Minutes of the ANNUAL GENERAL MEETING of the Council of the Amateur Swimming Association
Held at the Crowne Plaza, Nottingham 22\textsuperscript{nd} October 2011

**PRESENT:**

**OFFICERS:**
- Don Neate (President)
- David Sparkes OBE (Chief Executive)
- John Crowther (Chairman)
- Ray Gordon (ASA Board & Vice-President)

**ASA Board:**
- Chris Bostock
- Kay Grimshaw
- Robert Margetts
- Anne Clark
- Ray Hedger
- Simon Rothwell
- David Fletcher
- Ian Mackenzie
- Bernard Simkins (sub)

**EAST:**
- Tom Baster
- Andrew Morton
- John Toll
- Paul Hayes
- Pat Neate
- Dave Whelan
- Sheila MacKenzie
- Dave Robinson

**EAST MIDLANDS:**
- Ursula Beck
- Dave Hendel
- Paul Mills
- Karl Davidson
- Carole Henson
- David Rush
- Josie Grange
- John Hiddle

**NORTH EAST:**
- David Alexander
- Sam Greetham
- Ann Reah
- Alan Donlan
- Nuala Muir-Cochrane
- Kathryn Smith
- David Dickenson
- Fred Murray
- David Watson

**NORTH WEST:**
- John Armour
- Alan Boyle
- Andrew White
- Neil Booth
- Brian Boyle
- Garry Whittle
- Roger Boyer
- Janice Whittle
- Jim Wilks

**SOUTH EAST:**
- John Davies
- Janet Hedger
- Mollie Lewis
- Roger Penfold
- Geoff Stokes
- Susan Harrison
- Janet Holdstock
- Edward Lyne
- Roger Prior
- Lis Hartley
- Alan Lewis
- Madge Lyne
- Shelley Robinson

**SOUTH WEST:**
- Julia Airlie
- Phil Jones
- Chris Robinson
- Ray Warren
- John Bird
- John Likeman
- Gordon Smart
- Sue Dors
- David Russell
- Simon Veale

**LONDON:**
- Flo Barnes
- Henry Braund
- Colin Robson
- Chris Bedford
- Jean Cook
- Jackie Bedford
- Norman Edgell

**WEST MIDLANDS:**
- Helga Edstrom
- Peter Holmes
- Liz Sykes
- Mavis Fox
- Simon Kirkland
- Tony Ward
- Tony Green
- John Russell

**AFFILIATED LEAGUES:**
- National Arena Swimming League: Not represented.
AFFILIATED ORGANISATIONS (NON VOTING)
English Schools’ Swimming Association: John Stiven

ASSOCIATED BODY
Institute of Swimming: Jane Nickerson / Chris Bostock

ALSO IN ATTENDANCE (NON-VOTING)
TECHNICAL COMMITTEE CHAIRMEN:
(not already attending in another capacity)
Swimming: Andrew Marvin

ASSOCIATED BODY
Institute of Swimming: Jane Nickerson / Chris Bostock

STAFF:
Anne Adams-King (Director of English Programmes) Kate McKnight (Head of Facilities)
Andy Gray (Director of Regulatory & Legal Affairs) Peter Hassall (Swimming Times magazine)
Jane Nickerson (Chief Operating Officer) Gemma Ryder (Operations)
Chris Denny (Director of Marketing & Communications) Kevin Wray (Regional Director East)
Rachel Washington (Head of Administration & Compliance) Roger Glithero (Regional Director East Midlands)
Maria Walker (Finance Director) Keith Sutton (Regional Director South East)

AUDITORS
Jeremy Beard, haysmacintyre

PRESIDENTS ADDRESS
The President, Mr Don Neate welcomed everyone to the 2011 ASA Annual Council Meeting. Prior to the proceedings commencing delegates were asked to stand in silence in memory of those delegates to Council who had sadly passed away during the year. These were noted as Brian Eeles, Past President and member of the ASA Committee, Derek Stubbs, Past President North East, Roger Hargreaves past member of the ASA Board and Secretary of the ASA Rules Committee.

APOLOGIES
Richard Graham – Regional Chairman, London Paul Wells – Regional Chairman, West Midlands
Colin Brown – Regional Director, London Ann Barker – Chair, ASA Technical Diving
Katie Brazier – Sponsorship Director Committee
Mr K Boyd – Chair, Medical Advisory Committee Jenny Gray – Chair, ASA Synchronised Swimming Committee

CONGRATULATIONS
Congratulations were extended by the Chairman on behalf of Council to the Chief Executive on recently being awarded the OBE.

Minute No
1. RULES OF DEBATE
   1.1. Members were reminded of the Rules of Debate, which should be adhered to.

2. MINUTES OF THE ANNUAL COUNCIL MEETING HELD ON 23rd OCTOBER 2010
   The minutes were approved as a correct record of the Annual Council Meeting.

2.1. Minute 11.3.1 - The minute as written is correct but currently ASA Law 35.4.1 reads - ‘The amount of the fee shall normally be set so that the total income to the ASA from the membership fees increases annually on a index linked basis’. This was not what was agreed.

2.1.1. In response to this being raised by the South West Region the Director of Regulatory and Legal Affairs advised that the following revised wording had been approved by the ASA
Board at its meeting on Friday 21 October. Law 35.4.1. ‘The amount of the fee shall normally be set so that the aggregated overall ASA membership fee increases annually on an index linked basis.’

This wording addressed the concerns expressed by the South West Region.

3. ACTIONS ARISING FROM THE COUNCIL MEETING HELD ON 23rd OCTOBER 2010
3.1. These had been circulated and were noted.

4. STRATEGIC REVIEW
4.1. Following the presentation by the CEO at the Council meeting in 2010 on the Strategic Review the CEO updated members of Council as follows based on consultation and feedback:
   - What the ASA does well
   - What challenges are facing us
   - The need to get more People Swimming
   - More Medals
   - Income
   - Club Challenges
   - Fast Moving World
   - As one Team we will succeed

4.2. In conclusion the CEO assured Council that the Executive Team and the ASA Board will drive this forward and will not be complacent in this matter and will be flexible and open to change in its approach to delivering the strategy.

5. ANNUAL REPORT 2010 - 2011
5.1. General – London Region. The messages being sent out by the Sports Minister and Sport England, and the number of organisations that have seen a reduction in their funding, how does the Chief Executive expect to see the next 12 to 18 months working out for the organisation? Which areas would be most likely to be affected, and what is the subsequent impact on the membership? The Chief Executive advised as follows:

5.2. The Government position is clear – they want the following from sport:
   - More medals
   - More people more active

It is clear that swimming has not yet succeeded in achieving the increasing numbers we expected through the Active People Survey. It could be argued that initially the Whole Sport Plan investment was targeted (through Free Swimming) at those aged over 60 and under 16. However, those aged under 16 are not counted in the Active People results.

Following the election and the sudden unplanned withdrawal of Free Swimming funding we were faced with a re-organisation, which was completed in early 2011. Since that time we have been much more focused on the Grow agenda. Clearly it is too early to see meaningful results but we are determined to succeed and we are leaving no stone unturned in our efforts. The ASA Board has agreed to recruit further expertise to assist in this task.

If the results continue to show no sign of improvement after London 2012 we are certain to see a change of strategy in this area. With the Government determined to succeed they will look to other agencies to assist them in this work, which could mean a drastic cut to ASA funding. This would inevitably lead to further re-organisation, both within the central ASA and in the regions with a significant loss of personnel.

The response was noted.
5.3 General – South East Region. The South East Region congratulated the ASA on the general high standard of presentation. However, some members have found parts of the Annual Report difficult to read as a result of coloured print on coloured backgrounds; a particularly bad example is pages 48 and 49. Has any advice been sought about presentation suitable for those with relatively poor eyesight?

The Director of Marketing & Communications thanked the South East for their comments regarding the high standard of presentation and had noted the comments regarding the use of coloured print on coloured backgrounds. The colours used throughout were intended to reinforce the ASA brand (as in the ASA logo) and to give an attractive layout. However, we will take these comments on board for next year’s report. The report is also available to view on the website which does allow for enlargement of text if required.

The response was noted.

5.4 Page 4, para 1

5.4.1 South East – The Region asked what plans were in place for making programmes self-sustaining. The Chief Operating Officer advised that the ASA is currently working on a number of sustainable funding initiatives including the following:

- Increased awards sales based on selling the “core journey” which aims at selling additional distance/stroke badges and additional levels.
- Fulfilment and storage deals for other organisations following the purchase of the new warehouse in Loughborough.
- Pool programming through Community Swimming Limited and LA Fitness
- Increased income from IoS through the expansion of Employer Apprenticeships

The response was noted.

5.4.2 South East – The Region raised a further question regarding the England Talent and Beacon Programmes referred to in the overview. In particular what plans are being made to make these programmes self-sustaining and what is the future for these programmes?

In response the Chief Executive advised that when the Beacon programmes had first been implemented it had been explicitly stated that funding would eventually be withdrawn. The reason for this was to encourage the programmes to become self-sustaining and to allow funds to be used on new programmes. A number of models are currently being looked at and we envisage a series of options as we don’t believe there is a single self-sustaining model. The CEO assured members that funding would not be pulled overnight but over a period of time on a reducing basis. The aim is to have a number of self-sustaining programmes and to bring others on line in the future.

The response was noted.

5.5 Page 7, Outcomes

London – The Region asked what progress has been made in the ASA Schools Swimming Survey proposed in the report, and how robust will the survey be (% of schools covered)?

The Director of English Programmes advised that since the loss of the National School Sport Survey we have been looking into the feasibility of carrying out our own survey. We have now established e-mail communications with all primary schools and will be undertaking a benchmarking survey during October 2011. This will then be followed up by a second survey in June 2012. The information will be shared with the regions.

The response was noted.

A subsequent question by the Regions for further information on the number of schools was requested. The Director of English Programmes agreed to provide this information.
5.6 **Page 13 - Participation:**

*London* – The Region stated that all the “What’s On” items on the BBC Big Splash website have already taken place (except the April Weekend). Have we lost momentum after a good start?

In response the Director of Marketing & Communication advised that momentum for Big Splash continues to build. In the next few months we are providing pools with “30 minutes – once a week” collateral. Big Splash Swimming Offers will be rolled out nationally, we will launch the Big Splash Reward Card driving regular swimming and Kellogg’s will run a swimming offer on 50 million cereal packs backed by national advertising. The campaign will culminate in the Big Splash Mile for Sport Relief next April as part of the Swimathon weekend, which is planned to the World’s biggest swimming event.

*The response was noted.*

5.7 **Page 49 - Governance, Structures and Participation Membership**

*London* – The Region asked if the ASA had done any research to understand the apparently declining membership numbers, and establish the causal factors, e.g. pool hire costs, reduced pool opening hours, etc?

In response the Chief Operating Officer advised that the true comparison of membership numbers is complicated as members join throughout the year and those not rejoining are taken off the database during a six month period whilst renewals are processed. We record the actual numbers on the database on a monthly basis and perhaps a fair way of reviewing membership trends is to look at the lowest and highest figures per year for the past few years.

2009:
Lowest – June 173,282
Highest – January 200,805

2010:
Lowest – June 170,545
Highest – January 199,641

2011
Lowest – June 169,001
Highest – January 194,966

These figures suggest a decline is occurring although the figures as at the end of September show a reduction in the decline based on September-to-September comparisons. (Total reduction 638.) The reduction is in category 1 with category 2 showing an increase. Whilst we have not undertaken specific research we are aware a number of clubs are no longer operating teaching schemes having given up the lesson programme to the local authority in return for deals on pool time/costs for skill development and elite programmes. Swim School membership has increased during this period.

*The response was noted.*

5.8 **Page 56 - Staff Costs**

*London Region* - There is a significant increase in staff costs from 2010 to 2011. Could this cost be broken down between “inflation increases” for existing staff, and expenditure on new staff? Further, could the new staff cost be broken down between central and regional employees?
Response:
The increase of £1.1m in staff costs is due to the following:
£101,000 annual increase (1.5%)
£854,000 Future Jobs Fund (all grant funded) (Trainee Aquatic Assistants)
£145,000 Staff movement – increase in higher skilled roles / decrease in basic administration posts.
(The movement was under the budgeted figure, some relates to grant funded posts and others to posts supporting our commercial/sponsorship partners and funded from commercial /sponsorship income.)

We acknowledge we should have included a note in the accounts explaining this and will note this for the future.

The cost of staff directly involved in the regions was around £1.8m, which is an increase of £482k over the previous year.

The cost of staff employed elsewhere was around £2.7m. This includes grant-funded staff and also staff with links to regional work. It also includes the cost of staff who are partially re-charged to other companies and British Swimming through management charges.

Also, previously salary band information was made available, and last year we did request that this be a regular part of the report, but it has again been omitted. Please provide this. Please note - this would be even more useful if we understood this breakdown by company.

Response:
Over the years the auditor has worked with us to change the accounting style to that of company accounts and it is felt it is not pertinent to include the salary banding. If this is something members wish to continue to see it can be tabled at the meeting of the Finance Managers each year. However, it should be noted that the table is based on average figures which can be misleading during periods of change. Free Swimming and Future Jobs fund significantly changed the averages and makes year on year comparison difficult.

It is not possible to provide an accurate table split by company as many staff are employed by the ASA but work across several companies. The salaries are recovered from each company through management charges.

The figures are as follows:

<table>
<thead>
<tr>
<th>Band</th>
<th>Current Year</th>
<th>Previous Year</th>
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</thead>
<tbody>
<tr>
<td>0 – 5,000</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>5,001 – 10,000</td>
<td>120</td>
<td>16</td>
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<tr>
<td>10,001 – 15,000</td>
<td>20</td>
<td>19</td>
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<tr>
<td>15,001 – 20,000</td>
<td>47</td>
<td>45</td>
</tr>
<tr>
<td>20,001 – 25,000</td>
<td>26</td>
<td>21</td>
</tr>
<tr>
<td>25,001 – 30,000</td>
<td>69</td>
<td>59</td>
</tr>
<tr>
<td>30,001 – 35,000</td>
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<td>12</td>
</tr>
<tr>
<td>35,001 – 40,000</td>
<td>16</td>
<td>23</td>
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<td>3</td>
</tr>
<tr>
<td>80,001 - 85,000</td>
<td>1</td>
<td>0</td>
</tr>
</tbody>
</table>
Chief Operating Officer

The response was noted.

5.9 Page 61 – Staff Costs
5.9.1 South East Region - Staff costs for the ASA have increased by £1.1 million, whereas, according to the table on page 66, ASA staff numbers have increased by only 3. Do the staff costs on page 61 include the 106 Trainee Aquatic Assistants? If so, are the costs relating to them retrieved from grants? If so, please specify the amount and confirm whether all that repayment is shown in the ‘Grant funded projects’ income of ££6,433 million shown on page 61. If not, can we have an explanation for this huge rise?

Response:
The increase of £1.1m in staff costs is due to the following:
£101,000 annual increase (1.5%)
£854,000 Future Jobs Fund (all grant funded) (Trainee Aquatic Assistants)
£145,000 Staff movement – increase in higher skilled roles / decrease in basic administration posts.
(The movement was under the budgeted figure, some relates to grant funded posts and others to posts supporting our commercial/sponsorship partners and funded from commercial /sponsorship income.) The full costs of the Trainee Aquatic Assistants are included in the grant funded projects income.
We acknowledge we should have included a note in the accounts explaining this and will note this for the future.

Chief Operating Officer

The response was noted.

5.10 Officials
London - Will the ASA run a survey this quarter to understand the effects of the changes to the meet requirements for licensed officials, introduced in September this year, on events around the country?

Response:
The Swimming Committee is keeping a constant watch on this and the Swimming Officials’ group (made up of representatives from each region) has not reported any problems. The number of licensed officials is growing and there is a training programme in place to develop new officials across the country.

Chair of Swimming Committee

The response was noted.

A subsequent question to this issue was raised by the Region. It was agreed the Chief Operating Officer would liaise with the Region outside of the meeting.

5.11 Publications:
East – The Region stated that there are two significant and fundamental publications which expire in 2011, Wavepower and the LTAD document. Can Council be brought up to date on when we can expect to receive the awaited replacement publications.
Response:
Although the cover of Wavepower states 2009/2011 it officially expires at the end of August 2012 and this is referenced inside the document in places. Work is ongoing on the updated policy, which will be ready for publication in August 2012. Until this time the current document is valid and members should continue to use it. (We do appreciate this is confusing.)

Director of Regulatory & Legal Affairs

We are currently working with British Swimming on a timetable for the review of the LTAD. It is important that we undertake a full review, which includes ascertaining if the underlying principles of the existing model are right today, and we do not want this work to deflect the performance staff from their role in preparing the teams for London. We hope to have a clear timetable for completion of the review and subsequent publication by the end of 2011.

Chief Executive Officer

The response was noted.

5.12 General Items or Questions
Members were given the opportunity to raise any other items or questions for discussion.

5.12.2 East – The Region sought clarification on the acronyms CSL and LAF.

The CEO responded by advising that CSL stands for Community Swimming Limited. A charity set up by the ASA but managed by a Board of Trustees the majority of which are independents and who currently deliver swimming in L.A. Fitness venues.

The response was noted.

5.13 There being no further questions Council was asked to approve the Annual Report excluding the accounts.

The Annual Report was unanimously approved.

6 FINANCIAL REPORT

6.1 The Financial Director presented to Council the Finance report and took the opportunity to explain to Council fully the reasons for consolidating the accounts. The presentation highlighted the following areas:

- Economy past
- Economy today
- ASA Restructuring, Commissioning and Savings
- Consolidated Accounts
- What does consolidation mean?
- Group Accounts for year ended 31 March 2011
- Investment in Members, Clubs and Regions
- Finance Summary

Following the presentation questions were opened to the floor.

6.2 London region – The Region requested information on the allocation of Grant Funded Projects and queried this not being included in the accounts.

The Finance Director emphasised that items taken out of the accounts had been necessary in order to produce the accounts in a statutory format. The Finance Director was happy to give consideration to provide further information and will do so to the Regional Finance
Officers next year. Meanwhile the ASA Board will continue to receive full access to all ASA Financial information required to manage the business.

The accounts were unanimously approved.

7 REPORT OF THE ASA NOMINATED REPRESENTATIVES OF BRITISH SWIMMING LIMITED

7.1 The Chairman invited Anne Clark to present the report to Council which was duly noted

7. Election of Officers for 2012

7.1 President – Appointment made by the ASA Board for 2012 - Mr Raymond Gordon was nominated by Mr S Rothwell

7.2 Vice President – Mrs J Grange (East Midlands)

8 Notification of Appointments to the Judicial Appointments Panel 2011-2012

8.1 Mrs Norma Davidson – North East
Mrs Amanda Hunt – East Midlands
Mr Malcolm Hopes – South West
Mr C Galer – East

Mr David Boot – West Midlands
Mr Edward Lyne – South East
Mr David Burgham – North West
Mr John Leach - London

The appointments were approved unanimously.

9 Notification of Appointments by the Judicial Appointments Panel

9.1 Independent Disciplinary & Dispute Resolute Panel (IDDRP)
Mr Robert Isherwood
Mrs Barbara Lancaster MBE

9.2 Independent Disciplinary & Dispute Appeals Panel (IDDRAP)
Mr Dave Barnes
Mr Dave Marsh
Mr Alan Day

The appointments were noted.

10 Re-affirmation of ASA Representatives as Directors of British Swimming

10.1 The nominations of Sam Greetham, Simon Rothwell and Anne Clark as ASA Directors of British swimming limited were agreed.

10.2 Delegates were advised that a programme of succession planning is being implemented within an agreed policy framework by the ASA Board and the nominations panel are looking at an early implementation of this plan.

The appointments were approved unanimously.

11 Declaration by the Regions of Representantives to ASA Board

11.1 East Midlands Anne Clark
North West Simon Rothwell
South East Ray Hedger
South West Robert Margetts
North East Ray Gordon
London Kay Grimshaw
West Midlands Bernard Simkins
12. **ASA BOARD – APPOINTMENT OF INDEPENDENT MEMBERS**
12.1 The re-appointment of David Fletcher as Independent Member to the ASA for 2012 and 2013 was agreed.

12.2 The appointment of Dennis Heywood as Independent Member to the ASA Board for 2012 and 2013 was agreed.

12.3 Marc Taylor retiring independent Board member was noted and thanks extended for all his work and contribution to the Board.

13. **APPOINTMENT OF AUDITORS**
13.1 haysmacintyre, Fairfax House, 15 Fulwood Place, London WC1V 6AY were duly appointed as auditors.

14. **DATE AND VENUE OF ANNUAL COUNCIL MEETING IN 2012**
14.1 13th October – East Midlands

15. **PRESENTATION ON THE VOLUNTARY CODE OF GOOD GOVERNANCE**
15.1 Russ Owens presented to delegates the ASA Governance Review under the following headings and outlined the principles behind the Voluntary Code of Good Governance.

- Why Governance? Why now?
- Voluntary Code of Good Governance – who is behind it
- Will the Code help us
- Seven Principles
  - Integrity: Acting as Guardians of the Sport
  - Define and evaluate the role of the board
  - Delivery of vision, mission and purpose
  - Objectivity, inclusive and skilled board
  - Standards, systems and controls
  - Accountability and transparency
  - Understand and engage with the sporting landscape
- Where are we now?
- What next?
- Probable areas for consideration

15.2 Russ Owens was thanked for his presentation and in summary the Chairman advised delegates that the ASA Board had signed up to the code. Work is ongoing and the SDG Group for Corporate Governance have been tasked to work on this and develop an action plan to ensure implementation at board level.

16. **CLOSE OF MEETING**
16.1 There being no further business the Chairman declared the meeting closed