
SCOTTISH AMATEUR SWIMMING ASSOCIATION

DEVELOPMENT INITIATIVE Proposals for Change

Presented
to the
Extraordinary General Meeting

at Perth

26 June, 1993

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Appendices

Note : the above contents list will also form the areas for discussion at the Extraordinary General Meeting

1. Introduction

Background

The Development Initiative commenced at the end of December, 1992 when the Steering Group embarked on an extensive process of information gathering as a prelude to developing a future direction for Swimming in Scotland. Over 500 people were consulted directly and indirectly and in addition a number of other Swimming Associations and governing bodies of other sports were examined as a benchmark against which to measure Scottish Swimming's recent performance. The results of the analysis of the information were documented in a Foundation report and presented to a Development Conference held at Perth in March, 1993. At the Conference 35 senior representatives of Council, Disciplines and Committees agreed *unanimously* to the future direction of the sport as outlined in the document circulated to Clubs after the Conference.

The Steering Group were charged with developing proposals for the future development of the sport to follow closely the resulting strategic direction which emerged from the Conference. This direction was detailed in the summary circulated to Clubs immediately after the conference.

In the subsequent weeks the Steering Group considered a number of proposals with a view to presenting a paper to an Extraordinary General Meeting (EGM) to be held on 26 June, 1993. This paper has been prepared by the Steering Group and agreed by Council.

The rest of this paper describes the direction and key actions which the EGM should adopt, as a package of proposals, to move the development initiative to the next stage. The actions and changes would be of an interim nature, to be reviewed by Council and subsequent Annual General Meetings. Given agreement to these proposals, the proposed Board and Council would develop a new Constitution and Rules to be adopted at the Annual General Meeting in 1995.

Objectives for Scottish Swimming

Implicit in the change proposals are a number of objectives. To date these have not been quantified fully, but if the strategic direction is to be followed would need to be focused on :

- Developing our Clubs, supported by effective National and District infrastructures.
- Increasing and retaining the number of competitive swimmers
- Improving the quality of and access to facilities, and considering the future development of a National Centre for Swimming
- Increasing and retaining the number of qualified coaches, teachers and officials
- Improving the attractiveness and effectiveness of competitions and galas
- Improving the administration and financial security of the sport
- Improving communication throughout the sport at all levels.

Following the EGM in June, and assuming the proposed future direction is endorsed, detailed performance indicators will be developed to focus on achieving these objectives and allow monitoring to be effective.

2. The Future Direction for Scottish Swimming

- Those attending the Conference were unanimous in agreeing a direction for the next phase. The main theme was to secure a position of recognition of Swimming in Scotland as an 'Excellent and Developing Sport'. This would be achieved by increasing the focus of resources on :
 - club development programmes
 - coach education and development
 - excellent competitions and galas
 - principle of 'pay-as-you-swim'
 - District development plans - to a national model.
- The priority will be to develop clubs, who should all benefit as part of planned development, and input of national/district resources to improve their overall performance. The assistance will be selective depending on track record, resources, ambition and need. This will mean focused investment in excellent coaches, teachers, officials and swimmers rather than spreading resources too thinly
- To achieve this required setting priorities for the level of support given to disciplines. By priority we mean the relative level of funding and support, guided by future opportunities and the constraints of timescale and resources. At this stage the Conference felt that the overall priorities should be :
 - First Priority : Swimming
 - Second Priority : Water Polo, Synchronised Swimming and Masters
 - Third Priority : Long Distance and Diving
- The SASA, as overall governing body for the sport, would have to adopt a more active role in :
 - controlling and guiding competitions and programmes
 - improving access for all to facilities
 - developing aggressively awards schemes, reward and recognition programmes and recreational swimming
 - educating effectively club coaches and administrators
 - effective integration of all current groups and associations in the sport
 - liaison with external agencies and authorities who have the potential to contribute to future development
 - incentives to increase membership - especially in the smaller disciplines.

The Future Direction (Cont)

- There would be implications for resources :
 - the 'Director of Swimming' position would be more closely focused on the development of excellent swimming, not only on senior international squads
 - Development Officers would be appointed in Districts to assist development at Club and local level
 - further development of the Development and Education Fund would take place
 - the office administration and financial systems would be managed more effectively, to provide a service to Clubs, national competitions and international squads
 - the office would be a source of useful material and resources on development
 - detailed resource planning will be part of the next stage, but additional annual costs in excess of £50,000 could be required. Possible sources of these funds would be the Sport, the Scottish Sports Council and other agencies, as well as more effective income generation activities.
- In addition
 - a new group integrating Development, Education and Coaching would be established
 - a new Marketing committee would be established to concentrate on income generation
 - the President would continue to be appointed for one year, but there was unanimous support for the formation of a small Board of Management with a Chairman and Vice Chairmen who would be appointed for at least three years. After the first period it may be desirable to phase the appointment of Chairman/Vice Chairmen etc to achieve continuity
 - Performance indicators and evaluation mechanisms would have to be developed to ensure early feedback on progress. This progress in turn would be communicated frequently to the stakeholders in the sport.

More details are contained later in this document.

3. Structure and Organisation

- One of the key aspects is to establish a structure which will enable effective change to be managed, initially even within the existing constitution. We propose that the management of the sport be delegated on a day to day basis to a Board of Management. This Board would be appointed by Council for a three - four year period. The initial appointment will be until the AGM 1995, thereafter for a three - four year period, coincident with the implementation of a Development Plan. All Officials would present themselves for annual re-election during this period.
- Responsible to Council and the member Clubs, the Board will be responsible for :
 - planning and managing the resources of the Association to assure growth in these resources
 - managing the successful employment of the employees of the sport
 - effective administration of the sport
 - integrating, liaising and controlling the activities of the various disciplines and committees in the sport
 - implementing the key aspects of the Development Plan and other policies and programmes
 - developing relationships with key stakeholders in the sport.
- We propose that the Board consists of :
 - Chairman
 - 5 Vice Chairmen (one to be Deputy Chairman/Senior Vice Chairman), with responsibilities as follows
 - » Vice Chairman - Finance & Administration
 - » Vice Chairman - Marketing
 - » Vice Chairman - Disciplines
 - » Vice Chairman - Development
 - » Vice Chairman - Technical Development
 - Director of Swimming (Voting Member)
 - Administration Manager in attendance (non voting), along with a Secretary
 - President or their nominee (ex-officio)
- The proposed 'jobs' and recommended initial structures are displayed schematically on the Pages 9 and 10. These would evolve over the initial period of implementation, once key posts had been established and filled after the EGM.

Structure and Organisation (Cont)

The Key Posts and Area of Focus

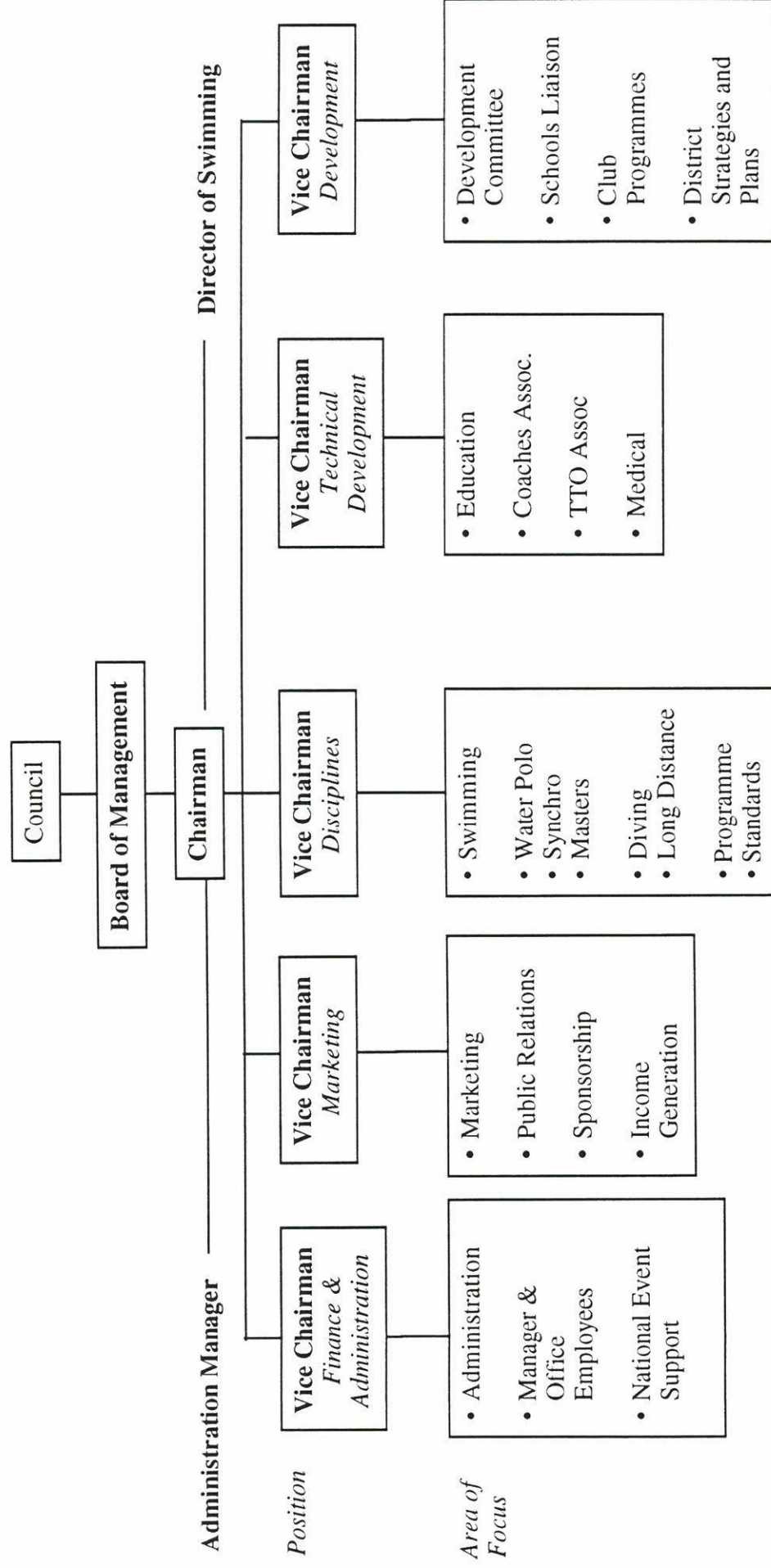
- **Chairman**
 - overall management and planning
 - management of Employees
 - custodian of the Development Plan
 - external relations with agencies eg Scottish Sports Council
 - liaison with Council
- **Vice Chairman : Finance & Administration**
 - Treasury function, budgets and financial planning
 - book keeping and production of management accounts/annual accounts
 - collection of internal income
 - management of the office and assets of the Association
- **Vice Chairman : Marketing**
 - income generation, excluding club/per capita fees
 - sponsorship
 - public and media relations
 - major fund raising
 - communications (internal and external)
- **Vice Chairman : Technical Development**
 - co-ordination of existing Education Committee, Coaches Association, TTO and Medical Committees
 - developing excellence in all skill areas
 - supporting and linking into Disciplines
 - recruitment of people in these areas

Structure and Organisation (Cont)

The Key Posts and Area of Focus

- Vice Chairman : Development
 - focus on foundation and participation levels of the sports continuum
 - integration of development areas
 - » technical development
 - » local development
 - liaison with key groups eg Schools Association
 - liaison with Disciplines on development plans
 - development of Club Development Programmes
 - assisting Districts with Development Plans
- Vice Chairman : Disciplines
 - focus on performance and excellence
 - development of competitions and gala standards
 - integration of Disciplines
 - agreeing priorities for the Disciplines and assisting with implementation of development strategies and plans
- On Page 10, we display how the various parts of the governing body might begin to interact. The end result will be a matrix of activity with specialist development functions supporting Disciplines to a mutually agreed set of plans and activities. The role of the Board of Management is a controlling and integrating one, rather than directing within strictly defined boundaries. The matrix extends beyond that to include the various external agencies, and indeed the members of the Association who will all play their part in developing Swimming in Scotland in its future activities.

STRUCTURE FOR THE FUTURE



MANAGING TOGETHER

Managing the new direction will involve greater focus on integration of external agencies and internal groups, rather than operating in stand alone Committees etc. The diagram below illustrates some of the potential inter-relationships which must exist.

<i>CHAIRMAN & VICE CHAIRMEN</i>							
<i>External Agencies</i>	<i>Diving</i>	<i>Masters</i>	<i>Water Polo</i>	<i>Swimming</i>	<i>Synchronised Swimming</i>	<i>Long Distance</i>	<i>Specialist Functions</i>
Regional Councils							Schools Association
District Councils							Coaches Association
Scottish Sports Council							TTO
Team Sport Scotland							Development Committees
LA Sports Councils							Medical
Other Swimming Assocs							Finance & Marketing
	Staff	Administration Manager	Director of Swimming <i>Employees</i>				Development Officers

4. Governing Body Employees

- Under the Development Plan we would envisage the following key appointments :
 - Director of Swimming : responsible for :
 - » development of the sport - Swimming and other Disciplines
 - » management of Development Officers
 - » development of best practice with clubs, coaches and swimmers
 - » liaison with key external agencies eg other Associations, NCF
 - Administration Manager : responsible for :
 - » effective administration of the sport, and service for its competitions and international competitive activity
 - » management of the office of the Association, and the support staff
 - » maintenance of the records and financial books of account of the Association
 - » communication
 - 2 Support Staff with responsibility for :
 - » administration of swimming competitions, events, membership
 - » international team support
 - » book keeping
 - » support services for other disciplines
 - Up to 3 Development Officers : responsible for
 - » club development programmes
 - » assisting the design and implementation of District Development Plans
 - » promotion of award schemes etc
 - » promotion of education and training.
- The additional Development Officers would be appointed in conjunction with the Districts and Clubs, where possible funded not only by the Association, but by their key stakeholders as well eg District Councils, Education Authorities, Scottish Sports Council, District Associations
- All Employees would be ultimately responsible to the Chairman as representative of the Employer. Clearly the Administration Manager would be controlled on a day-to-day basis by the Vice Chairman: Finance & Administration. The Director of Swimming would focus support on the Disciplines and the two development areas. Priorities and tasks would be reviewed regularly eg quarterly
- All Employees will be on fixed term (3-4 years) contracts with annual assessment together with the Chairman, a Vice Chairman and a representative of the Scottish Sports Council. This will include discussion of career development prospects

5. Managing the Association

Consequences for the Constitution

- After the new direction is approved at the EGM, the period to the 1994 AGM will be one of transition. The composition and duties of the Council would remain unaltered with the exception that :
 - the Council would invite members of the Association to ‘apply’ for the Board positions (application form enclosed)
 - the Chairman would be appointed first, and the other Board members will then be appointed by Council until the AGM 1995, with the necessary Constitutional amendments being formalised at the 1994 AGM to allow the Board to continue through 1994-95
 - the tasks carried out by the General Secretary and General Treasurer would transfer to the Board of Management over the period of transition
 - during the period to the AGM, detailed plans would be prepared along with a firmer definition of the Board’s role, to be approved at the 1994 AGM
- The Chairman and one Vice Chairman would attend Council meetings
- Council would delegate responsibility to the Board of Management for :
 - duties of the Executive Committee and Emergency Committee, as currently defined
 - financial control
 - management of the various Committees of the Association
 - appointment and management of employees - Council still to approve appointments/dismissals etc
- All other duties would remain as per the Constitution.

Managing the Association (Cont)

Committees and Disciplines

- As agreed at the Conference there would be relative priorities between the various Disciplines. These priorities will relate to the level of funding, pace and extent of development and support from the professional resources of the sport. The priority agreed at the Conference was as follows :
 - First Priority : Swimming
 - Second Priority : Water Polo, Synchronised Swimming and Masters
 - Third Priority : Long Distance and Diving
- All other Committees as currently constituted would remain, along with their Conveners. A new Development Committee would co-ordinate the activities of
 - Coaches Association
 - other Coaching Groups eg other Disciplines
 - Education
 - TTO
 - Medical
 - representatives of Disciplines plus Schools Association
- A new Marketing Committee would focus on
 - income generation
 - promotion
 - sponsorship
 - communication - internal and external
- A Finance Committee would be constituted more formally to support the Vice Chairman : Finance & Administration..
- The existing 'Bones' Committee would disappear as would the Emergency Committee.

Managing the Association (Cont)

Management Processes

- The Association would be managed in a new way, which would ensure full communication between Disciplines and other Committees as well as the Board and Council. The President and Chairman would liaise regularly to ensure this
- The Board would meet initially at least every month to an agreed agenda, issued in advance, and based on an annual calendar. Minutes would be circulated to all Board members, Council and Discipline/Committee Conveners
- To integrate the activities of the various Disciplines there will be an annual Forum where the Discipline Conveners and Board members will discuss plans and establish priorities
- Following this, the resource budgets and priority plans will be set and finalised by the Board, before agreeing them with Council
- Council would meet at most three times each year eg :
 - prior to the AGM (Dec/Jan)
 - to review the Calendar (May/June)
 - to agree the annual resource plan and if appropriate the Development Plan (Aug/Sept)
- An important role for Council would be to review papers presented by the Board
- All of these processes would be initiated during the first six months after the EGM.

Managing the Association (Cont)

Support from the Scottish Sports Council

- On agreement of the strategic direction, a number of Development Groups will be set up, in some cases with Scottish Sports Council support.
- Following the Conference the Scottish Sports Council (SSC) agreed to assist the sport through:
 - improving links with local authorities
 - development of facilities
 - » strategy, access and design
 - development planning
 - information sources
 - staff management systems
 - setting up financial and database systems
 - linking with regional coaching centres
 - communication
 - coach education
 - performance planning (including performance indicators).
- The Scottish Sports Council have been extremely supportive of the sport and this initiative. They are enthusiastic about the proposed future direction as developed by the Steering Group, having been fully involved in the process. As such, adoption of the new direction by the sport and its member clubs would give the strongest possible indication to the Scottish Sports Council that the sport is committed to change and development. Given agreement of the new direction at the EGM it is likely that Sports Council assistance will be significant

6. Features of the New Direction

During the initial months a number of plans and proposals will need to be developed by the Board and the various Committees. Examples of some of the key action areas are listed below. The principles are those agreed at the Conference and discussed with clubs and districts prior to the Extraordinary General Meeting

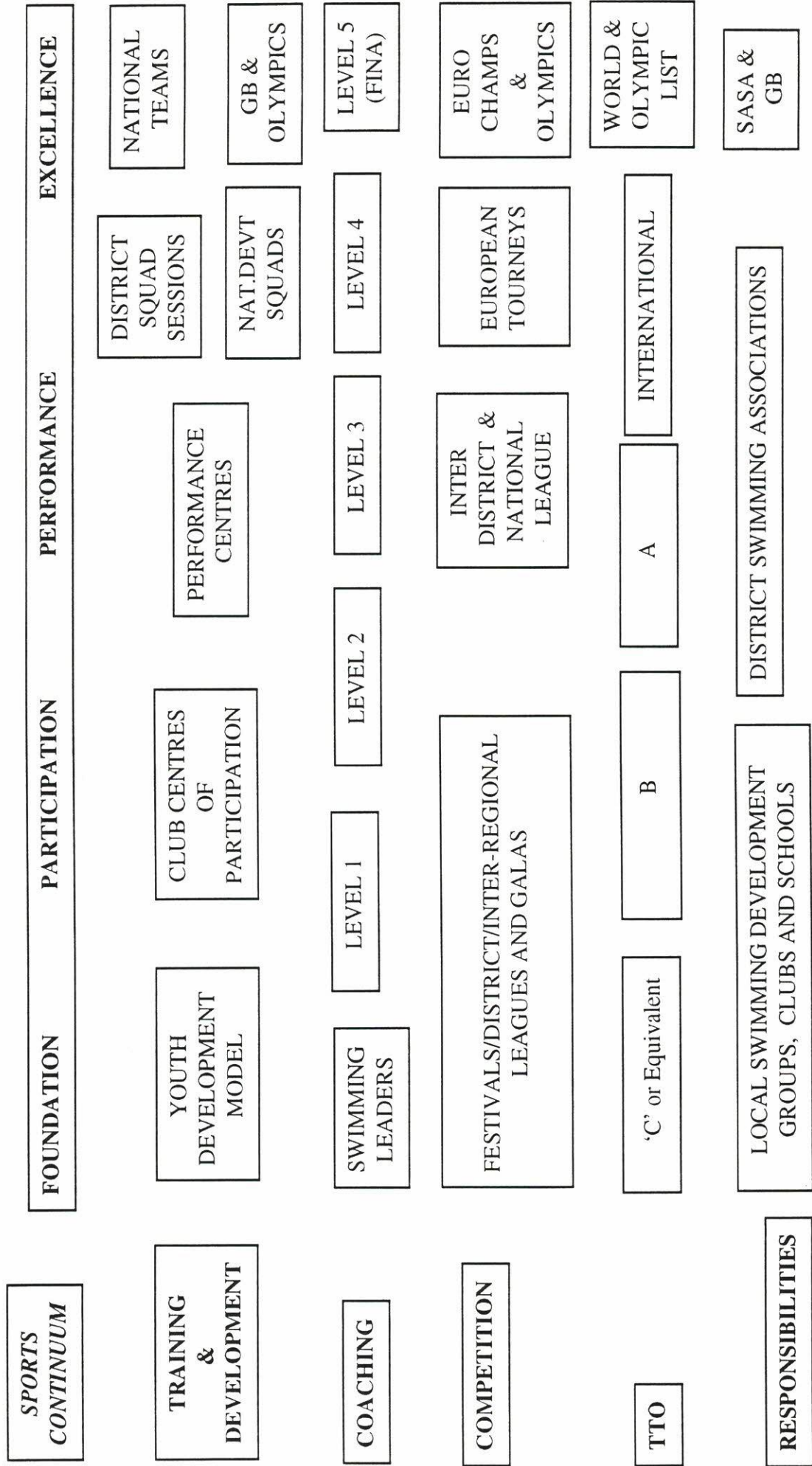
- The Governing Body will be responsible for all aspects of the Sports Development Model. This will need to be developed by the Board. An example of a generic model is shown on Page 17.
- Development of a tiered club structure with the possible development of a National Swimming League (6-8 Clubs) for the top clubs. Top Clubs will be selected on the basis of criteria which might include track record, ambition, resources (including people). Other Clubs will be supported and developed through Club development and coaching programmes, tailored for all levels of Clubs, and assisted by the SASA and their Development Officers.
- All Disciplines will focus on delivering agreed development plans with appropriate resourcing to agreed funding formulas
- Proactive role for the Governing Body in the development and control of events etc
 - excellent competitions and galas, controlled and guided by a national model
 - 'pay-as-you-swim' principles for fees raised from clubs and swimmers
- Significantly increased focus on Development supported by the Director of Swimming
 - excellent teachers, coaches, officials and swimmers developed through tailored programmes, utilising the material which will be developed by the ASA, as well as the SASA, other agencies and Development Officers, to the advantage of the sport in Scotland
 - District Development Plans to achieve improved participation in each District, to a national model, delivered locally. Key focus on Clubs outside the top tier.
 - significant increase in the coaching and development of teachers, coaches and leaders supported by training, assessment and reward/recognition programmes
 - development of coaches and technical officials, especially in Districts, integrated within the Association
 - development of Club managers and administrators
- Increased planned integration of all parts of the Sport and other external agencies to improve the overall performance
 - integration of the Disciplines through the new Vice Chairman (Disciplines) and closer integration of all other bodies eg Schools Association, Education Authorities
 - integration of all functions in the sport
 - active development of relationships with Local Authorities and agencies
 - promotion and development of award schemes and other programmes eg Swim Fit, closely linked to raising funds for Development and Education.

Features of the New Direction

Potential Model for Development

- On the next page, we outline an example of a framework, around which a Development Model for Swimming can be built. It represents the continuum of the sport which the Governing Body must address to some degree. The particular model for Swimming in Scotland will be developed at an early stage as part of the Development Planning process
- The continuum of the sport extends from the earliest stages of participation through to the highest international level, and the focus of the governing body at each stage.
- The model will have to be developed by the Board and Director of Swimming to ensure that limited resources are allocated to the maximum benefit of all in the sport. Implications for resource increases will be brought to Clubs through the normal channels.

TEMPLATE/MODEL FOR THE DEVELOPMENT OF SWIMMING



7. The Next Steps

Future Timetable

- The immediate planning programme will be as follows :
 - Extraordinary General Meeting 26 June, 1993
 - Board appointed 15 August, 1993
 - Development Planning commences 30 August, 1993
 - Confirm Key Action Areas 30 September, 1993
 - Initial Outline Resource Plans (4 Year) 30 October, 1993
 - Review with SSC 30 November, 1993
 - Review at AGM February, 1994
 - Set up Action Groups 15 February, 1994
 - Detailed 4 Year Development Plan October, 1994
- Following that, the Board will continue to assume responsibility for the implementation of the Development Plan, reporting progress, regularly to Council and annually to the Annual General Meeting
- A detailed planning schedule will be prepared to help focus action and responsibilities over the next few years, while also tying in the commitment and support of the key stakeholders in the sport.

The Next Steps (Cont)

EGM and beyond

- At the Extraordinary General Meeting we would ask the Member Clubs to :
 - approve the Steering Group's proposals
 - authorise Council to proceed and implement by appointing the Board members
 - delegate responsibility through the Council to the Board to implement the proposals
 - to instruct Council to report back regularly on progress and to manage the affairs of the Association during the transition period to a new Constitution and Rules.
- Nominations/applications by members for the Board positions should be drafted on the enclosed application form, and sent to be in the hands of the General Secretary (Mr W. Black) by 1 July, 1993 at his home address :

5 Burnside,
Spokers Loan,
Balfron
G63 0QQ
- The Chairman will be appointed by Council and by 2 July, 1993
- There will be regular feedback to the member clubs on progress, not only at AGMs but through normal District representatives on Council and improved communication
- Regular communication on progress will be made to clubs and their members through the publication of newsletters etc
- Changes to Constitution and Rules will be brought to Annual General Meetings as normal practice.

W. Ferguson
President : SASA

Ian Mason
Chairman : Steering Group

APPLICATION/NOMINATION FOR BOARD MEMBER

• Name	
• Position applied for	
• Age	
• Address/Telephone Numbers	
• Qualifications and Experience	
• Reasons for wanting the Job ?	
Signature of Applicant :..... Date :	

GUIDANCE NOTES

- Interviews to be held, only if required
- Selection Criteria
 - experience and track record
 - vision and enthusiasm for the sport
 - relevant management experience (sports and work)
 - commitment
 - » Swimming
 - » Time
- Use of External Advisers
 - assure objectivity
 - added experience and expertise
 - SSC and/or Genesis ?
- Council Members who apply and are not recommended by the Appointments Group may have their application considered by Council but not with them present. These members should not be present during the vote (if necessary) for any post for which they have applied. They would be assumed to vote for themselves in any count !
- All the above to be discussed and agreed after the EGM.