

**Board Meeting Minutes**

**Minutes of the Board Meeting held at 10.00am on 23 June 2019**

Stirling Court Hotel

**Present**

|                       |                                     |
|-----------------------|-------------------------------------|
| Graeme Marchbank (GM) | Chair                               |
| Euan Lowe (EL)        | Chief Executive                     |
| David Beattie (DB)    | Board Director (via teleconference) |
| Andrew Dunlop (AD)    | Board Director (via teleconference) |
| Andy Figgins (AF)     | Board Director                      |
| Jacqui Davidson (JD)  | Board Director                      |
| Moraig Macdonald (MM) | President                           |
| Ian Fleming (IF)      | Vice President                      |

**In Attendance**

|                        |                                   |
|------------------------|-----------------------------------|
| Deborah McGinniss (DM) | Finance Manager/Company Secretary |
| Elaine Mackenzie (EM)  | Director of Services              |
| Sharon Macdonald       | Director of Development           |
| Ally Whike (AW)        | Director of Performance           |
| Kelly Fraser (KF)      | Minute Taker                      |

**Item No.**

**Action**

**1. Chair's Address**

The Chair welcomed everyone to the Meeting, in particular EL to his first meeting as Chief Executive. On behalf of the Board, the Chair thanked EM for her effort and commitment as acting Chief Executive in the interim period and asked EL to pass on the Board's thanks to the rest of staff.

The Chair congratulated those athletes recently selected to represent their country, in particular Scott McLay for his first selection and to the staff representing Scottish Swimming. The Chair concluded his welcome by advising the Meeting that, following recent discussions, he thinks that there is more we can do in terms of learning from other SGBs and asked EL to take this forward in order to set ourselves more challenges.

**EL**

**2. Declarations of Interest**

MM declared an interest with her son being a member of the Scottish Swimming Senior Gold squad and being a UK Sport World Class Podium athlete.

**3. Apologies for Absence**

Apologies received from Caitlin McClatchey (CM) and Kerry Christie (KC).

**4. Minutes of Previous meetings: Board meeting 24 April 2019**

The Minutes were agreed as a true record, subject to the following points raised by the President:

- Item 5 should be an action for the Discipline Committee, rather than the Council and SM will pick this up; and **SM**
- The President asked for feedback regarding the Active Schools strategy for item 6 and there was a discussion regarding the staggered Framework renewals with SM confirmed that the new Corporate Plan will reflect a change in target and the only envisaged risks regarding staggered renewals relate to a significant price increase or competitor, which are limited in SM's view. The Board requested SM to recommend a date for reporting to the Board on evaluation of the Framework following renewals. **SM**

**5. Actions from previous meeting: 24 April 2019**

Item 6 – EL will make contact with AD and SM advised that she spoke to the new contact for Active Scotland with a view to arranging a meeting with EL. AD confirmed that he would contact EL and SM directly in July in order to arrange a meeting. **AD**

Item 7.1 – actioned.

Item 7.3.1 – DM and EL will agree a format and thereafter upload.

Item 7.4 – DM has received two quotes for initial advice to have a discussion regarding our options and implications of charitable status to bring a paper to the September Board Meeting.

Item 8.1(a) – EL advised that Lindsey Booth (LB) has been very busy recently but is working towards this.

Item 8.1(b) – SM advised that pilots are being evaluated to bring a paper to the September Board Meeting and proposes to ask individuals within the programme to join the panel, although may need to ask those

previously in the programme to joint. SM is keen to consult the panel for the new Corporate Plan.

Item 8.1(c) – EM advised that the Editorial Board is aware of the reduction of 12 months proposal and EM suggested that she reverts to the President on her training query and differentiating between those WPOs with training and those without.

Item 8.1(d) – EM advised that we are on target to achieve this by 2020 but no availability to do paper – EL has already arranged meeting with LB.

Item 8.4 – DM advised the Meeting that she will email the Board and asked the Board to wait to submit expenses until they have received her email.

Item 9 – SM will bring a paper to the September Board Meeting.

## 6. Items for Decision

### 6.1 **Finance Overview for period 31<sup>st</sup> March 2019**

DB advised the Meeting that, following a discussion with DM, the Board should consider the figures for both the five and 17 months' periods. DM advised the Meeting that the accounts have been brought to a conclusion with the results largely as expected. The statutory accounts have taken longer than anticipated but DM hopes that these will be circulated shortly and the auditors' questions were as expected. The Management Team will meet to review projections and performances and any updated figures will come to the September Board Meeting.

AF queried the financial targets for UKCC and the reason for us not meeting this target – SM advised that no UKCC courses were delivered between January and March but further courses due to be delivered and so SM confident that we will catch up.

Following queries from the President and the Chair, there was a discussion on disciplines' budgets, particularly in relation to any overspend or underspend, with the focus on costs for non-use of pool time and the message circulated to clubs that this cannot continue. The Chair requested consideration of proposed timescales for reviewing the process for disciplines' budgets for the September Board Meeting but wanted to clarify that the review is not about reducing funding but about how we can develop disciplines more strategically.

EL/SM

The Chair queried British Swimming investment regarding issuing performance invoices and AW confirmed there are differences in timing of invoices but they will come through.

There was a discussion around the awards and taking a view on what we do going forward. There are conflicting views with parents being able to track progress online but British Swimming research showing that parents do still want certificates – we will need to balance the cost against results. The Chair queried if we should have a conversation with Scottish Water as their logo is on the certificates and SM confirmed she would speak to Helen Plank. There was also a discussion around Scottish Swimming's interface with children on the Framework and opportunities for this. The Chair summarised the discussion by recommending a focus on the initial commercial piece and then a further discussion around membership / participation engagement for the next Corporate Plan. The Board approved the paper.

SM/  
DM

SM

EL

### 6.2 **Proposed Board & Council Meeting Dates 2020**

EM advised the Meeting that the proposed dates aim to reflect the historic gaps between meetings with reference to the new financial year.

The President and the Vice President agreed to propose to hold the October Council Meeting on 4 October 2020 as the West District Championships are due to take place on 25 October 2020.

The Chair spoke to the usual format of the British Swimming Board dinner and advised that we are hosting dinner in 2020 on the Friday evening before the meeting on the Saturday morning and EM is looking at venue options for the dinner. The Chair encouraged Board Members to attend the dinner.

EM

There was a discussion regarding the proposed joint Board and Council Meeting on 21 June 2020 with reference to the National Championships being a week later but the decision was to keep the proposed date as 21 June 2020 due to length of meeting and the difficulties in tying this in with other commitments at the Championships.

The Chair wanted to have a discussion around midweek meetings given travel arrangements and, following feedback from the Board Members in attendance, the Board agreed to have two midweek meetings on 22 April and 18 November 2020. EM will circulate the dates to the Board and include on the Council's agenda.

EM

The Board approved the paper.

### 6.3 **Pension Update**

DM apologised for previous mistake in the monthly and annual figures and confirmed that the additional cost will be covered by within the funding settlement from **sportscotland** over the next two years.

[DM, EM, SM, EL and AW left the Meeting]

The Board discussed and approved the proposal on the updated figures.

[DM, EM, SM, EL and AW returned to the Meeting] and the Chair confirmed the Board's approval of the paper.

#### **6.4 Proposed Venue for the 2020 AGM & Awards Dinner**

EM advised the Meeting that the paper should not have been included in the Board papers as the National Museum has since sold the date. Accordingly, EM will consider other venues but we may need to consider an increase in budget for Edinburgh to avoid increasing the cost to members.

Following a discussion on proposed locations and holding the dinner in the same venue for three years to secure a fixed price, the Chair asked EM to consider venues (including hotels) and prepare a paper for the Board. Given the difficulties in asking venues to hold the date until the September Board Meeting, the Board agreed to set up a conference call to take a decision before then.

EM

### **7. Items for Information and Discussion**

#### **7.1 Performance Coaching Update**

AW advised the Meeting that the paper has been brought to the Board as Alan Lynn was unable to do a presentation. AW summarised the paper regarding the environment of coach development with the aim of trying to create a suitable level of co-ordination to ensure that coaches are being looked after and was happy to answer any questions.

The Vice President queried how coaches are being identified and whether it was voluntary or if we identify coaches. AW advised that there is an appendix to the paper with details on how we identify coaches, which are primarily level 3 and 4 coaches – we work through an identification process and engage with coaches.

There was a discussion around the current high level of engagement and District involvement, as well as further commitments being required in the future. EM spoke to the recent training day with Harper Macleod and guidelines being created around self-employed and employed coaches – for example, if a club pays for training of a coach then that they are not deemed to be self-employed.

JD asked what are the challenges regarding resource and AW advised time resource is the main challenge. EL said that this forms part of wider consideration regarding resource for the longer term and the next Corporate Plan. There was a further discussion around monitoring and AW confirmed that the investment identified within the paper would be met within current budgets.

The Chair summarised the discussion by commenting on the importance of this paper.

#### **7.2 Wellbeing & Protection Update**

EM highlighted to the Meeting the request from LB for consideration of the queries in the information section of the paper regarding the training of WPOs. The Chair asked for section 3 to be removed from the paper going forward and only to refer to trends and insights, rather than the number of cases and detail regarding those cases.

The Chair expressed concern regarding the trends and requested a paper for the November Board and Council Meeting with a proposal regarding making our approach to training better and key actions / solutions. The President asked for the inclusion of the number of clubs with more than WPO in place to see what impact this has.

LB/EL

The Chair also raised the concern regarding resource and the number of cases coming forward, this will be for EL to consider. The President also asked if we are being strict enough with clubs on PVG and allowing individuals to be in role before completing PVGs as she thinks this is a club issue. EL suggested asking for consent to delay, rather than automatically allowing for a period of grace and the President thinks clubs should be accountable. SM will check how many people are in role without PVGs across clubs.

EL

SM

The Chair clarified that there was no ARC in June and DM confirmed.

### **8. Management Team Report**

#### **Services**

EM advised the Meeting that we have received good feedback from our KPMG auditors but due to recent Board changes, the Board appraisal paperwork was lighter than normal. EM has assured the auditors that this process will be completed by September.

EM confirmed that a question had been raised regarding Composite Teams paying the £150 SwiMark Plus fee. The Editorial Board will be asked to confirm the current governance position and further consideration will need to be given regarding the payment of fees by Composite Teams.

EM

The Chair spoke to an email from Margaret Sommerville who is stepping down from her position on the Scottish Sports Trust Nominations Committee for UK Honours and there was a discussion around suggesting the Past President, the President agreed to take forward. **MM**

The President also agreed to let EM know when she is meeting with the Chair and Vice President to discuss the awards. **MM**

The Chair raised queries regarding awards dinner attendance and split of membership numbers and the President queried the coaching guidance, EM confirmed that Harper Macleod would issue this guidance shortly.

### **Finance**

DM advised the Meeting that she had nothing to add and there were no questions.

### **Marketing**

EM advised the Meeting that she had nothing to add. JD positively commented on the recent water safety event and EL confirmed that positive feedback was received on the day.

### **Development**

SM advised the Meeting that the team is back up to full complement and she has a review meeting with a representative from HIVE at which they will consider opportunities for further engagement.

The President congratulated staff on their recent club management workshop, despite challenges at West District and there was a discussion on chairing meetings at which staff attend – the President will take this forward with Council. **MM**

### **Performance**

AW advised the Meeting that there has been one addition to the European Juniors (Anne Macleod for Open Water). The Chair spoke to the facilities work and confirmed that this relates to the British Swimming competition schedule only. The President queried progress regarding the draft British Swimming paper and AW advised that the paper was considered by the CEOs, not the British Swimming Board.

#### **8.1 Legal Items – *verbal***

None

#### **9. Directors' Reports – *verbal***

None

#### **10. British Swimming Update – *verbal***

The Chair attended the recent British Swimming Board Meeting, which was preceded by the Chairs meeting. The Chair attended the British and Para Championships in Glasgow and Glasgow is spoken highly of regarding its importance to British Swimming, despite not winning Tokyo 2020 trials.

At the British Swimming Board Meeting, there was a presentation by British Swimming CEO on events going forward and Glasgow will have large role, as well as discussion of capital investment in Glasgow. AW confirmed he attended a meeting for the European Short Course and the Council is still keen to attract events into the city of Glasgow, despite budget challenges. The presentation also highlighted the intention to focus on British events over the next period, rather than international events.

Further, the Chair attended the World Diving Series at which issues were raised regarding British Swimming relationships, which have now been resolved with a positive response from British Swimming.

The Chair met the incoming Chief Executive of UK Sport and had good conversation with her. Following this, there has been increasing communication regarding UK Sport's continued focus on medals. However, UK Sport has also called out a desire to measure social impact of sports within investment plans. The Chair opined that swimming is in good position and the British Swimming Board's discussion highlighted the bigger purpose of swimming and a potential drive around this, which could result in a shift from current approaches but with consultation with Home Nations' Boards.

#### **11. AOCB**

The Chair commented on good discussion at the Meeting, despite the lighter agenda and has asked EM to review the Board Meeting agenda schedule. **EM**

#### **12. Date of Next Meeting(s):**

**Board Meeting, 4 September 2019, 6.30-9pm, TBC**

**cc** Board & Council  
Barry Cook, **sportscotland** Editorial Board  
National Chairs Harper Macleod  
Kevin Reynard