Reviewing governance

Marc Taylor
ASA Board, Sheffield Hallam University, Harlaxton
7 April 2011
Powering a nation of smiling swimmers at every level

Amateur Swimming Association
Pavilion 2, SportPark, J Calverwood Drive, Loughborough University, Loughborough, Leics, LE11 3QF
Tel: 01509 262000 | Fax: 01509 261709 | info@swimming.org

Principal Partners

British Gas

Sport England

Official Partners

Kellogg's

Speedo

Lumie

Official Suppliers

Molten

Sheffield Hallam University

Harlaxtons

SHARPENS YOUR THINKING

the essential element
Today’s lengths

• Introductory thoughts
• Organisational context
• The Board
• Context of swimming and participation
• The Board, strategy and the environment
• Issues
Volunteers or not...

Ability not Availability
Governance performance context (not just conformance)

Long-term direction (strategic)

Achieve competitive advantage over the competition.

Scope of an organisation’s activities.
Core competencies

Matching resources and activities to the environment

Source: Exploring Corporate Strategy, Johnson and Scholes
Strategy and Governance importance

Strategic Goals

1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010

Time

British Athletics  EHA

RFL  ENGLAND HOCKEY  uk:athletics  SNOWSPORTGB  the asa

R.I.P
Corporate conduct and governance
Organisational Context
Organisational context

Founded 1869

Head Office Sportpark, Loughborough University


Eight Regions, 1158 affiliated clubs and more than 200,000 members

Oversee five disciplines;
Diving, Healthy Living, Swimming, Synchro and Water Polo
Swimming’s vision

Everyone has an opportunity to learn to swim

To have more people swimming, more often and having more fun

That people can achieve their personal goals throughout their lifetime

Gold medal success on the world stage
Strategic goals

Learn to swim

Health and participation

Athlete development

Facilities

Workforce development

Governance, structures & partnerships
Our numbers
Our numbers (2010-07)

### Turnover (£)
- 9,080,000
- 12,801,000
- 10,065,000
- 21,186,000

### Deficit / Surplus (£)
- -(95,000)
- 7,000
- 636,000

**Ability not Availability**
Our numbers (2007-10)

<table>
<thead>
<tr>
<th>Reserves (£)</th>
<th>Fixed Assets (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,159,000</td>
<td>6,287,000</td>
</tr>
<tr>
<td>1,254,000</td>
<td>300,000</td>
</tr>
<tr>
<td>1,247,000</td>
<td>350,000</td>
</tr>
<tr>
<td></td>
<td>377,000</td>
</tr>
</tbody>
</table>

Ability not Availability
Creditors

Amounts Falling Due After More Than One Year

£5,627,000 (2010)

The ASA has entered into a 25 year loan with Lloyds TSB

Ability not Availability
Headline organisational context

No burning platform

History and heritage

Compete internationally within IF structure

Environment where the organisation, participants and volunteers have choices, challenges and opportunities
The Board
President and The Board

ASA President and Board Members

John Crowther
Chairman
Kay Grimshaw
London
Anne Clark
East Midlands
Ray Gordon
North East
Ray Hedger
South East
Ian MacKenzie
East
Robert Margetts
South West
Simon Rothwell
North West
Paul Wells
West Midlands

Independent Members

Chris Bostock
David Fletcher
Marc Taylor
Context of swimming and participation
### APS4 – Once a week participation

<table>
<thead>
<tr>
<th></th>
<th>Sport</th>
<th>APS4 Participation (Total)</th>
<th></th>
<th>Sport</th>
<th>APS4 Participation (Total)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Swimming</td>
<td>3,156,300</td>
<td>17</td>
<td>Snowsport</td>
<td>104,500</td>
</tr>
<tr>
<td>2</td>
<td>Football</td>
<td>2,090,000</td>
<td>18</td>
<td>Hockey</td>
<td>86,800</td>
</tr>
<tr>
<td>3</td>
<td>Athletics</td>
<td>1,875,500</td>
<td>19</td>
<td>Table Tennis</td>
<td>86,200</td>
</tr>
<tr>
<td>4</td>
<td>Cycling</td>
<td>1,866,300</td>
<td>20</td>
<td>Weightlifting</td>
<td>77,600</td>
</tr>
<tr>
<td>5</td>
<td>Golf</td>
<td>860,900</td>
<td>21</td>
<td>Sailing</td>
<td>65,100</td>
</tr>
<tr>
<td>6</td>
<td>Badminton</td>
<td>520,900</td>
<td>22</td>
<td>Rugby League</td>
<td>52,300</td>
</tr>
<tr>
<td>7</td>
<td>Tennis</td>
<td>437,500</td>
<td>23</td>
<td>Canoeing</td>
<td>51,100</td>
</tr>
<tr>
<td>8</td>
<td>Equestrian</td>
<td>337,800</td>
<td>24</td>
<td>Angling</td>
<td>51,000</td>
</tr>
<tr>
<td>9</td>
<td>Squash</td>
<td>290,100</td>
<td>25</td>
<td>Gymnastics and Trampolining</td>
<td>50,300</td>
</tr>
<tr>
<td>10</td>
<td>Bowls</td>
<td>246,600</td>
<td>26</td>
<td>Rowing</td>
<td>45,300</td>
</tr>
<tr>
<td>11</td>
<td>Rugby Union</td>
<td>194,200</td>
<td>27</td>
<td>Volleyball</td>
<td>37,500</td>
</tr>
<tr>
<td>12</td>
<td>Cricket</td>
<td>171,900</td>
<td>28</td>
<td>Taekwondo</td>
<td>25,900</td>
</tr>
<tr>
<td>13</td>
<td>Basketball</td>
<td>151,800</td>
<td>29</td>
<td>Judo</td>
<td>24,500</td>
</tr>
<tr>
<td>14</td>
<td>Netball</td>
<td>145,200</td>
<td>30</td>
<td>Rounders</td>
<td>19,900</td>
</tr>
<tr>
<td>15</td>
<td>Boxing</td>
<td>117,200</td>
<td>31</td>
<td>Baseball and Softball</td>
<td>9,100</td>
</tr>
<tr>
<td>16</td>
<td>Mountaineering</td>
<td>111,300</td>
<td>32</td>
<td>Fencing</td>
<td>8,000</td>
</tr>
</tbody>
</table>

**Source:** Sport England, harlaxtons analysis
Source: Sport England, harlaxtons analysis
<table>
<thead>
<tr>
<th></th>
<th>Sport</th>
<th>APS4 Participation (Total)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Swimming</td>
<td>5,449,000</td>
</tr>
<tr>
<td>2</td>
<td>Cycling</td>
<td>3,803,900</td>
</tr>
<tr>
<td>3</td>
<td>Football</td>
<td>3,086,700</td>
</tr>
<tr>
<td>4</td>
<td>Athletics</td>
<td>2,760,400</td>
</tr>
<tr>
<td>5</td>
<td>Golf</td>
<td>1,415,100</td>
</tr>
<tr>
<td>6</td>
<td>Badminton</td>
<td>896,700</td>
</tr>
<tr>
<td>7</td>
<td>Tennis</td>
<td>834,100</td>
</tr>
<tr>
<td>8</td>
<td>Squash and racketball</td>
<td>485,000</td>
</tr>
<tr>
<td>9</td>
<td>Equestrian</td>
<td>418,000</td>
</tr>
<tr>
<td>10</td>
<td>Bowls</td>
<td>385,100</td>
</tr>
<tr>
<td>11</td>
<td>Cricket</td>
<td>341,500</td>
</tr>
<tr>
<td>12</td>
<td>Basketball</td>
<td>279,300</td>
</tr>
<tr>
<td>13</td>
<td>Rugby Union</td>
<td>277,900</td>
</tr>
<tr>
<td>14</td>
<td>Mountaineering</td>
<td>259,800</td>
</tr>
<tr>
<td>15</td>
<td>Table Tennis</td>
<td>217,100</td>
</tr>
<tr>
<td>16</td>
<td>Angling</td>
<td>207,700</td>
</tr>
<tr>
<td>17</td>
<td>Netball</td>
<td>204,200</td>
</tr>
<tr>
<td>18</td>
<td>Snowsport</td>
<td>168,600</td>
</tr>
<tr>
<td>19</td>
<td>Sailing</td>
<td>155,100</td>
</tr>
<tr>
<td>20</td>
<td>Boxing</td>
<td>154,100</td>
</tr>
</tbody>
</table>

Source: Sport England, harlaxtons analysis
APS4 – Once a month participation

Source: Sport England, harlaxtons analysis
The Board, Strategy and The Environment
Environment layers

The macro-environment

Industry (for sector)

Strategic groups

Professional Sports & Clubs Better!

Macro - Environment Observations

Professional Sports & Clubs Better!
Environment and myopia

The macro-environment

P
E
S
T
E
L

Sport Vs. Leisure

Sheffield Hallam University
SHARPENS YOUR THINKING
Environment and myopia

Sport Vs. Leisure
Environment and myopia

2nd largest after football
The Board and Strategy
Custodians of the sport

Strategic Goals


Time

The land of milk and honey
Macro environment and Strategy

The Board and Strategy

Time

Strategic Goals


The land of milk and honey

R.I.P.

Sheffield Hallam University
Sharpens Your Thinking
Tailwinds

Strategic Goals

The land of milk and honey
The Board and strategy

All Board members need to be able to sail!

Sometimes the direction is right
The wind may just not have filled the sails!
Traffic lights
You don’t have them at sea!
Yet, they are a good Board guide if well off course!

The land of milk and honey
Issues
Commercial strategy context

Strategic consultancy leaders

Consultancy revenue leaders

Growing Consultants

Consultants numbers
External advisors and strategy

2000 – A time of financial difficulty

“Cut all of your $1.6bn R&D spend, just for a short time, 1-2 years”

SMT – Exactly the opposite

Survive and thrive, not just survive
PESTEL
“I am not interested in life in the past lane, I am interested in life in the fast lane. People tell me that Facebook is life in the fast lane? How is facebook life in the fast lane? – 500m people are on facebook. I want to know and invest in what is the next big thing”
Boston, March 2011

77 games in 2011 average attendance (H&A) – 18.3k

Where is a volunteer led organisation’s competition?
Age, experience and ability

Zuckerberg

Larry Page and Sergey Brin

Bill Gates

Richard Reed, Adam Balon and Jon Wright

Manchester City FC

Team performance and dynamics!
Yes but I am a volunteer...

And we have a life, with many many choices. How do you add value to my life?
Governance

• Sport England Assurance
• Strategic Delivery Groups
• Benchmarking of not-for-profits since 2008
• Sport consultation since 2010
• Board development (2011+)
• Work at solutions that are right for our sport
• Do not just look at solutions that are right for some of your stakeholders!

Organisational and board performance
Governance context
Volunteers

Ability not Availability

Availability + development = Ability

Availability + enthusiasm = Where?

Availability + no enthusiasm = Choice
Thanks for Listening 😊