

SCOTTISH AMATEUR SWIMMING ASSOCIATION

To : Mr. W. Black (General Secretary)
From : D.C.J. Brown (Swimming Convener)
Date : 2nd September 1991

Presentation : Seminar (31st August 1991)

As discussed earlier tonight, I attach a copy of my slides and statement prepared for the Seminar. I was sorry to have to cut it short - but I hope that I got the main points over !

I was going to show the cartoons - they were done by an animator on my staff and were signed by the staff - a clear indication over a two year period that any connection I might have with my place of employment is somewhat tenuous and a clear indication from my staff that I should just do swimming full-time !!!

Sorry about the quality of the copies - it appears that even my photocopier is looking for early retirement....without enhancement !

NATIONAL STAFF SEMINAR 1991

Cramond Campus : 31st August

Introduction

When the Group planning this seminar decided to introduce the slot entitled "SASA Swimming Committee Forum - Current Issues"

I was, and still am, unclear about the real intention behind the timing :-

.....is this after lunch slot supposed to be gentle....to allow you to recover from lunch....by moving away from the concentrated swimming 'diet' of this morning ?
or....is it intended to 'wake you up' after too much lunch ?

However, setting the timing to one side, the objective is for me to attempt, on behalf of the Swimming Committee to identify some of the most significant issues which the Committee (on behalf of the Association) faces or may face in the near future.

It is inevitable that some of the ground will have been trodden by those longer-serving members.....

.....but there are new members present

.....and the ground itself may be shifting

I therefore hope that you will bear with me while I start with a relatively

.....broad view (to identify the Context)

.....and then narrow down to issues which you may consider to be of more importance

SLIDE 1 : The Context (Whole Slide)

At the 1989 SASA AGM the following Motion was approved :-

"This Annual General Meeting requests Council to have undertaken a review of The National swimming Calendar with the objective of achieving a better balanced programme"

Clearly, we could spend the whole afternoon discussing this one remit to the Swimming Committee but, on behalf of Swimming Committee, I will confine my responses to the these points :-

- (1) It would have been helpful to have some indication of the points of imbalance implied by the proposer ;
- (2) The Committee sought but did not get responses from the Districts (West has Working Group)
- (3) Responses will be welcomed by the Swimming Committee
- (4) However, I hope that those responding will look beyond our immediate 'Scottish' horizons before making their responses.

And looking at this Slide may help us to identify some key factors/elements which should be considered :-

WHAT ARE OUR OBJECTIVES ?

If all we want to do is to stay at home (ie within Scotland) and have fun with whatever level of competition emerges then....

.....we can have any kind of Swimming Calendar you fancy !

You are here as National Squad Staff and I'm sure that you would not take that view (although many in the Association do) - you must want to ensure that our higher levels of performers have access to the higher levels (GB / European / World) of competition.

This brings us to the issues of COMMUNICATION / INFLUENCE / CONTROL

CONTROL - clearly, we do not control the top two levels - indeed we are not even directly represented - the major competitive dates are set for us.

GB

INFLUENCE - we do have influence in the decisions made at GB level but I must emphasise that we do not have control. Even within my relatively short association with their Swimming Technical Committee, Scotland/Wales acting together have been outvoted 3/2.

That is why, in my view, it is vital that we are seen to be active at GB level - initiating rather than reacting - to influence thinking before ASA policy is set in concrete.

However, to do that is time consuming and has resource implications for the Association.

COMM
GAMES

- we do have INFLUENCE in the decision-making of the Scottish Commonwealth Games Council - but that is multi-sport and we are but one sport - so the major battle would appear to be to get fair treatment for Aquatics against the roars of Athletics or the wailing of Womens' Bowls.

AT THIS POINT, THE MESSAGE IS CLEAR - IF WE WANT OUR BEST PERFORMERS TO TAKE PART AT THESE LEVELS THEN WE HAVE TO ACCEPT THAT A SIGNIFICANT PART OF OUR SCOTTISH SWIMMING CALENDAR IS DICTATED TO US.

Now, looking at the Scottish part of this Slide - at the Districts and Clubs....

-where the vast bulk of the hard work is undertaken ;
-where there is justifiable pride in programmes and achievements ;
-but, if the GB Programme must fit the European/World Programme
-and the Scottish Programme must fit the GB Programme
-then surely the District and Club Programmes must fit the Scottish Programme.

This is a REAL ISSUE for the Swimming Committee because others see the structure the other way up :-

-why should the requirements of the 'elite' few (even if 'elite' in these terms is on merit) dictate the shape of the National Swimming Calendar ?
-if we do not give priority to the grass roots then in five or ten years there will be no 'elite'

THIS RAISES ASSOCIATED ISSUES WHICH CALL THE WHOLE STRUCTURE OF THE ASSOCIATION INTO QUESTION :-

-What is the best relationship between the Association and the Districts ?
-Should the Districts be taking a far more active role in 'grass roots' development ?
-Is there a role and place for the Inter-District Contest ?

Before leaving this Slide and moving more rapidly through the remaining slides there are two or three interesting elements :-

-The Scottish Sports Council is very keen to see Scottish International Teams taking part as much as possible ;
-USSR / Yugoslavia...the right of smaller units to participate on the European and World stages in their own right....
-would we want that for Scottish Swimming ?
-GB Championships ?

SLIDE 2 : THE ASSOCIATION

SLIDE 2 : THE ASSOCIATION

I am aware that some might wrongly interpret what I am about to say as being 'against the Association' - it is not.

- it is recognising that there are problems of potentially critical proportions ;
- but there is also opportunity within that situation to turn things round and come out stronger/ better than before.

If an SASA Representative was to appear on the STV Programme, 'A Question of Sport' and was asked to state clearly and concisely what the real sporting aims of the Association are for Swimming....what would he/she say ?

There are many possible answers.....
But is there one clearly defined answer which could truly represent the Association as a whole..... ?
NO !

Maybe this is what we need....
Perhaps we need to know where we hope to go in order to design the structure to get us there !
Then we can identify the true cost of the journey and set the price to travel there !

This is a crude 'Management textbook' explanation for what has been and still is a major problem for the Swimming Committee which, partly from frustration, recommended to the Emergency Committee that there are elements of the structure which desperately need to be reviewed.

The Committee therefore welcomes the Review currently being undertaken by the Jack Queen Study Group.

COMMUNICATIONS

The 'Coaching Matters' Report recently published notes.....

- " Lack of involvement of coaches in Governing Body policy formulation."
- " Coaches frequently not involved in national sports policy formulation."

The Scottish Swimming Coaches Association representative is a welcome and important member of the Swimming Committee - that gives some input into 'sports policy formulation'.

But it does not really cover the element of Governing Body policy formulation....that is through your Club Delegates and that is why it is vital that you ensure that your views on issues are heard by those Delegates.

The Swimming Committee has tried to improve communications with regular meetings, up-to-date Minutes and Reports to Council. But we have a huge problem.....there is nobody at the SASA Office on a permanent basis to follow-through from the work of the Discipline Committees to those at the sharp end....more often than not, yourselves.

FOR THAT, FOR THE ERRORS WHICH HAVE OCCURRED, AND FOR THOSE WHICH ARE LIKELY TO OCCUR, I APOLOGISE !!

I can only hope that any restructuring of the Association will fill that gap.

SLIDE 3 : THE RESOURCES

SLIDE 3 : THE RESOURCES (Top part only)

When we move to look at the area of resources, it is worth drawing attention to a few potential problems associated with the PRIME RESOURCE...PEOPLE

- ...Numbers
- the factor of numbers is important
 - sets the base of the pyramid
 - has financial implications for the Association
 - so far as I am aware, the experts are still telling us that for the longer-term, numbers of young people are likely to fall....

SO, WE WILL HAVE LESS YOUNG SWIMMERS
UNLESS WE INCREASE OUR SHARE OF THE
MARKET...MAKE OUR SPORT MORE ATTRACTIVE

-Social Trends
- but far more worrying is the prediction about social attitudes towards sport
 - the quotation (on the right is from Kit Campbell Associates - Consultants)
 - the 80's - period of approved social greed
 - early '90's - social conscience and move towards a more caring society
 - late 90's - a move away from competition of all kinds - social disapproval

- LEN
- interestingly, similar issues were hotly debated at the 1991 LEN Conference in Iceland ;
 - Delegates were asked to go back and discuss what amounts to a change in the balance between Sports Technical interests (when we swim competitions, where and basically as TV wants it) and LONGER TERMS SWIMMING interests because there is a strong lobby even amongst people dedicated to competitive swimming that.....

IF WE WANT COMPETITIVE SWIMMING TO REMAIN
A LEADING WORLD SPORT THEN WE HAVE TO RAISE
OUR PROFILE (primarily through TV and not necessarily to the benefit of our current swimmers) AND BECOME MORE ATTRACTIVE TO
YOUNG PEOPLE, SPONSORS AND THE MEDIA.

Clearly, there are major implications here for our National Swimming Programme, for our Competitors and for our longer-term planning.

- Volunteers
- Although mentioned at Swimming Committee, I have a particular concern that there appear to be fewer and fewer volunteers willing to take long-term and major commitments for the Association -

THERE SHOULD BE HUNDREDS OF YOUNG BOB CRAIGS !!

- Perhaps people are under too much pressure at work
- Maybe we are at fault - I don't know but I have received a couple of clear messages recently from my staff at work !!

CARTOON SLIDE - Hospital bed
 CARTOON SLIDE - 50'th

FINANCIAL RESOURCES

- Key Point - bottom of Slide
 - items 4 and 5

There are only a few comments which I feel obliged to add :-

- WE HAVE AN OBLIGATION TO HELP OUR ASSOCIATION THROUGH THIS CRISIS BY....
- spending our allocation prudently
- helping the Association to generate funds
presentations to potential sponsors
conforming to sponsors requirements
(so long as they are reasonable)

SECTION 4 : PLANNING AND POLICY

We have already touched on the area of DOMESTIC PLANNING so I want to move quickly onto the 'INTERNATIONAL SCENE'

SLIDE : COMMONWEALTH GAMES 1994 PLAN

This outline Plan was developed some months ago and has already served part of the purpose intended....

...To identify the costs and set about obtaining the money

Although we have no additional cash to date, there is a Working Group charged with the task of trying to obtain it - hopefully, it will be successful.

However, in terms of policy, you will note that it has a two prong approach :-

- (i) to try to support the swimmers through the long period of preparation towards the Games ;
- (ii) to identify the likely training/ preparation requirements and to ensure that there is cash available to support those activities.....WITHOUT TAKING CASH FROM OUR CORE PROGRAMME TO THE DETRIMENT OF THE NEXT GROUP OF POTENTIAL 1998 GAMES SWIMMERS.

I am sure that you will be notified if and when we manage to obtain funds.

However, there are several issues linked to this and to the previous issue of Finance :-

- The current wave programme is specifically provided to assist the home based Scots - provided by the Scottish Sports Council for that purpose.
- That principle has been extended to cover all of the National Programme except International Meets - once a foreign based swimmer has been selected for a Team then his/her expenses will be met as for all home-based Scots.
- Anglos are not eligible for the Wave Programme but will otherwise be treated as home-based provided they swim in our Championships etc.

I am conscious of many matters which could and probably should have been aired (eg our relationship with the Scottish Schools Swimming Association) but I am sure that there more than enough talking points covered and that the Swimming Committee Members will welcome your views on any of them.

THE CONTEXTFINA(Federation International De Natation Amateur.)

The governing body of swimming, diving, water polo and synchronised swimming internationally.

ASFGB is their recognised 'country' or 'sport country' - 'in control of its sport' - affiliation to FINA.

Congress on geographical basis ; Africa (2) America (3), Asia (2) Europe (3) Oceania (1)

LEN(Ligue Europeene de Natation)

Consists of all European Countries or Federations affiliated to FINA who also affiliate to LEN.

ASFGB is affiliated to LEN.

ASFGB(Amateur Swimming Federation of Great Britain)

Consists of the Associations of Scotland England and Wales.

Co-ordination of GB Calendar - selection and preparation for Olympic, World and European events.

SASA input - but minority situation

SASA(Scottish Amateur Swimming Association)

Swimming Committee is responsible to the SASA Council.

Districts are represented on the Swimming Committee.

Scottish Swimming Coaches Association is represented on the Swimming Committee.

Clubs are affiliated to the Association.

DISTRICTS

Represented on Council of the SASA and consist of the Affiliated Clubs within their own area.

CLUBS

The Foundation

Organisation
and control
of Olympic
competition

World
Championships
and FINA Events

8 Nations Contest/
Multinationals
Youth
Contests

European
Championships
and competitions

SCOTTISH
COMMONWEALTH GAMES
COUNCIL

? British
Championships ?
? GB Trials ?
Preparation for
Competition

National
Championships

National Programme
Training/Competition

District
Championships

Teaching
Training
Preparation
Competition

THE ASSOCIATION

The Mission Statement
(...for the President's Prize !)



Swimming Objectives
(...for the Convener's Prize !)



The Structure
(to get us there)
Review Group
The Jack Queen Study Group



The Resources
(to make it possible)

Money
Volunteers
Professionals
Facilities
Expertise



Operation
(Swimming Committee)

Coaching input into decision making is important.
Communication is vital - better internally
- poor outward

Liaison required between the Committee and the SASA
Office



Feedback

THE RESOURCES

SSC provides £20,000

Other Sponsors...£10,000 approx

PRIME resource is PEOPLE : Learn to Swim
through to
Masters

COMPETITION

- : Demographic Trends
- : Social Trends..... 'Who dares wins'
- : Volunteers 'Who cares wins'
- 'Who cares who wins ?'

f

SASA INCOME..... £90,000 from the Scottish Sports Council *ACF*
£80,000 generated (Per Capita, Registrations etc)
£30,000 from Sponsorship

SWIMMING ALLOCATION..... £46,775 (after Commonwealth Games repayment)

5,000	National Championships (net)	Core Programme
5,000	Training Programme (net)	
36,775	International Programme (net)	
£46,775		

+ £12,500 Special grant from the Scottish Sports
Council for the Wave Programme

BUT..... ESSO provides £20,000

Other Sponsors...£10,000 approx

Swimmers' contributions....£4,500 (Int. Meets)
Swimmers' contributions....£6,000 (Weekends)

SUMMARY (General)

- (1) Basically, the Association's income overall is smaller than the planned expenditure ;
- (2) Either..... (a) income is increased to the level necessary to fund the planned activities...or
(b) the planned activities are revised to be capable of being funded within the resources available.
- (3) At this point, there is a major problem for the Association and therefore for the Swimming Committee.

SWIMMING COMMITTEE

- (4) We cannot guarantee that we can continue with the existing programme and unless significant new funds are found, we certainly cannot extend swimming activities ;
- (5) You are important people - you work with the best swimmers in Scotland - if you want to help them to realise their full potential by progressing through the system then you will have to explain to your Clubs what is at stake for the swimmers - and persuade your Delegates to support proposals to increase the finance available to the Association.

"OH NOT ANOTHER BED BATH GIRLS
IM STILL RAN FROM THE LAST ONE
TWO MINUTES AGO!!"





COMMONWEALTH GAMES 1994 1 OUTLINE PLAN OF ACTION

TIME-SCALE	COORDINATOR/SASA	ATHLETE ASSISTANCE PROGRAM	TEAM PREPARATION	COSTS (£)
1991 MARCH	Agreement on objectives and plan of action incl Target Times ; Fund-raising plan to be completed		Target times announced ; Targets range from consideration for A/G Development Squad, through to the Wave Programme and the Games Squad qualification by progressive	£27,000
1991 APRIL				
1991 MAY				
1991 JUNE				
1991 JULY				
1991 AUGUST	Fund-raising target of £27,000 →	For Year 1991/92 the sum of £27,000 req'd : 10 x £3,000 = £30,000 10 x £ 500 = £ 5,000 10 x £ 200 = £ 2,000 <u>£37,000</u> ↓ Any additional income to be used to provide some 'Squad' kit to promote membership and as an incentive	Announcement of Commonwealth Games Squad ; anticipated to be some 30 in number + 2 staff ↓ Supervised programme of training and of competition supported by the Wave Programme for Scottish based swimmers ↓ Training Camp ; Scotland (50m) all Squad (inc Anglos/USA) ASA Nationals competition	£10,000
1991 SEPTEMBER	Selection of Commonwealth Games Squad			
1991 OCTOBER	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			
1991 NOVEMBER				
1991 DECEMBER				
1992 JANUARY	Fund-raising target of £10,000 + £30,300 = £40,300 →	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 <u>£30,300</u> ↓ Any additional income to be used to provide further items of Games Squad identity as an incentive and for public recognition	Announcement of Commonwealth Games Squad ; anticipated to be some 24/26 in number ; 4 staff ↓ Supervised programme of training and of competition supported by the progressive Wave Programme for the Scottish based swimmers ↓ Training Camp ; Scotland (50m) all Squad (inc Anglos/USA) for ASA Nationals competition	£12,000
1992 FEBRUARY				
1992 MARCH				
1992 APRIL				
1992 MAY				
1992 JUNE	Fund-raising target of £12,000 + £33,600 = £45,600 →	For Year 1993/94 the sum of £33,600 14 x £2,000 = £28,000 8 x £ 700 = £ 5,600 <u>£33,600</u> ↓ Major effort to provide as much additional kit provision as possible as incentive throughout this period.	Pre-Selection ; equivalent of 3rd time in 1990 Games ; max 1/event ↓ 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 i.e. Kilbride ; 8 Nations and leading to the Trials (SASA National Champ) ; FINAL SELECTION ↓ Training Camp ; 3 wks Canada/USA 1 week preparation at Games COMMONWEALTH GAMES COMPETITION	£25,200
1992 JULY				
1992 AUGUST				
1992 SEPTEMBER				
1992 OCTOBER				
1992 NOVEMBER	Fund-raising target of £25,200 for training camp calculated as £50 x 24 Teams x 21 days = £25,200 (excluding travel)			
1992 DECEMBER				
1993 JANUARY				
1993 FEBRUARY				
1993 MARCH				
1993 APRIL	Fund-raising target of £25,200 for training camp calculated as £50 x 24 Teams x 21 days = £25,200 (excluding travel)			
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1994 MARCH				
1994 APRIL				
1994 MAY				
1994 JUNE				
1994 JULY	Fund-raising target of £25,200 for training camp calculated as £50 x 24 Teams x 21 days = £25,200 (excluding travel)			
Add 10% to cover the expenses of amateur 'staff'.....				£137,800
Add approximate value of goods/services for Team.....				13,780
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.

SASA COMMONWEALTH GAMES SQUAD

CONSIDERATION TIMES (50m)

<u>MALE</u>				<u>FEMALE</u>		
<u>91/92</u>	<u>92/93</u>	<u>93/94</u>		<u>91/92</u>	<u>92/93</u>	<u>93/94</u>
24.00	23.82	23.74	50 Free	27.50	27.10	26.68
52.90	52.50	52.26	100 Free	59.00	58.70	58.47
1.54.80	1.53.60	1.53.20	200 Free	2.06.00	2.05.00	2.04.56
4.06.00	4.03.00	4.01.11	400 Free	4.25.00	4.22.00	4.20.07
15.54.00	15.45.00	15.28.85	8/1500 Free	9.06.00	9.00.00	8.55.88
59.90	59.40	58.95	100 Back	1.06.00	1.05.50	1.05.26
2.09.90	2.08.90	2.08.33	200 Back	2.21.00	2.19.60	2.19.09
1.05.30	1.04.60	1.04.32	100 Breast	1.13.50	1.13.10	1.12.79
2.22.80	2.21.80	2.21.27	200 Breast	2.39.50	2.38.50	2.38.05
57.00	56.40	56.00	100 Fly	1.05.50	1.04.90	1.04.47
2.05.20	2.02.70	2.02.05	200 Fly	2.20.00	2.18.80	2.17.93
2.10.20	2.07.90	2.07.09	200 I.M.	2.24.50	2.23.80	2.22.73
4.35.00	4.30.00	4.27.55	400 I.M.	5.03.00	4.59.50	4.57.03

These are SASA TARGET TIMES -
 They are still subject to the agreement
 of the Commonwealth Games Council in
 terms of the 'measure' of standards to
 be applied equally over all sports.
 They are subject to ADJUSTMENT.

What we can say at this stage is that
 achievement of these Target Times will
 bring you close to what is likely to
 be the 'standard' necessary for you to
 be.....CONSIDERED FOR SELECTION.