Scottish Swimming

Board Meeting Minutes

Minutes of the Board Meeting held at 6.30pm on 25 April 2018
Stirling Court Hotel, University of Stirling

Present	Maureen Campbell (MC)	Chair
	Forbes Dunlop (FD)	Chief Executive
	David Beattie (DB)	Board Director
	Andy Figgins (AF)	Board Director
	Graeme Marchbank (GM)	Board Director
	John Mason (JM)	Board Director
	Alison Low (AL)	President
	Moraig Macdonald (MM)	Vice President
In Attendance	Sharon MacDonald (SM)	Director of Development
	Deborah McGinniss (DM)	Finance Manager/Company Secretary
	Elaine Mackenzie (EM)	Director of Services
	Ally Whike (AW)	Director of Performance
	Kelly Sleight (KS)	Minute Taker

Item No. **Action**

1. Chair's Address

The Chair welcomed everyone to the Meeting, commenting on the success of the Gold Coast and the exceptional performance of the team. In particular, the Chair commented on the relay medals, Duncan Scott's gold medal in the 100 freestyle, Grace Reid's gold medal in the diving and James Heatly following in his grandfather's footsteps with his medal.

The Chair recorded her congratulations to AW in terms of his performance record and the outstanding results over the past three Games.

2. Declarations of Interest

DB declared an interest in item 8 in relation to the camera system in Aberdeen.

3. Apologies for Absence

Apologies received from Kerry Christie (KC) and Ewen Cameron (EC).

4. Minutes of Previous meetings: Board meeting 28 January 2018

The minutes were agreed as true record.

In relation to item 8.6 within the minutes, JM advised the Meeting that there had been no appointment of a new chair for the Swimming Trust following initial interviews. Accordingly, JM advised that the Swimming Trust is considering its options, which include continuing with the acting chair, re-advertising the post or winding up. JM confirmed there are currently six trustees and he will keep FD advised.

5. Actions from previous meeting: 28 January 2018

Item 7.2.2 – FD advised the Meeting that he presented to the **sport**scotland Board in February, included in this presentation was the importance of long term funding.

The Chair also advised that her and FD met with Stewart Harris and Mel Young in the Gold Coast where they had discussed a number of matters, including long term concerns around facilities, funding and better sector alignment.

Item 7.3.1 – the Chair confirmed that this item is on agenda for the Meeting. The Council discussed this in March and referred it to Editorial Board.

Item 8.3 – EM advised the Meeting that her and Francesca Carlo are working through the GDPR action plan and taking advice form Harper Macleod. FD advised the Meeting that from his discussions with other sports we appear to be ahead in our preparations.

Item 8.5 – the Chair advised the meeting that Lindsey Booth (LB) is coming to the Board Meeting in June.

Item 9 – FD acknowledged the potential gap for smaller swim schools. SM will pick up with LB. **SM**

6. Items for Decision

6.0 Annual Pay Increase

The item was dealt with at the end of the Meeting following the departure of EM, DM, SM and AW.

6.2 AGM Draft Minutes / Debrief

FD confirmed that he has captured Council's requested changes within the draft minutes and EM asked for the Meeting comments by Monday, following which the minutes will be published in draft on the website.

The Chair advised that she had received positive feedback from the Council regarding the AGM. EM highlighted the need to review venue options for the upcoming change of date to September and tying up with awards dinner. The Chair's suggestion was to continue to look at academic institutions for the AGM and host the awards dinner separately. **EM**

Annual Progress Report

6.3 FD introduced the paper and commented on some of the targets therein – in particular participation, membership and performance – providing some context around the targets highlighted in red. The real detail sits in the performance and development plans, which are set out in the Board papers.

In relation to development, SM highlighted to the Meeting the progress within participation, particularly the Learn to Swim framework and the fact that we are ahead of schedule in terms of achieving our target of all 32 LA / Trusts being on the Framework.

SM further advised that whilst we missed our membership target, there is work in progress regarding clubs and consultations to assess the impact on membership, as well as, progressing our work in education within the development plan in order to increase efforts over the next 2-3 years.

In relation to performance, AW advised that after last year's review we are hoping to close certain areas off over the next 12 months and focus on our amber and red areas in order to bring forward extensions in other areas so that we can make progress with those. In particular, some of our red targets are halting progress so we are trying to unblock these, although often resource has a part to play.

There was a discussion around the need to stay focused and prioritising particular areas, as well as revisiting our longer term goals on areas where we are ahead of our plan. GM asked if there was a way to measure our progress against achieving the equality standard and FD advised that we have a pre-assessment in September 2018. There was a discussion around the change in behaviour across the sport in relation to achieving this standard. GM also requested further definitive text around some of the action points and the Meeting also agreed to publish the plans to communicate our progress to members. **FD**

6.2.1 Annual Targets – 12 months progress report

AF highlighted typo in KPI 2.2 for 2019: "by 18,132" to be amended to "to 18,132".

6.2.2 Development Plan – 12 months progress report

GM requested an action for Objective 2.13 under Quality Coach Environments.

6.2.3 Performance Plan – 12 months progress report

No specific comments.

6.3 Marketing and Communications Plan

FD advised the Meeting that the plan was a follow up to the presentation at the last Board meeting. FD advised that one of the biggest changes is around tying the plan into the Corporate KPIs and he welcomed feedback from the Meeting.

6.3.1 Marketing and Communications Plan 2018-2019

GM advised that he met with Helen Plank (HP) to discuss this plan in order to increase the plan's focus and have a stronger connection with our Corporate KPIs, which creates more transparency.

JM commented on the progress of the plan and queried communications with other partners around swimming marketing to ensure we get our messaging out as wide as possible. SM updated that Helen and her had met with the SPORTA marketing leads and Helen continues

to develop these relationships on a one to one basis.

FD

The Meeting agreed that FD would feedback comments to HP and the Board approved the plan.

6.3.2 Marketing & Communications Fit with Corporate KPIs
As above.

6.4 Discipline Report and Investment
SM advised the Meeting that the figures for the table in section 4 of the paper should be amended as follows:

- The total figure in the Funding Request column should be amended to £60,040.
- The total figure in the Recommend column should be amended to £58,990.

SM highlighted a number of points to the Meeting regarding the paper, commenting on: the success of diving following investment; the lack of conversion from the Swim Social programme into Masters; the growth in Open Water swimming; challenges around engagement with artistic and synchro swimming; and progress in water polo. SM also commented on the challenges around there being a lack of volunteers, coach development and technical officials across all disciplines and highlighted the importance of local authority trust support with regards to pool time.

There was a discussion on whether our model for developing the disciplines was correct, the Board encouraged the Mgt Team to continue to review and reflect on the most effective model to grow each discipline.

JM reiterated his comment from the previous Board meeting regarding sight of equality impact assessments with Board members and FD advised that we would consider when an equality impact assessment is required and note this going forward. EM also highlighted the new requirement under the GDPR around data protection impact assessments and the need to undertake these where personal data is impacted. **FD / EM**

6.5 Wellbeing Policies
FD introduced the policies that sit under the overarching heading of 'Wellbeing' and advised that, following the Board's feedback, the policies will be finalised and then formatted and presented to ensure they are user-friendly for members.

6.5.1 Anti-Bullying policy
No specific comments.

6.5.2 Wellbeing and Audit Protection Policy
There were a few typos highlighted within the draft:

- The flowchart included references to 'child' (AF).
- The flowchart referred to a CPO (MM).
- Page 13 included a reference to Scottish Cycling (GM).

GM highlighted the need to understand SS responsibilities to athletes in our care to ensure a robust system is put in place – FD advised that there are ongoing discussions between LB and AW following gaps identified across disciplines and LB is presenting to the next discipline chairs meeting.

There was a discussion on the definition of a 'child' and FD confirmed that for the purposes of this policy, children are defined as under 18 and adults over 16, which reflects the legislative position, meaning that 17-18 year olds covered by both policies.

The Meeting discussed the structure of the first page of the policy in order to ensure that it is not viewed as too restrictive only to cover those individuals 'at risk' with reference to the definition within the policy and FD advised he would feedback the comments to LB. **FD**

JM highlighted the need to update the data protection legislative references and include references to review by the Board and ARC in both policies in terms of the monitoring / review mechanisms. MM commented on the fullness of the document and usefulness for volunteers, suggested more guidance around retention of documentation. **FD**

This prompted a question from GM regarding support to clubs around the GDPR and FD advised the Meeting that SM was reviewing the systems to recommend to clubs in light of this. **SM**

There was a further discussion around the PVG wording and the support from LB, with a suggestion on increasing volunteers' capacity.

6.5.3 Wellbeing and Child Protection Policy
As above.

6.6 Reserves Policy
DM introduced the paper that was prepared as a result of the proposed change in financial year and the need to carefully manage our communications to members on this change. DM also advised that an equality impact assessment had been undertaken for the paper. DM confirmed that the proposed sums are the absolute minimum required to cover our financial commitments and suggested initially having a 3-5 year plan and then a long-term plan.

The Chair commented on the importance on communicating the rationale on keeping levels of reserves to members. JM requested clarity on when moving to the '383' figure upfront or over 3-5 years. The Board agreed on 3-5 years rather than upfront (target is 3 years but the Board recognised that this might take 5 years) and that the first year that we can focus on this will be FY starting April 2019. JM also queried whether this covers liabilities and DM confirmed that the figures cover contractual payments.

7. Items for Information & Discussion

7.1 Management Accounts 1st Quarter
DM advised the Meeting that our financial position is healthy and the figures in line with our budget and on track in comparison with same period for last year. DM requested feedback on the new format recognizing that the charts require re-formatting as they are too small.

The Chair commented on having the level of detail across the splits is useful and GM suggested re-thinking of chart headings and clarity on table headings on first page to include the latest estimate and clarity on phased budgets. **DM**

7.2 Wellbeing and Protection Update
FD advised that our pro-active volunteer training is being led by LB and drew the Board's attention to the minimum operating standards – we achieved 70% and so there is room for improvement. FD advised that further detail will be provided by LB at the June Board meeting.

There was a discussion on the feedback regarding athlete to athlete issues, the Board also clarified that training and support is provided across Districts to ensure flexibility for all volunteers to attend.

7.3 Audit & Risk Committee Update
FD advised that Kevin Reynard chaired his first ARC meeting and confirmed that the structure of ARC meetings going forward is to focus on limited risks at each meeting – this time the focus was on membership and sponsorship.

The Board also agreed to the ARC having sight of the statutory accounts following approval of these by the Board.

8. Management Team Report

Services
EM updated the Meeting on the staff's office relocation, advising that a temporary space has been agreed with the University and the proposal is to move at the start of September. The relocation is being undertaken by an external company and will be for a period of 18-24 months, thereafter finalising future office arrangements. EM also highlighted the GDPR being a focus for the team now. Finally, EM updated that Janis Miles is returning on a part-time, fixed term basis to provide cover in the office until we review the business needs now that Kathleen Mitchell has retired.

Finance
DM confirmed to the meeting that our partial VAT exemption is correct following a recent review and there will be a change to the collection of discipline income, which is not currently being recognized. DM will meet with disciplines to work through VAT matrix and findings in order to implement the change.

Development
SM updated the Meeting that an Education Advisory Group has now been set up and has met for first time. Work is continuing to find the best solution and approach to reviewing and revamping the swimming teacher qualification.

Performance
AW advised that the Gold Coast Commonwealth Games results were positive, particularly in tougher conditions, and confirmed that 10 swimmers have been selected for the 2018 European Championships, which is around 24% of the squad, with Camilla Hatersley turning down her selection to focus on her studies. We also have 4 European junior swimmers and one diver selected. AW confirmed that a full review

of the CG is underway and a paper will be brought to the June Board meeting for the Boards consideration.

After being requested to do so prior to the Meeting, AW provided an update on the rules around using TUEs and the procedures in place for doctors prescribing banned substances to athletes under the authority of a TUE both for emergency and long-term illnesses, highlighting that there is a review process in place for the latter. There was a query from the Chair around the retention arrangements for documentation regarding athlete's medications and AW confirmed that these are held within the Institute's database with athletes signing a document regarding sharing of records.

FD updated on the plans around the European Championships, confirming:
Friday 3rd – LTS Symposium with LA / Trust partners, the Minister for Sport has been invited to this
Saturday 4th – Club Presidents Forum
Sunday 5th – Partners Reception and Board dinner that evening.

EM confirmed to the Meeting that an advert for the new Chair has been published with a closing date of 16 May and interviews on 27 May.

8.1 Letter of Engagement
Included within the Board papers.

8.2 Legal Items – *verbal*
None.

9. Directors' Reports – *verbal*
None.

10. British Swimming Update – *verbal*
None.

11. AOCB
None.

12. Date of Next Meeting(s):
24 June 2018, 9.30am, Stirling Court Hotel

cc	Board & Council	Editorial Board	Harper Macleod
	Ewen Cameron, **sport**scotland	National Chairs	