

Scottish Amateur Swimming Association



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WB/HM

24 April 1992

TO: **Club Secretaries**
 Life Members
 Council

Dear Colleague

EXTRAORDINARY GENERAL MEETING, 17 MAY 1992

The above meeting has been called by the requisite number of Clubs in three Districts to seek clarification on the recommendations contained within the Interim Report submitted by Mr John G Queen. I feel that it would be useful to you to know how we have arrived at this particular point.

Firstly, if I could say something about the credentials of Mr Queen. He is an internationally known consultant in Management, a specialist in Physical Education, Coach to the British Swimming Team at the 1975 World Championships and the 1976 Olympic Games in Montreal. A founder member of the Scottish Swimming Coaches Association, in the 60's and 70's carried on by Coaches like Jim Park to the present time. He has on two occasions come to the rescue of the Association when Technical Directors have left suddenly to move to other jobs. Currently, he is in charge of Physical Education requirements in Argyll and Bute where his innovative and creative ideas have attracted attention from abroad. He has recently been to Switzerland to advise on projects.

The decision to invite Mr Queen to assist with the ongoing Review of the Association was taken at a meeting in June 1991 when Council looked at ways of improving the Administration and Technical Services of the Association. Also at this time the Scottish Sports Council had initiated a rolling programme which provided Governing Bodies of Sport in Scotland with the opportunity to have their structures examined by outside Consultants. A scheme had been in operation in the Netherlands for some time and two Dutch Officials explained the benefits to Scottish Governing Body Representatives in April 1991. The Association had hoped to be included in this SSC Initiative but was unsuccessful in the first round. One of the conditions attached to the offer was that any recommendations made by the Consultants would be expected to be implemented unless there was an overwhelming reason for not carrying them through.

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Council's first thoughts centred on a study weekend to "brainstorm" the problems and sought Mr Queen's advice on how this should be set up. His assessment advised that a great deal of preparation was necessary to run a weekend that would be really productive. He then set out, assisted by Mr Danny McGowan to gather information by interviewing members of the Association in key positions - Council Members, District Secretaries, National Conveners and Employees. The basis of the interviews was a series of questions. The response from these interviews plus written reports submitted by a number of those involved was only part of the input. The reports from previous groups and committees which had looked at various aspects of the Association were examined in detail. These included the PA Consultants report of 1985 (which suggested a Chief Executive appointment) the 1988/90 Review Committee (Chaired by Mr Andrew Taylor) Reports and various Reports from the Director of Swimming concerning the appointment of a Chief Executive and the most recent of June 1991 which proposed that he should renegotiate his position from Director of Swimming to that of part-time Consultant concerned only with Swimming and not any of the other disciplines.

In December 1991 Mr Queen submitted his Interim Report to the National Executive and subsequently met with them to explain the thinking behind the recommendations. He had along with Mr McGowan completed a great deal of work on behalf of the Association, acceptable before proceeding to the next stage, a more detailed examination of the various aspects of the S.A.S.A.. The Executive had a further meeting to discuss the next step which was to take the Interim Report to Council. Council met on the 19th January, 8th February, 28th February and 22nd March.

The outcome was to accept the report in principle and to deal with the first recommendation which was within the remit of Council i.e. the appointment of professional staff. Draft proposals on the management structure and job specifications were prepared and costings considered, some of these papers have been circulated in the Midland District without the advice that they were only for discussion and were not the final position. The reference to the members and to reassure members it was agreed to delay the appointment of a Chief Executive until they had been notified at District Meetings.

Council received the reports from the District Meetings on the 13th April and after a long discussion and consideration of the matter decided to refer the question of their management action to the E.G.M.. The whole concern of the Council at all times has been to do what is best for the Association and all the decisions have been with this in mind.

In conclusion, the decision of Council were not made hastily or with a lack of thought they relate to the directive of the 1990 A.G.M. that the review process should continue. I hope that you will come to the E.G.M. prepared to discuss the issues and to give Council your support.

Yours sincerely



W Black
Hon General Secretary