft

Bryony Gibbs

From: Mike Lambert <mgl414513@gmail.com>
Sent: 02 August 2016 09:18
To: Roger Penfold
Cc: Bryony Gibbs
Subject: SER Board Minutes

Follow Up Flag: Follow up
Due By: 25 August 2016 09:00
Flag Status: Flagged

Roger,

I am willing to act as minute taker for the Regional Board with immediate effect.

I think this would be helpful in terms of communication with Hampshire, because I am not aware of anyone from Hampshire putting themselves forward for a board seat.

I considered standing for the board myself, but decided that I would not like to compete with the three people who have to stand down.

You might like to consider co-opting me to the Board in a non-voting capacity, which would allow me to speak and express a view, but my offer to do minutes is not dependent on this.

Regards

Mike

--
Mike Lambert: mgl414513@gmail.com

Fellow of The Open Group: m.lambert@opengroup.org
Chair, Architecture Forum of The Open Group
President, ASA South East Region: mike@southeastswimming.org
Competition Manager, ASA South East Region: www.southeastswimming.org
Past President, Hampshire County ASA: www.hampshireswimming.org
Basingstoke Bluefins Swimming Club: www.swimbluefins.org

Phone: +44 (1256) 414513
GSM Mobile: +44 (7472) 703700
Skype: mgl-414513
Photos: mgl795.smugmug.com

ASA Senior Leadership Communiqué
July 2016

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

GROUP STRATEGY

Strategy (JMN)

- The draft of the ASA 2017-21 strategy strands has been sent to both Boards, the Regions and staff members for review and feedback. A version of the Strategy document will be reviewed at the Joint Boards meeting on the 6th September, and then shared at the ASA Council in October.

MORE PEOPLE LEARNING TO SWIM

Learn to Swim (JMN)

- The ASA, as requested by Government, has now established working groups, as a response to the government's commitment in Sporting Future: A New Strategy for an Active Nation, to raise the standards of school swimming. These two groups are looking at the current challenges of delivering school swimming, and will make recommendations on how to address and overcome these challenges. A final report will be submitted to the government in the autumn.

Workforce Development (JMN)

- Two new level 2 synchronised swimming tutors have completed their training with another trainee due to complete by end of August. This has tripled the number of level 2 synchronised swimming tutors across the country.
- We have reinstated an experienced level 2 water polo tutor following a break from delivering, providing significant support for the continued development of the sport.
- The ASA Awarding Body have signed an awarding organisation partnership agreement with CIMSPA. More information can be found at http://www.cimspa.co.uk/en/training-and-prof-devel/educ-partne14/partner-ao/index.cfm

MORE PEOPLE SWIMMING REGULARLY

Participation (NC)

- Sam Toon has started as Head of Product Development focusing on driving technology within swimming, as well as creating new revenue streams for the organisation. Her initial focus is on establishing partnerships with technology providers who can deliver entry-level (free/very cheap) swim tracking technology.
- Data Pool commercial terms have been agreed with 4 Global. Therefore, the trial of Data Pool will start imminently, with the national roll out planned for the autumn.
- The year one project plan has been agreed for the Social Swimming Project. A working group has been created, including Trusties from the Swimming Trust.
- The Finding Dory campaign has launched across the 420 pools. Initial feedback has been incredibly positive, with an average attendance of 17 people per session and growing.
- NC attended both the East Midlands and the North West board meetings, to update them on the participation strategy and direction, as well as to discuss the latest thinking on the ASA strategy for 2017-21. The strategic direction of the organisation was very positively received, with the regional feedback to be incorporated into future drafts.

- A National Operators conference took place at SportPark, focusing on ASA insight. It was very positively received. Due to its success, the Operators have requested further sessions, so more area specific conferences will take place throughout the year.
- 1Life National Conference took place at SportPark. There were multiple presentations from ASA staff, which highlights a significant improvement in relationship between the ASA and 1Life.
- NC met with the CEO of Freedom Leisure to establish a stronger relationship between the two organisations. Freedom highlighted the significant improvements that the ASA had shown during the previous six months. Were very positive about the new approach towards National Operators.

Insight (DJS)

- School Swimming research update: over 200 schools have responded, giving us a large dataset to analyse responses regarding how Schools currently deliver swimming to their pupils. We will present these back to the School Swimming Forum in September, whilst sharing the main insights with ASA colleagues through internal workshops.
- We have also received 1,000+ interviews from parents of reception, year 3 and year 6 children. From this, we can understand children's swimming abilities and how they develop by age in more detail than ever before. The insights will be presented in September this year.
- Our Swimming Pool Three Frontier Checklist is complete and being used by our Area Swim Managers to review their priority sites. It is helping to assess current performance across the Frontiers, develop action plans by site and will be conducted every six months, to measure the progress made by these sites.
- Our research into the England Under 19's Men's Water Polo team has been well received by colleagues and provided much needed feedback to enhance the approach for the future.
- We had the inaugural meeting of the Aquatics Insight Group, featuring colleagues from Rowing, Canoeing, Triathlon, Yachting, RNLI and RLSS, where our insights were well received. Our Frontier Checklist received very positive feedback and is now being adapted to be used by other sports.

MORE MEDALS ON THE WORLD STAGE

Talent (JMN)

- English swimmers won one gold and two bronze medals at the World Junior Open Water Championships. All swimmers, with the exception of Gordon Mason, are involved with England Programme Activities or have been in the recent past.
- An information booklet outlining the 2016/17 England programme activities has recently been launched.
- Following the Paralympics, we will be launching English Para-Swimming records for IPC events only.

Synchro (JMN)

- The UK Sport bid for synchro has been submitted. Recent results should help demonstrate synchros future strength, with Great Britain's 13-15 duet, Kate Shortman and Isabelle Thorpe, achieving 5th place at the Mediterranean Cup in Israel.

Clubs (JMN)

- A swim21 Working Group was recently established in order to review existing elements, templates and guidance documents, as part of the decision to move to a two-year accreditation process later this year. The group will meet again on 5th August to finalise the swim21 essential elements and begin to discuss implementation of any proposed changes. We are not planning to significantly change swim21, and all necessary standards will be maintained. However, we believe that certain parts can be streamlined to make things easier for all involved.

- The ASA Rip Entry CPD is a new diving CPD aimed at coaches of all levels to increase the quality and frequency of the 'rip entry.' This is the only CPD available in diving at the moment and so there is a high demand for further coach development.
- Sharon Lock is developing an Open Water plan, linked to growing the discipline in clubs/ ASA. She will be liaising with key open water personnel to ensure its viability. The first priority is to create content about open water on our website, containing relevant and co-ordinated information which will channel swimmers/enquiries to the right people/places, answer questions and increase interest.

MARKETING, LEGAL, GOVERNANCE, FINANCE, OPERATIONAL

Marketing and Sponsorship (MT)

- Four month review on the new consumer-facing website for learn to swim, 'Learn to Swim Companion', has seen a large increase in visitor numbers - from 8.6k to 33k. Unique visitors overall are 92k, with 125k visits across the site. 69% of these visitors are new, which means we are succeeding in reaching new audiences with our consumer-facing messages.
- The ASA National Age Group Diving Championships took place at Ponds Forge on 7-10 July. In total 217 divers from 25 clubs participated with 630 dive entries, which is an increase from 2015, where the total was 586.
- The ASA Open Water Festival took place on the 23-24 July, with significantly increased entries for the National Age Group events (2016: 355, 2015: 175). An increase was also seen in the National Masters events (2016: 194, 2015: 166) and additional competitors entered for the new 1500m Challenge (2016: 51).
- Nominations for the ASA Aquatics Awards will close on 10 August and to date 284 nominations have already been received from across the aquatics community.

Business Support Services (JP)

- Q1 results show us performing as expected and slightly favourable vs. budget.
- We are proceeding with the pay & grading review as planned.
- IT is getting ready to support the team out in Rio 24/7.

Please contact Louise Barnes on louise.barnes@swimming.org with any enquiries and for further details.

AFFILIATION FEES

A PURPOSE OF REPORT

To remind the Board of its previous decision about the withdrawal of the affiliation fee "holiday".

B PROPOSED ACTION

The Board is requested to NOTE the report.

C SUPPORTING INFORMATION

1 Members will remember that the ASA decided, last year, to end the membership fee "holiday" which has hitherto been offered. The membership year is a calendar year. Hitherto, the ASA has levied no membership fee for new members notified by clubs after 30 September. Now, the ASA will require the full annual membership fee to be paid by any new member notified to Membership Services before the end of the year.

2 Members will also recall that the ASA asked regions whether they would follow suit, in respect of affiliation fees: ASA Membership Services collects affiliation fees on behalf of most, if not all, regions, and sub-regions, where they levy fees. The Board considered this matter at its meeting in November 2015, when it decided that further clarification of the details would be required before a decision could be reached.

3 The Board considered the issue further at its meeting in March 2016, when it noted correspondence between London Region and the then Chief Executive of the ASA. It was clear from this correspondence that there would be no "change of heart" on the part of the ASA. It was then proposed that the Region follow the lead of the ASA, and this was agreed.

4 The majority of regions have decided to follow the lead of the ASA, although some, like East Midlands, did so reluctantly: that Region was unhappy with the change, but felt that clubs would struggle to understand 2 different regimes in play in the Region. However, 2 regions have decided not to follow suit for the time being – London and South West. The South West Region will review its decision later this year. The South Western Board felt that it did not have sufficient information to reach a conclusion, despite what ASA Membership Services had stated, for instance, that clubs were deliberately delaying membership returns to take advantage of the fee holiday.

5 It was suggested at the last meeting, by reference to the landscape sheet of "Matters arising", that a decision on this matter was outstanding. That would

appear not to be the case, although it is interesting to observe that 2 regions have, certainly for the time being, rejected the ASA approach to this issue.

RFP
13.08.16

Bryony Gibbs

From: Roger Penfold <rogerpenfold@btinternet.com>
Sent: 15 August 2016 13:12
To: brian deval; Bryony Gibbs
Cc: Raymund Hedger
Subject: Fwd: Brand Review

Follow Up Flag: Follow up
Due By: 24 August 2016 16:00
Flag Status: Flagged

Brian

Please be aware of the invitation below. If Ms Williams picks a date on which I am unavailable, would you be able to attend in my place? It seems to me that the subject matter could be of interest to you ...

Bryony

Please include this on the agenda for the next Board meeting.

Roger (FP)

Sent from my iPad

Begin forwarded message:

> **From:** Roger Penfold <rogerpenfold@btinternet.com>
> **Date:** 15 August 2016 at 13:04:40 BST
> **To:** karen.williams@swimming.org
> **Cc:** dave.rfletcher@yahoo.co.uk
> **Subject: Brand Review**
>
> Ms Williams
>
> Dave Fletcher has forwarded your e-mail below to his fellow regional chairmen.
>
> Of your suggested dates, I could make 19 September for a meeting, but not the others. That said, I could probably secure the attendance of a locum, on the other dates.
>
> Roger Penfold
> Chairman
> Regional Management Board
> ASA South East Region
>
> Sent from my iPad

> **From:** Karen Williams [mailto:Karen.Williams@swimming.org]
> **Sent:** 12 August 2016 11:58

To: Dave Fletcher <dave.rfletcher@yahoo.co.uk>
Cc: Mike Thompson <Mike.Thompson@swimming.org>; Mark Burgess <mark.burgess@swimming.org>
Subject: RE: Could the brand review be included on the Regional Forum agenda, 8th September?

Hi Dave,

Thank you so much for your encouraging reply. We are all partners in swimming, so we wouldn't want to progress without input from the Regions on such an important issue.

We will definitely be consulting with our wider audiences to get industry wide feedback on the review.
Our planned consultations will include clubs membership (over 18s), swim schools, local pool operators and, of course, staff.
To make the best use of resources, the above consultations will be online.

Where limited resources allow, we are also discussing face to face, for example with a number of national operators to gain a more in depth understanding of their issues.

I totally understand how busy everyone is and that agendas for meetings have already been finalised. Not a problem.

The best approach for everyone would appear to be a separate half day meeting at SportPark, with a presentation, workshop and face to face consultation to help us truly understand the regions views, needs and concerns. Ideally we would like to invite Chairs, but a nominated regional representative would be very welcome to attend if time is a problem.

If this is suitable, I'd appreciate your help in selecting the right dates for everyone - here are some suggestions to avoid clashes with other key meetings, but do advise:
Wed 14 Sept; Mon 19 Sept, Tues 20 Sept, Wed 21 Sept.

We could start around 11.00 am to allow time for people to get here and finish around 3.00 pm to enable people to get back home.

I'm hoping not to disrupt normal day to day routines too much, so do suggest improvements.

If people are really stuck for time, we could offer a web ex presentation instead, although this wouldn't support workshop elements.

Once we have agreed dates/timings, would you be able to advise on the best way to get the invitation out to everyone?

Happy to discuss further, and thanks for your support Dave.

Kind regards,

Karen

Karen Williams

Head of Brand Marketing

<image001.png>

The ASA, SportPark, Pavilion 3, 3 Oakwood Drive, Loughborough University, LE11 3QF

T: 01509 640343 (DD)

M: 07583 083635

E: karen.williams@swimming.org

W: www.swimming.org

From: Dave Fletcher [mailto:dave.rfletcher@yahoo.co.uk]
Sent: 10 August 2016 16:28
To: Karen Williams <Karen.Williams@swimming.org>
Cc: Mike Thompson <Mike.Thompson@swimming.org>; Mark Burgess <mark.burgess@swimming.org>

Subject: RE: Could the brand review be included on the Regional Forum agenda, 8th September?

Karen

Thank you for your email and my apologies for the tardy reply. It's excellent that you want to consult the regional chairs but please, please think about how you will consider the wider, internal audience.

The Regional Chairs are indeed meeting on the 8 September and are very interested in the brand review – so much so that they would welcome the opportunity to get an update and discuss the various issues. However, our agenda it very full at the moment and we agreed to delay discussion of the brand review until later in the year. If it is urgent, I can consult my colleagues to see whether they are willing to change the agenda and/or the timings.

You can, of course, invite the Chairs to a meeting in Loughborough or possibly in the margins of ASA Council in October. But please do remember that we are busy people and, as volunteers, several of us (and members of our Regional Boards) have commitments to our employers which restricts our availability somewhat.

I urge you to engage directly with other Regional Board Members – and indeed the county associations, the clubs and the club members – by asking/offering to attend meetings in the regions. For example,

- London Region has a Club Chairs Forum which (if the Forum Chair agrees to put our on the agenda) would be a chance to engage with the clubs;
- I would be content to give you a slot on my region's Board meeting (though again the September meeting has a very full agenda); and
- the county associations may well be willing to let you attend their meetings

Let me know if you would like me to ask my colleagues if they are able to accommodate you at our next meeting or would like help in engaging with the wider London region.

Regards,

<image003.png>

Dave Fletcher

Chairman

ASA London Region

<image004.png>

Phone: 020 8864 0022

Mobile: 07876 234179

Email: dave.rfletcher@yahoo.co.uk

Internet: http://www.londonswimming.org/

Address: 56 Wilson Gardens, Harrow, HA1 4DZ

Skype: dave.rfletcher

From: Karen Williams [mailto:Karen.Williams@swimming.org]
Sent: 08 August 2016 16:29
To: dave.rfletcher@yahoo.co.uk
Cc: Mike Thompson < >; Mark Burgess <mark.burgess@swimming.org>
Subject: Could the brand review be included on the Regional Forum agenda, 8th September?

Hi Mr Fletcher,

Not had the pleasure of making your acquaintance yet, so I do hope it's ok to contact you by email?

My name is Karen and I work with Mike Thompson in the marketing department of the ASA. I know you will have had conversations with both Mike and Mark Burgess about the brand and I'd like to ask your advice about the most appropriate way to discuss the review with all of the regions. We'd like time to present some key facts, update you all on what's happening and most importantly, ask for your opinions and thoughts on the development of the brand to support swimming in the future.

Jane Nickerson has suggested inviting all regional chairs to a meeting to discuss, but I realised that the Regional Forum is coming up shortly, on the 8th September.

Would it be possible to book in some time on your agenda? I realise at this stage it may not, but thought I'd ask. Otherwise would it be possible to invite all Regional Chairs to SportPark to discuss at another date? What would you suggest?

Time-wise, I'd estimate about 30mins for presentation and questions, plus another 30 – 60 mins of 1:1 consultation on a set of 5 key questions if time allows – otherwise I'd find another way of handling the 1:1s.

Do let me know if it is possible to be included onto the agenda – and if you'd like me to give you a call to run through this idea in more detail, just let me know.

Kind regards

Karen Williams

Karen Williams

Head of Brand Marketing

<image001.png>

The ASA, SportPark, Pavilion 3, 3 Oakwood Drive, Loughborough University, LE11 3QF

T: 01509 640343 (DD)

M: 07583 083635

E: karen.williams@swimming.org

W: www.swimming.org

<image005.jpg>

Bryony Gibbs

From: Roger Penfold <rogerpenfold@btinternet.com>
Sent: 09 August 2016 21:23
To: davies045@btinternet.com
Cc: Bryony Gibbs
Subject: Fwd: ASA coaching certificates

Follow Up Flag: Follow up
Due By: 24 August 2016 16:00
Flag Status: Flagged

John

Here is Jane Nickerson's response to the enquiry raised at the last Board meeting.

Bryony

Please add this to the agenda for the next meeting, for information.

Best wishes

Roger (FP)

Sent from my iPad

Begin forwarded message:

> **From:** Jane Nickerson <Jane.Nickerson@swimming.org>
> **Date:** 9 August 2016 at 13:25:43 BST
> **To:** Roger Penfold <rogerpenfold@btinternet.com>
> **Cc:** Roger Prior <rgprior@rgprior.com>, Chris Bostock <chris@robstock.co.uk>
> **Subject: Re: ASA coaching certificates**
>
> Hi Roger
>
> I can assure you we will not be removing Swim21 status and apologize for not confirming this earlier.
>
> We also appreciate the demand issue and this is something we are addressing. However, maintaining quality means we need to ensure we have tutors with the right skills and for Level 3 we need to ensure we can provide the right attachments.
>
> Best wishes
>
> Jane
> Sent from my iPad
>
> On 8 Aug 2016, at 14:18, Roger Penfold <rogerpenfold@btinternet.com> wrote:
>
> > Jane

Thank you for response, below, which the Regional Management Board considered at its meeting last month. I apologise that I have not reverted to you until now.

In noting the response, the Board indicated its continued concern that demand outstrips supply for courses, a situation which it will monitor, going forward. The Board noted that implementation of the new scheme is scheduled for October 2916, and very much hopes that "implementation" means courses being available from that date.

The Board feels that one of the Region's questions remains unanswered. Some Swim21 accredited club have achieved that status with coaches who have obtained qualifications from providers other than the IoS. Will those clubs be at risk of losing their accreditation when the new coaching certificate regime is implemented?

I look forward to hearing from you.

Roger Penfold

Sent from my iPad

On 28 Jun 2016, at 17:24, Jane Nickerson <Jane.Nickerson@swimming.org> wrote:

> 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

On 24 Jun 2016, at 22:29, ROGER PENFOLD <rogerpenfold@btinternet.com> wrote:

Adam/Jane

The ASA South East Region Board has become aware of changes to the coaching certificate regime, as a result of a circular e-mail from Workforce Support to "educators". Having studied the e-mail, the Board has set out some questions, below, to which it would appreciate early answers from you.

Roger Penfold
Chairman
Regional Management Board
ASA South East Region

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?

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 12th JULY 2016 AT SPORTPARK, LOUGHBOROUGH

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 I Mackenzie	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
By Invitation:	Mr C Bostock	SGB Chairman
	Mr J Beard	haysmacintyre (Item 52.1 only)
Apologies:	Mr B Simkins	SGB Representative

Min No:

44. **Welcome and Introductions**

44.1 The Chairman welcomed everyone to the meeting and introduced Chris Bostock, Chair of the ASA Sport Governing Board as an observer.

44.2 The Chairman thanked everyone for their comments and feedback on the proposed revised structure of the board papers.

45. **Declarations of Interest**

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

46. **Minutes of the Meeting held 17 May 2016.**

46.1 The minutes were agreed as a correct record.

47. **Actions from Previous Meeting held on 17 May 2016**

47.1 **Min 30 Report of Director of Participation –** The Director of Participation confirmed that a dashboard with a set of KPIs will be shared on future board papers and that the starting data is set out in his report.

the asa swim for life

47.2 **Min 35 2017-2017 Budget –** The actions to bring this matter to a satisfactory conclusion were noted and the Chairman thanked everyone for their assistance/process in ensuring the budget has now been approved for the current financial year.

47.3 **Min 37.2 Incorporation** – The Chief Financial Officer advised that following the receipt of up-to-date advice from Farrers the position paper will be revised. It was agreed to circulate the information from Farrers to the Board and Chair of the Sport Governing Board. Following the completion of the paper, information will be sent to the Boards and ASA Regions and the Chief Financial Officer will attend Regional meetings if required. There will be a consultative workshop during the Annual Council meeting weekend with representatives from Farrers and haysmacintyre in attendance if required.

47.4 **Min 41 Insight** – All actions completed.

47.5 **Min 42.1 British Swimming –** To be discussed under Any Other Business at the end of the meeting.

47.6 **Min 42.2 Structure of Board Papers –** Action completed.

48 **SGB Report**

48.1 The Chair provided clarification on the note regarding the Group Board minutes.

48.2 The Chief Commercial and Marketing Officer advised the Board that whilst the Sport Governing Board had expressed a preference for the consumer facing brand name of the ASA moving forward, the matter is still under consultation and no decisions have been reached.

48.3 The report was noted.

49. **Chairman's Update**

49.1 The Chairman reported that he recently attended a dinner hosted by Sport England for NGB chairs at which he received information on the new Sport England strategy and funding principles. He advised that there is a strong requirement for sports to work together to minimise back office costs which includes a desire for a move towards shared services.

49.2 A lengthy discussion followed on governance and the requirement for sports to comply with the new Governance Code for Sport which is due to be published in September. It is expected that the code will require Boards to consist of a minimum of 30% of the minority gender by a given date. At present the Group Board does not comply with this. Various alternative suggestions were tabled and discussed.

49.3 There then followed a proposal to change ASA Law 17.2.4. The proposal as set out below was unanimously agreed by the Board and will be submitted to ASA Council for approval.

49.3.1 The Board proposed that ASA Law 17.2.4 should be changed in order to provide for the Group Board to consist of a maximum of 6 Independent members.

50. **Chief Executive's Update**

50.1 The Chief Executive gave an update on current issues.

50.2 Budget: Budget reviewed and agreed by both Boards and a revised process agreed for next budget cycle.

50.3 Strategy: Considerable time has been focused on the creation of the 2017-21 ASA strategy and reviewing the potential impact of the Sport England Investment Guide.

50.4 Stakeholders: Seeking to broaden the approach to key stakeholders. For example, engagement will soon commence with Government on multiple touch-points - DCMS and DfE on school Swimming - DoH around the Health Commission for Sport.

50.5 Cost Control: Continuing to look for more cost efficiencies, for example through shared services.

50.6 Governance: The senior management team are working far closer with the SGB than in the past.

51. **Guided Discussion**

51.1 As part of the new approach to Board meetings, it had previously been agreed that a more discussion based format should be tried. As part of this the Chief Executive Officer explained that there would be two complementary discussions at this meeting.

51.2 **2017-2021 Group Strategy**

51.2.1 The Chief Executive Officer presented the current draft of the 2017-2021 Strategy outlining the organisation's six objectives, the process, priorities, and context. It is expected a full draft will be available by the middle of July and the complete plan reviewed by both boards at the joint meeting in September. The strategic objectives were well received but it was agreed that some of the wording needed to be more aspirational in line with the organisation's vision and mission. The Chief Executive thanked the members for their input and agreed to review the wording in light of the comments received.

51.3 **Sport England Investment Guide**

51.3.1 The Chief Operating Officer presented an overview of the Sport England Investment Guide outlining the new approach Sport England intend to take. The Board discussed the principles set out in the guide and the requirement for the ASA to clearly set out their position. It was agreed that a briefing paper on key negotiating points would be prepared and circulated to the Group Board for comments/views by the end of Thursday 14th July.

52. **Officer Updates**

52.1 **Chief Financial Officer**

52.1.1 The Chief Financial Officer introduced Jeremy Beard from haysmacintyre who joined the meeting to present the Audit Findings Report. The meeting noted the report and approved the year-end accounts for signature.

52.2 **Chief Executive Officer**

52.2.1 The report was noted.

52.3 **Chief Commercial & Marketing Officer**

52.3.1 The Chief Commercial & Marketing Officer gave a presentation on the "Finding Dory" campaign which is to encourage families to take part in a series of fun swimming sessions inspired by the new Disney Pixar film. It was confirmed over 420 pools across the UK are participating in activities which are based on ASA foundation swimming framework. The campaign is providing considerable media coverage in addition to encouraging families to the pool at no cost to the ASA, other than officer time.

52.3.2 The Chief Commercial & Marketing Officer gave a presentation on Brand Values. Following a discussion the Board approved the values as: Quality underpinned by togetherness, purpose and fun.

52.3.3 The Chief Commercial & Marketing Officer gave a presentation on sponsorship highlighting the strengths and weaknesses of our current offer and sales process. The Board discussed various options regarding the sales process in the future and the views of the Board will be taken on board by the Commercial Working Group who are due to meet Lagardere on the 10th August.

52.3.4 The report was noted.

52.4. **Director of Participation**

52.4.1 The report was noted.

52.5 **Head of Insight**

52.5.1 The report was noted.

52.6 **Head of Legal Affairs**

52.6.1 **Child Safeguarding RAG Rating**

The Head of Legal Affairs reported that the CPSU have awarded the ASA "green" status once more for its child safeguarding standards. The conclusion of the review stated that the ASA continues to demonstrate a commitment to maintaining and developing safeguards.

52.6.2 The Head of Legal Affairs invited the Group Board to record their thanks to the safeguarding team whose efforts in this area mean that we are able to consistently achieve the highest safeguarding standards and meet Sport England's funding requirements for child safeguarding.

52.6.3 The Child Safeguarding Audit Report was noted with congratulations and thanks to the Safeguarding Team.

52.7 **Chief Financial Officer**

52.7.1 The Chief Financial Officer confirmed that the 4 conditions set as a requirement of the budget approval are constantly monitored to ensure compliance.

52.7.2 Principle Risk: With the exception of the Talent Programme it is unlikely Sport England will commit to a four year funding cycle leading to uncertainty around funding levels for the implementation of the strategy.

53. **May Outturn vs. Budget 16/17**

53.1 The Chief Financial Officer presented the accounts to the end of May and confirmed the presentation of the accounts will be reviewed during the year.

53.2 The Chief Financial Officer stated that a more detailed forecast will be produced after quarter one.

53.3 It was agreed that in future the ARP will review the budget on a risk basis but will not formally approve the budget as this is outside their remit.

54. **Any Other Business**

54.1 **Governance Review** – The Chairman advised the Board that Sport England will be carrying out an on-site governance audit this year.

54.2 **Board Appraisals –** The Chairman set out the process for the Board appraisals which includes one to one meetings between the Chairman and each Board member, appraisal of the Chairman by the Senior Independent Board Member and one of the SGB representatives on the Group Board. A facilitated session of the whole Board will conclude the process. Anonymised information on the appraisals will be published on the website.

54.3 **SLT Review -** The Chief Executive Officer advised that a 360 degree review for the SLT will be carried out.

54.4 **British Swimming -** MOU discussions – It was agreed to defer these discussions until after the Olympic Games. It was noted that the responsibility for agreeing the MOU has been passed to the Chairs.

54.5 **British Swimming Board –** The meeting briefly discussed the appointment of the next ASA representative to the British Swimming Board. Some members felt that it is important to create stronger links between the ASA Group Board and British Swimming Board by ensuring one of the three ASA representatives on the British Swimming Board is a member of the ASA Group Board.

There being no further business the meeting closed.

ASA SPORT GOVERNING BOARD

Minutes of the meeting held 1 & 2 July 2016
SportPark, Loughborough
Subject of approval at the next meeting

Present:	Mr C Bostock	Chairman
	Mrs A Clark	East Midland Region
	Mrs K Grimshaw	London Region
	Mr I Mackenzie	East Region
	Mr B Simkins	West Midland Region
	Mr N Booth	North West Region
	Mr R Gordon	North East Region
	Mr R Margetts	South West Region
	Mr B Saunders	Sport Specialist
	Ms P Jones	Sport Specialist
	Mr J Bird	President (Friday only)
	Mrs A Reah	Vice President
Staff	Miss J M Nickerson	Chief Operating Officer
	Mr R Barnes	Head of Legal Affairs (Friday only)
	Mrs C Lambert	Administrator
By Invitation	Mr M Farrar	Chairman, Group Board
	Mr J Glenn	Head of Learn to Swim (Friday only)
	Mr J Keating	Head of Club Development (Friday only)
	Mr Damian Stevenson	Head of Insight (Friday only)
	Mr M Burgess	Head of Delivery (Friday only)
	Mr M Thompson	Chief Commercial and Marketing Officer (Friday / Saturday - part)
Apologies:	Mr A Paker	Chief Executive Officer
	Mrs J Porritt	Chief Financial Officer

Min No:

69. **Welcome and Introductions**

69.1. The Chairman welcomed members and guests to the meeting and introduced Mike Farrar, Chair of the ASA Group Board, Jon Glenn, Head of Learn to Swim, Jon Keating Head of Club Development, Damian Stevenson Head of Insight, Mark Burgess Head of Delivery and Mike Thompson Chief Marketing & Commercial Officer

70. **Declarations of Interest**

70.1. Ian Mackenzie, Arena League (Council date).

71. **Presentation Learn to Swim**

71.1. The Head of Learn to Swim (HoLTS) gave an overview since his last presentation and recapped on the programme, initiatives and interventions from the strategy weekend in November. Detailed information and statistics were given for the following areas:

- Structure
- Sporting Future
- School Swimming and National School Swimming Review

the asa swim for life

- Adult Learn to Swim
- Aquatic Skill Framework
- Swim Safe including the strategic partnership with the RNLI and associated projects.

71.2. Members were advised of the focus on school swimming and the major review being undertaken. In addition, the Big Swimming Lesson celebrating 125 years of school swimming had taken place. It was noted the Operators' Pack for School Swimming will not be rolled out until the results of the School Swimming Review are known.

71.3. Several items in relation to Adult Learn to Swim were highlighted including the new Framework which is now available, statistics on the numbers not able to swim, working with Street Games and the provision of an Adult and Child Programme to encourage parents to learn to swim to accompany their children in the water.

71.4. An update was given on the revision to the Aquatics Skills Framework and members discussed whether this should be re-named to make it more relevant to the core market of clubs. This Framework is the entry level programme for each discipline (following learn to swim.)

71.5. The partnership with the RNLI was highlighted and it was noted Swim Safe 2016 is now live; the business plan for the next five years is due to be signed off shortly and a ASA/RNLI Water Safety Centre has been identified.

71.6. The HoLTS reported that LTS staff have been invited to present at several international conferences which include Sweden, Denmark and Russia and are currently working on the new strategy which will focus on quality of provision. It and noted that the LTS team now have dedicated support within the delivery team based in the regions.

71.7. A number of questions were raised throughout the presentation with detailed statistics given in relation to the shortage of swimming teachers and their pay scales and profile in the sector.

The HoLTS was thanked for the presentation.

72. **ASA Club Survey Presentation**

72.1. The Head of Club Development (HoCD) and Head of Insight (HoI) presented the results of the recent club survey which covered the following areas:

- Club Satisfaction Report
- Club Activities
- ASA Club Volunteering
- swim21
- ASA Club Challenges
- Club Communication
- ASA Club Relationships with Regions/Counties
- Club Management Systems.

72.1.1. A number of matters were highlighted and discussed including the improvement to the Club Survey figures and the support club officer's provide; club membership and the correlation between the increase in LTS activity by clubs and the decrease in cat 1 membership. It was agreed additional analysis should be undertaken in this area. Pool costs and land training facilities cause concern and it was felt working in partnership was key to improving these.

72.1.2. Volunteer statistics were good and it was agreed the volunteer survey should be linked to the club survey to provide a comprehensive and complete picture. Safeguarding courses for clubs raised concerns and the COO will investigate this further.

72.2. The barriers to undertaking swim21 accreditation and how they could be overcome was discussed. Other matters highlighted were the relationship with Regions/Counties, Club communication and club management systems. It noted the ASA is testing an API to enable third party Management System providers to link into the ASA membership database. This will be a licensed service

72.3. The HoCD outlined work going forward which included amendments to the operational plan, setting up the working party to review swim21 accreditation, education and how and why it could help a club, continuing to work with club networks and to make sure insight is used to shape certain aspects of the Club ASA strategy and to consider this in the broader context of the sport.

72.4. The HoI gave an overview on the work of the Insight team and requested the opportunity to present to the SGB at a later date.

The HoCD and HoI were thanked for their presentation.

73. **Presentation ASA Operator Context**

73.1. The Head of Delivery (HoD) outlined the role of the Delivery Team. This focuses on building relationships with operators and an outline was given to members on the challenges they face. Details were highlighted as follows:

- Swimming Industry Report 2016
- Key challenges
- Swimming Industry Overview
- Revenue model
- Contractual requirements
- What are we doing

73.2. The HoD advised on the collaboration between the club team and the participation team to provide a balanced and united approach to the operators and to be able to offer advice and solutions in areas regarding programming, clubs and products.

73.3. Members discussed benchmarking for clubs wishing to affiliate, club networks and mergers and the need to provide guidance for clubs. It was also stated clubs need to be realistic as to what the local offer is, to avoid duplication and to meet the other challenges of delivering what the community needs. It was acknowledged not one size fits all.

The HoD was thanked for his presentation.

74. **Report of the Head of Legal Affairs (HoLA)**

74.1. **Proposal to change ASA Law 16.2.** The proposal as set out below was unanimously agreed by the Board and will be submitted to ASA Council.

74.1.1. The Sport Governing Board proposes that ASA Law 16.2 should be changed in order to:

74.1.1.1. Provide for the Sport Governing Board to also consist of the Chief Executive Officer and Chief Operating Officer of the ASA.

74.2. **Child Safeguarding RAG Rating -** The HoLA reported that following the annual review by the Child Protection in Sport Unit (CPSU) the ASA has been rated "green" again for its child safeguarding standards.

74.2.1. The work undertaken by Jenni Dearman and Keith Oddy, Independent Child Protection Officer (ICPO) to ensure we consistently achieve the highest safeguarding standard that meet Sport England's funding requirements for child safeguarding was acknowledged.

74.2.2. The Child Safeguarding Audit Report was noted.

75. **Finance**

75.1. **Financial Statements for the year ended 31 March 2016** - The Chief Operating Officer advised the accounts have been presented to the Audit Risk & Probity Committee and would subsequently be put forward to the Group Board at their next meeting for approval.

75.1.1. The HoLA was requested to circulate a list of consultants to both Boards.

75.1.2. The year-end accounts were noted.

75.2. **Management Accounts** – The accounts were reviewed and the COO clarified the club spend for the previous year and the work being done to ensure there is clarity on income and expenditure. The COO confirmed that budget holders have received their budgets for the current year.

75.2.1. The management accounts were noted.

76. **Presentation Chief Commercial and Marketing Officer (CC&MO)**

76.1. The CC&MO gave an overview on his background and commercial experience and outlined the format for the presentation which is based on the activity plan for marketing. The following areas were highlighted:

- Projects
- Sponsorship
- Brand Review
- Next steps, risk and financials
- Olympics 2016

76.2. **Brand Partnership** – Details of the Disney campaign were given together with information on the number of pools participating which includes all the major operators. The CC&MO was requested to forward a list of those pools participating.

76.3. **Sponsorship -** The CC&MO put forward a number of options for discussion to manage sponsorship and sought advice from the SGB. The options were discussed in detail and feedback provided. The CC&MO will meet again with the Commercial Working Group to outline the options discussed and report back to the Boards on the outcome.

76.4. **Brand Review** – The reasons for undertaking a brand review were given and it was stated it is hoped to implement changes in April next year. Details were also given on the brand values and how embedding these throughout the organisation would be beneficial to all activities.

76.4.1. Members discussed the brand values including what would be the best way to engage with the regions, clubs and disciplines. The CC&MO also outlined how the values would be measured. The SGB were supportive of the values.

76.5. **Next steps, risk and financials -** The CC&MO outlined the next steps which would include further consultation with third parties after which they would report back to both Boards with the design plans and subject to agreement would proceed to develop the full brand. Details were given on potential risk and costs involved. There was universal approval for the name Swim England to be adopted as the consumer facing name.

76.5.1. Members also discussed the use of the heraldic logo, brand name and the retention of the Amateur Swimming Association as the non-consumer facing name.

76.6. **National Campaigns / Projects**

76.6.1. The CC&MO outlined a number of collaborations that had taken place including Mumsnet. Updates were provided on marketing support for Swim Safe and the 400m challenge.

76.6.2. Members were advised of events taking place post Rio, the development of the website including opportunities for income generation. In addition details on the launch of the Individual membership project was given together and associated risks.

76.6.3. Work continues on developing strong relationships with the political world and partnerships with key stakeholders. (The CC&MO has subsequently asked Alison Clowes to send a sample of the 'Cision' online and print ASA news clips to the Board, to see who would like the clips regularly.)

76.6.4. An overview of events activity was given and the challenges being faced particularly in trying to organise open water mass participation events. It was felt this would be better delivered in partnership with established organisations.

76.6.5. Other areas highlighted included an agreed process for review of Swimming Times, Awards Retail and Learn to Swim pricing and opportunities for income generation. The work of the in-house design team was emphasised. Target set to achieve a 10% growth on social media channels. Going forward the CC&MO advised the ongoing work would be reviewed against the new strategy to ensure alignment.

76.6.6. The CC&MO shared Commercial and Marketing 2016-17 KPIs, covering targets and measures on ‘getting the nation talking about swimming’ and ‘income generation’.

76.6.7. The CC&MO shared the Commercial and Marketing team structure and highlighted the current vacancies which are presently on hold, especially highlighting the need for a Head of Commercial role.

76.6.8. The Chairman thanked The CC&MO for his attendance and an invitation extended to attend twice a year to provide updates.

77. **Report of the Chairman**

The Chairman gave an update on activities since the last meeting:

77.1. **British swimming** – The Chairman advised that he and the COO had met with the CEO of British Swimming on a range of issues including talent, European Championships and the European Masters competition. The volunteers and officials at the Masters competition were commended for their

dedication and commitment. The CEO for British Swimming had also confirmed he would be leaving British Swimming in June 2017.

77.2. **Regional Chairman** – The recent meeting with the Regional Chairman had focussed on incorporation. The Chairman of the SGB and Chairman of the Group Board met the CFO who was requested to obtain updated advice before finalising the incorporation proposals.

77.3. **Miscellaneous meetings** – Meetings held with the CC&MO and the Chairman of the Club Development Group. Following concerns expressed regarding the Club Management Group and its operation the Terms of Reference are being reviewed by the Head of Club Development and the Chairman of the Club Management Group. These will be available at the next meeting to discuss and agree.

77.4. **England Talent** – The Chairman and COO met with the Head of England Talent to discuss the talent pathway and structure, athlete representation at international level and athlete feedback from British Swimming. The Head of Talent is looking at options for moving forward and the COO will discuss tracker information with the Head of Performance Pathway for British Swimming.

77.5. **Sport England** – There was general discussion on funding for projects such as disability, women and health. It was noted that Sport England have recently created an investment guide which sets out their investment structure and more information will be known following the scoping meeting that the Chairman of the Group Board is scheduled to attend in July.

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

78.1. The COO updated the Board on the following key areas of business.

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

78.2. Learn to Swim and Club KPIs were noted.

78.3. **Workforce** - The COO advised coaching certificates are under development with a launch date of October. Negotiations are nearing completion in respect of the final payment for AASE. It was noted the changes to the programme are causing concern throughout the NGB World, particularly as the apprenticeship levy will affect the larger NGBs, including swimming from April 2017. Higher quality resources are being produced for tutors and the fast track programme is now in place. The new water polo qualifications are being piloted with good feedback. A meeting has been held with the home countries on workforce where there was a good exchange of information and resources. KPIs were noted.

78.4. **Swimming –** There are concerns over the funding for the CWG holding camp and CWGE have been asked to secure the accommodation and facilities for us whilst negotiations between CWGE and DCMS continue. At our request Sport England carried out a key review. Areas to enhance include the need for closer links between talent programme and the clubs to show a unified pathway; this process has been built into the new strategy and support will be sought from the Counties and Regions to fund phase 1 camps. Information was given on the Performance Pilot Foundation aimed at

bridging the gap between talent and elite with emphasis on camps for females. KPIs were noted.

78.5. **Talent Synchro –** Congratulations were extended to the duet and team on their achievements at the European Championships. It was noted a submission has been made by British Swimming to UK Sport for funding for the next cycle. KPIs were noted.

78.6. **Water Polo** – The COO advised that the issues at Crystal Palace have been resolved and a sustainable business plan is nearing agreement. Work is also being done to understand the barriers to growing water polo which appear to be access to the right facilities at the right time and right place. KPIs were noted.

78.7. **Para-swimming** – English records for IPC classifications have been established and we are looking to all regions to include disability swimming in their events programmes. KPIs were noted.

78.8. **Diving** – Start diving has been extremely successful and additional funding has been made available for coach development and additional funding for the athletes who are too old for talent but not yet on the world class programme. KPIs were noted.

78.9. **Sport England –** The COO advised there will be a focus on governance compliance particularly in terms of diversity on the Boards. The Chairman of the Group Board outlined how this issue might be addressed and reiterated the importance of ensuring we are compliant. The COO also advised that there would be a Sport England governance on-site audit this year.

78.10. **Membership –** Data shows a reduction in category 1 and an increase in category 2 and 3 which supports the evidence of successful pathways from learn to swim programmes into clubs and the loss of learn to swim to operators.

79. **Strategy Update**

79.1. On behalf of the CEO the COO updated members on the strategy process reiterating the Vision and Mission and outlining the organisational objectives. These had evolved through working groups and cross departmental working and details of the next steps which include the drafting of strategic goals were given. It is expected a full draft will be available by the middle of July and the complete plan delivered at the joint Boards meeting in September.

79.1.1. The COO confirmed the ASA will look for the regional plans to be aligned to the objectives with local delivery plans.

79.1.2. The COO expanded on the budgets and the requirement of Sport England to reduce back office costs through efficiencies and shared services.

80. **Minutes of the meeting held 14th May 2016** – were agreed as a correct record.

81. **Actions from the minutes of meetings.**

81.1. **Min 33.2 18/19 March 2016** – agreed to delete this action as it could potentially affect the current category 3 membership.

81.2. **Min 34.2 Club Development Group** – Terms of Reference to be submitted to the September meeting for consideration.

81.3. **Min 55.5 Online Banking –** Information now included in the club constitution model. HoLA requested to circulate the revised model to the SGB for information.

81.4. **Min 56.3 Judicial Process Review –** COO will produce a project plan and keep members appraised of progress.

81.5. **Min 57.2 Membership Fees –** Work on this project will commence in January for presentation to the SGB in June 2017.

81.6. The actions were noted.

82. **Minutes of the Group Board meeting held 17th May 2016**

82.1. **Min 28.2, 42.1 and 42.2** were clarified by the Chairman of the Group Board.

83. **Agenda and programme for Council**

83.1. These were agreed. The agenda and programme to be circulated with the annual report.

84. **Date of Next Meeting** – 23/24 September 2016, SportPark

85. **Decisions made by email** – none.

86. **British Swimming Minutes 12th June 2016**

86.1. **Min 48.1** – To note Maria Ramos is the Chair of the ASA Synchronised Swimming Management Committee.

86.2. **Min 50.2** – Noted that the request for goggles as part of the TYR contract was not late as it had been discussed during the negotiation period.

86.3. **Council Date 2018** – Agreed 13th October.

86.4. **Aquatic Awards 2016** – Noted that the nomination process is now open.

86.5. **Library Opening** – Members were asked to note the date of 18th November for the official opening of the library.

NAME: Alan Green
SOUTH DIVISION

JOB TITLE/SPECIALISM: Divisional Lead

GEOGRAPHICAL AREA: South Division

Key Work Areas in July / August 2016

1. Support the Divisional Team in all areas of the Finding Dory Campaign as the sessions get underway.
2. Attended meeting with Sport England Local Government Relationship Managers to update on priorities (SW).
3. South West Swim School Morning, see separate slides
4. Ongoing support to the ASM team in regards to the identified Priority Pools and subsequent actions to grow participation
5. 1st meeting (West Oxfordshire DC) to support the work in Oxford to pull together a County wide plan to increase participation in conjunction with the County Sports Partnership.
6. Delivered BCR & Strategy to Director of Leisure @ BH Live in Bournemouth – Green light to start FCL with all GM's
7. Fusion Leisure awarded contract to run facilities in West Devon / South Hams. Includes plans for new 6 lane 25m facility.

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Aims & Objectives for Aug / Sept 2016

- Support the Divisional Team during the “Finding Dory” campaign.
- Support the Facilities work ongoing with:
  - Wycombe, Portsmouth, Medway, Chichester, Milton Keynes, North Devon, Teignbridge.
- Work with our priority pool / operators to grow participation.
- Support the work of the other departments in the ASA to land projects and programmes in the Division.
- Further support the ongoing work in Oxford to create a County wide plan to grow participation.
- SE Swim School morning 28th September.
- Initial meeting with New Forest DC regarding FCL / LTS Review 31st August.
- Plymouth, South Hams, West Devon Sport and Leisure Facility Planning meeting 6th September.

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NAME: Beth Morse
SOUTH DIVISION

Area Swim Manager – School Swimming
Sussex, Hampshire & Berkshire (Wokingham, Reading, Windsor & Maidenhead)

Key Achievements in July / August 2016

Engagement with Berkshire Local Authority Sports leads re: Exercise Referral / Dementia and Adult Social Swimming projects

9 Dory site visits to date (10th August 2016) and planning more

4 new frontier checklists completed, 2 frontier checklist update meetings and 2 new customer meeting

3 sites interested in the Dementia Friendly Swimming project

Aims & Objectives for Aug / Sept 2016

- Train 5 new site managers in the New Forest
- Organise the Swim School Networking event
- More new site visits to complete Frontier Checklists & update existing checklists
- School swimming work on the Isle of Wight
- East Sussex Disability Project
- Move forward the workforce project at Reading BC
- 1 life Frontier Checklist meetings

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LTS – ASM Overview

New Forest Training Day – LTS overview and Foundation Framework

Promoting the Foundation Framework at all site meetings

Specialist Update & KPI's

- School swimming training day
- Sheppey Schools gala – interviewing all teachers about their programmes
- Ongoing work on the Isle of Wight

NAME: Julie Bunn
SOUTH DIVISION

JOB TITLE/SPECIALISM: Area Swim Manager – Health

GEOGRAPHICAL AREA: Surrey, East Berkshire & South Kent

Key Achievements in July / August 2016

1 Examples of Frontier 1 from the Get Active 50+ project

2 Started Behavior Change review with TLT

3 Initial meeting with East Sussex Disability Project group

4. Ongoing support to the Boroughs and their centres re the Get Active 50+ project – last 2 Boroughs engaged with

5. Initial conversation with People Development re partnership benefits with Nuffield Health

6. Ongoing support of the Finding Dory campaign

7. First meeting with Kent CSP

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Aims & Objectives for Aug / Sept 2016

- Continue to support Finding Dory sites
- Plan attendance and presentation at Surrey Physical Activity Conference
- Continue BCR
- Continue relationship with Kent centres (Non National) – wont arrange to meet with these until after Dory campaign
- Organise the next quarterly meeting with Nuffield Health and pre conference call

Specialist Update & KPI's

- Overview of Health projects presented at Divisional Meeting
- Point of contact for the Division re Health Projects and Enquires

NAME: Tim Hutton
SOUTH DIVISION

JOB TITLE/SPECIALISM: Area Swim Manager - Facilities

GEOGRAPHICAL AREA: Buckinghamshire, Oxfordshire, West Berkshire & North Kent

Key Achievements in July / August 2016

1. Seeing marked improvements in FCL scores
2. Getting a great working relationship with Active Life and Medway Council in Kent.
3. Sorted out majority of outcomes for Southern Water Conference.

Aims & Objectives for Aug / Sept 2016

- Work with all Fusion Sites and 1Life Sites to get Frontier Checklists complete.
- Continue to help maintain Finding Dory project
- Facility work with consultant for Chiltern DC and MK Council.
- Get more actions completed on BCR.
- Work with Energie Liscombe Park on a full pool reprogramming project.

LTS – ASM Overview

Beyond completing behaviour change work I am working with MK Council to get Wolverton Swimming Centre back to ASA LTS programme after they have switched out to STA after having an STA tutor become swim school coordinator.

Specialist Update & KPI's

- Dossiers completed in a much quicker format than previously. Normal turn around time has now gone down to less than a week.
- Dossiers completed in Tanridge and Chiltern District.
- Developing good relationships with facility consultants in the South and West.

NAME: Bethan Laker
SOUTH DIVISION

Learn to Swim Manager

South

Key Achievements in July/ August 2016

1. Swim School Morning
2. Completed review and reconfiguration of Five Fivers Leisure Centre's LTS programme - Live from September. Also started to work with two other Wiltshire Council sites, implementing a few 'quick wins' ready for September. All sites also implementing the new Foundation Framework as of September.
3. Slow but steady work with Active Nation (Southampton Quays and Bitterne Leisure Centre)- highlighted low awards sales and now working on an action plan moving forwards.
4. Working on lots of pool configurations as templates for the LTS team and also ways of developing Training Needs Analysis

Aims & Objectives for August/ September 2016

- Continue to map Bridport Leisure Centre's LTS programme across to ASA, incorporating ASA awards rather than own brand and have initial conversations to reconfigure LTS Programme
- Continue to support Southampton Quays and Bitterne Leisure Centre's LTS programme and action plan. Implement some quick wins.
- Present LTS review to Swim Managers and Centre Managers and support Circadian with the transition to changing to new pool configurations, streamlining their assessment criteria to remove large distances.
- Support Wiltshire Council and Circadian trust with teacher/ customer communication and work force development.
- Continue to develop training needs analysis for Circadian, Wiltshire Council and Bridport Leisure Centre.

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NAME: Rosa Gallop
SOUTH DIVISION

Club Development Officer

South East

Key Achievements in July / August 2016

1 To get the following clubs to look at Swim 21 Essential and have worked with them.

a. Brighton Swimming Club

c. Sheerness Swimming Club

d. Portsmouth & District Swimming Club

e. Dover Lifeguard Swimming Club

Others also looking at Swim 21 and have started slowly are

Newbury S.C.

Tilehurst S.C.

Rochester S.C.

2.

Visited Jersey and tried to visit Guernsey, was unable to land in Guernsey. Worked with Jersey Swimming club and looked at the possibility of setting up a diving section at the club. The SE Region Development have offered to help if Jersey complete Swim 21.

Visited Jersey Tigers and spoke to the Chairman and the Masters Rep.

Had a meeting with the President of JASA – the Governing body on the island.

3. Attended Sussex County Management meeting

4. Met with Richard Garfield to see if a Network could be set up with Guildford.

5. Attended Portsmouth LAN meeting with Beth..

6. Network set up with Hampshire synchro. Help from Sarah Durraugh due to me having annual leave.

7. Meetings with the Beacons, Southampton, Portsmouth, Reading Royals and Rushmoor Synchro.

8.. Hampshire water polo and Four Counties Network accredited as Swim 21 Network.

Aims & Objectives for Aug / Sept 2016

1. To accredit Hampshire Network Synchro with Swim 21 Network.
2. To achieve Swim 21 Essential with Portsmouth & District
3. To continue to look at the possibility of setting up a new water polo club I Yateley/Hart.
4. To visit Eastbourne reference the setting up of Club Courses.
5. To achieve the working together of Sheerness and Beechfield in Isle of Sheppey to maximize water use. Both are now are of the Medway Network and have at last a plan to start to use some sessions to train together.
6. To work with The Army and gain use of Shornclif military pool for Hythe Synchro and Folkestone swimming club. Have meeting with RSM arranged.
7. Meeting with Hampshire sport to look at funding opportunities.
8. To continue to develop the Networks – SE have 8 accredited with hopefully another one or two by next panel.
9. To get at least four new clubs through Swim 21 Essential for the next panel.

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