

REPORT on behalf of the SWIMMING COMMITTEE to the SASA COUNCIL MEETING of
28th April 1991

1. Business from 3rd February 1991

The business of the Committee was disrupted because of cancellation of the scheduled meeting of 10th February due to bad weather conditions. Two meetings have since been held :-

- Swimming Committee : Meeting of 24th February 1991 at Bellshill : Minute approved on 24th March 1991.
- Swimming Committee : Meeting of 24th March 1991 at Stirling : Draft Minute circulated on 25th March 1991 and subject to amendment.

2. Items for the attention of Council

(a) Meeting of 24th February 1991

Page 2 : Item 2 (vi) : Co-options to Swimming Committee

Arising from that item, a formal proposal to co-opt Mrs. Frances Smith and Mr. M. Sheppard was lodged in writing with the Secretary.

The approval of Council is therefore sought for those co-options for the year 1991/92.

(b) Meeting of 24th March 1991

Page 2 : Business Arising (Page 2) : City of Edinburgh District Council

The attention of Council is drawn to the difficult situation faced by the Swimming Committee in respect of the venue for the 1991 National (Long Course) Championships. In particular, Council is asked to note that it may be necessary to transfer the intended location to East Kilbride and significant revisions to the programme may also be necessary.

Page 3 : Correspondence : Commonwealth Games (1994) Working Group

Arising from correspondence received from Mr. Black, the Swimming Committee reconsidered the previous proposal in light of comments from Council and now formally proposes the following :-

Commonwealth Games (1994) Working Group

- (1) That the Swimming Committee recommends to Council the immediate establishment of a Commonwealth Games (1994) Working Group to advise Council on all matters of planning, finance and liaison with external parties in respect of the 1994 Commonwealth Games in Victoria, Canada.
- (2) That the Commonwealth Games (1994) Working Group be directly responsible to the SASA Council or to their nominated officers.
- (3) That the composition of the Commonwealth Games (1994) Working Group be as follows :-
 - (a) Chairman to be appointed by Council ;
 - (b) The Director of Swimming to service and represent the Association on all Technical matters ;
 - (c) Mr. D. McGowan, as head of Management Services through to the final selection of Games Team personnel ;
 - (d) Mr. D. Brown, as Administrator/Secretary and as an elected representative on the Commonwealth Games Council for Scotland ;
 - (e) Co-option of a swimmer with previous Commonwealth Games experience and still involved with 1994 preparations ;
 - (f) Co-option of an additional member, hopefully with swimming connections, for his/her business expertise and with a view to the attraction of specific support (sponsorship) from the business community ;
 - (g) Co-option of a further member if necessary.
- (4) That the appointed Chairman be responsible for convening meetings of the Working Group ; initially, the annual frequency is anticipated to be five or six meetings with an initial budget of £600. Thereafter, the frequency of meetings and the associated costs to be

(b) Meeting of 24th March 1991 (Continued)

Page 3 : Item 4(e)

The contents of an informal Discussion Paper on outline planning and costing for the 1994 Commonwealth Games Team preparation was supported by the Swimming Committee and is appended for reference.

Page 4 : Item 6 : International Programme

The Swimming Committee received Reports from the Viareggio, Harrogate, Milan/Bonn and Ulster Games Meets and recorded their congratulations to the Swimmers and Staff of the Teams for their excellent overall performances.

The Swimming Committee also approved proposals for the Wave Programme for 1991 : those proposals will now be incorporated in the submission to the Sports Council.

Page 4 : Item 7/8 : Domestic Programme

The Swimming Committee revised previous policy in respect of bids from Local Authorities for National Championship events. The geographical spread of locations is contained within the Draft Minute and the development of 'packages' has been remitted to a working group.

Page 4 : Item 9 : LEN Calendar Conference

In addition to the inclusion of the major meets at Cumbernauld, Dundee, East Kilbride and Edinburgh in the 1992 LEN Calendar, the Swimming Committee recommends to Council that the SASA offers to host one of the three Multi-Nations Youth Meets at East Kilbride (or Edinburgh if available) in 1992 (probably in April). The estimated costs of such an event would be £5,000 to £7,000 which would have to be met by sponsorship.

Douglas C.J. Brown
Swimming Convener
24th March 1991

REPORT to SWIMMING COMMITTEE

Preliminary discussions : Commonwealth Games 1994

1. Status

A meeting was held at Whitburn on Sunday 3rd March 1991 between the Convener, Mr. McGowan (Management Services) and Mr. H.H. Smith (Director of Swimming) in the hope of progressing thinking on the major strategies and actions necessary to support the preparation and performance of the Scottish Team in Aquatics Events in 1994.

In the absence of a formal response from the SASA Council to the original proposals made by Swimming Committee, it is recognised that the following points are :-

- (i) informal and subject to the approval of Council in respect of their status ;
- (ii) subject to consideration by Swimming Committee and to input/amendment in discussion with the Conveners of Synchronised Swimming and Diving.

2. Initial Considerations

The following points emerged from general discussion :-

- (1) That one of the major problems is to ensure that the potential Team members are able to stay in the sport for the preparation and competition phases.

While many of those potential Team members will be assisted through the Wave Programme in terms of their major competitive costs, there is currently no means of providing them with financial assistance to live over the three year planning period. We therefore consider that Scotland will not be able to draw from the 'best possible' of the potential Team members because many will be unable/ unwilling to give the necessary 3-year commitment unless financial support is found.

- (2) That there must be in place a system of phased incentive which is linked directly to performance.

In order to link incentive (financial) to performance, it will be necessary to set target times for selection in 1994 (based on a combination of 8th place qualifying time for finals in 1990 and current Commonwealth Rankings) and then to set intermediate targets which 'stage' the gap between current and target times - these to be phased over a 3-year period, thus providing realistic objectives for achievement in stages.

In this context it was noted that the Canadian and Australian Associations already had in place Athlete Assistance Programmes which graded the athletes by performance and by the size of award granted.

- (3) That there must be a planned policy for staffing.

If the objective of working over a 3-year period to improve the Team performance in 1994 is to be successful then it is essential that the 'staff' who will be involved in 1994 are identified as early as possible.

However, where the base of competitor participation will start wider that it will be in 1994 that should be reversed with 'staff' ; initially, the Team Manager designate and one or two coaches designate would be sufficient to start the preparatory programme with others added on merit at later stages.

- (4) That a major effort must be made to earn/attract separate funding for the whole Commonwealth Games effort.

It is appreciated that a significant sum of 'new' and Games 'specific' money will have to be earned. The existing 'Core' and 'Wave' funding allocations will be needed to maintain the existing programmes throughout - these should be providing the starting place for the 1998 Games preparatory programme in 1994/5.

It was also noted that with our major competitors (Athletics) for sponsorship funding being in difficulties in respect of planning, the earlier Aquatics is in the market for sponsorship funding, the more successful we may be.

- (5) That there must be a plan to attract sponsorship.

3. Outline Plan of Action

For any plan to have maximum effect then it should be in operation by September 1991 thereby allowing 2 years and 10 months of actual input prior to the Commonwealth Games 1994.

2. (5) : That there is no time to waste !

Clearly, the first step is to formulate the broad plan of action to take account of the previously identified factors. Of those, two emerge as the main elements :-

- (i) : Funding support for the potential Team Members, starting on a broad basis and narrowing down to concentrate support on 'probable' Team Members by late 1993
- (ii) : Team Preparation ; initially considered as 'Squad' identity through to August 1993 and then, in September, becoming Team and potential Team through to final selection in June 1994. That final selection being on the basis of 1st place in the SASA National Championships with a qualifying time and with those in 2nd/3rd places being eligible for consideration thereafter.

Having agreed a broad plan of action and with equally broad estimates of costs, a major effort must be made to attract the funding necessary to carry out that plan.

Hopefully, we might manage to attract one major sponsor; 'Scottish Power supports Scottish Swimming !' - to the tune of £200,000 over 3 years. To achieve anything like this sum without detriment to the Association's normal sponsorship arrangements will be a massive task. In that context it would seem appropriate to co-opt the assistance of swimming parents who hold senior business management positions. It is also likely that we would have to 'invest' in the preparation of a sponsorship proposal.

4. Appendix

The attached 'Commonwealth Games 1994 : Outline Plan of Action' represents an attempt to draw the main elements together in skeletal form within a realistic time-scale and with preliminary costings.

Douglas C.J. Brown
March 4th 1991

SCOTTISH AMATEUR SWIMMING ASSOCIATION

COMMONWEALTH GAMES 1994 : OUTLINE PLAN OF ACTION

TIME-SCALE	ACTIONS			COSTS (£)
	COMMITTEE/SASA	ATHLETE ASSISTANCE PROG	TEAM PREPARATION	
1991 MARCH	Agreement on objectives and plan of action incl Target Times : Fund-raising plan to be completed ↓			
1991 APRIL				
1991 MAY				
1991 JUNE			Target times announced : Targets range from consideration for A/G Development Squad, through to the Wave Programme and the Games Squad qualification by progress'n	
1991 JULY				
1991 AUGUST	Fund-raising target of £27,000 →			£27,000
1991 SEPTEMBER	Selection of Commonwealth Games Squad On-going fund-raising to secure remaining 3-year support for the Athlete Assistance Programme and for the build-up of preparation for the Squad ↓	For Year 1991/92 the sum of £27,000 req'd : 10 x £2,000 =£20,000 10 x £ 500 =£ 5,000 10 x £ 200 =£ 2,000 £27,000 ↓	Announcement of Commonwealth Games Squad : anticipated to be some 30 in number + 2 staff ↓	
1991 OCTOBER				
1991 NOVEMBER				
1991 DECEMBER				
1992 JANUARY				
1992 FEBRUARY	Fund-raising target of £10,000 + £30,300 = £40,300 → ↓	Any additional income to be used to provide some 'Squad' kit to promote membership and as an incentive ↓	Supervised programme of training and of competition supported by the Wave Programme for Scottish based swimmers ↓	
1992 MARCH				
1992 APRIL				
1992 MAY				
1992 JUNE				
1992 JULY	Consideration of potential adjustments to Target Times ↓		Training Camp : Scotland (50m) all Squad (inc Anglos/USA) ASA Nationals competition ↓	£10,000
1992 AUGUST				
1992 SEPTEMBER				
1992 OCTOBER				
1992 NOVEMBER				
1992 DECEMBER	Fund-raising target of £12,000 + £33,600 = £45,600 → ↓	For Year 1992/93 the sum of £30,300 req'd : 12 x £2,000 =£24,000 7 x £ 600 =£ 4,200 7 x £ 300 =£ 2,100 £30,300 ↓	Announcement of Commonwealth Games Squad : anticipated to be some 24/26 in number + 4 staff ↓	£30,300
1993 JANUARY				
1993 FEBRUARY				
1993 MARCH				
1993 APRIL				
1993 MAY	Fund-raising target of £12,000 + £33,600 = £45,600 → ↓	Any additional income to be used to provide further items of Games Squad identity as an incentive and for public recognition ↓	Supervised programme of training and of competition supported by the progressive Wave Programme for the Scottish based swimmers ↓	
1993 JUNE				
1993 JULY				
1993 AUGUST				
1993 SEPTEMBER				
1993 OCTOBER	Consideration of potential adjustments to Target Times ↓		Training Camp : Scotland (50m) all Squad (inc Anglos/USA) for ASA Nationals competition ↓	£12,000
1993 NOVEMBER				
1993 DECEMBER				
1994 JANUARY				
1994 FEBRUARY				
1994 MARCH	Fund-raising target of £25,200 for training camp calculated as £50 x 24 Team x 21 days = £25,200 (excluding travel) ↓	For Year 1993/94 the sum of £33,600 14 x £2,000 =£28,000 8 x £ 700 =£ 5,600 £33,600 ↓	Pre-Selection : equivalent of 3rd time in 1988 Games : max 1/event ↓	£33,600
1994 APRIL				
1994 MAY				
1994 JUNE				
1994 JULY				
		Major effort to provide as much additional kit provision as possible as incentive throughout this period. ↓	Announcement of balance of Commonwealth Games Squad : anticipated to be 20/22+ 6 staff ↓	
			Supervised programme of training leading towards qualification events and Trials (SASA Nationals) ↓	
			50m events for qualification :- E. Kilbride : 8 Nations and leading to the Trials (SASA National Champs) : FINAL SELECTION ↓	
			Training Camp : 3 wks Canada/USA 1 week preparation at Games COMMONWEALTH GAMES COMPETITION	£25,200
				£137,800
Add 10% to cover the expenses of amateur 'staff'.....				13,780
Add approximate value of goods/services for Team.....				10,000
Total Estimated Cost.....				£161,580

Note : Should additional funding become available, the Association would undoubtedly wish to give careful consideration to the possibility of altitude training camps in 1992, 1993 and 1994.

Note : The 8 Nations Contest may be due to be swum in Ireland in 1994 - should Ireland not have a 50m Pool by that date, it may be to our (Scottish) advantage to offer to host that event in Scotland thereby assisting our swimmers to gain qualification times.