

Board Meeting Minutes

Minutes of the Board Meeting held at 6pm on 5 September 2018 Stirling Court Hotel, Lomond Room, University of Stirling

Present

Graeme Marchbank (GM)	Chair
Forbes Dunlop (FD)	Chief Executive
David Beattie (DB)	Board Director
Kerry Christie (KC)	Board Director
Andy Figgins (AF)	Board Director
Andrew Dunlop (AD)	Board Director
Alison Low (AL)	President
Moraig Macdonald (MM)	Vice President

In Attendance

Deborah McGinniss (DM)	Finance Manager/Company Secretary
Elaine Mackenzie (EM)	Director of Services
Ally White (AW)	Director of Performance
Alan Reed (AR)	Workforce Development Manager
Kevin Reynard (KR)	Independent Member (ARC)
Kelly Sleight (KS)	Minute Taker

Item No.

Action

1. Chair's Address

The Chair welcomed everyone to the Meeting, in particular the newly appointed Board Member, Andrew Dunlop. At the same time the Chair updated that the other new Board members Caitlin McClatchey (CM) and Jackie Davidson (JD) had given their apologies which was understandable given the short notice from appointment and he looked forward to welcoming them to the next meeting. The Chair also confirmed to the Meeting that KC has agreed to stay on the Board for a second term. The Chair expressed his thanks to FD for his work on the selection panel and EM for her contribution to the process. The Chair welcomed KR as Chair of ARC to the Meeting and recorded the Board's thanks to both John Mason and Maureen Campbell for their contributions to the Board.

The Chair advised that this is the first Meeting since the European Championships 2018 and commented on the performances being an indication of the success of our pathway with 13 Scottish medals out of 24 medals in total. Further, the Chair congratulated the athletes on their performances at the IPC Europeans in Dublin.

2. Declarations of Interest

AF declared an interest in relation to his position on the club working group and his involvement in the delivery of CPD and AL declared an interest in relation to her roles in education.

3. Apologies for Absence

Apologies received from JD, CM, Ewen Cameron (**sportscotland**) and Sharon MacDonald (SM).

4. Minutes of Previous meetings: Board meeting 24 June 2018

The minutes were agreed as a true record, subject to an amendment at item 6 to replace "March 2018" with "March 2019".

5. Actions from previous meetings: 25 April and 24 June 2018

AL advised that the action for SM at item 8.4 of the minutes from the June Board Meeting had not been included in the actions list and FD confirmed that discussions with the West District and the Council are ongoing, as well as considering an approach to the Robertson Trust.

Item 5 (April Board Meeting) – AL advised that the action regarding PVG checks is still in progress.

Items 6.2, 6.3 and 6.5 (April Board Meeting) – FD advised that these actions are still in progress.

Item 6 (June Board Meeting) – FD advised that this work will progress in the Autumn.

6. Presentation and Paper on Teacher and Coach Education

The Chair welcomed AR to present to the Meeting and FD introduced the presentation.

AR thanked the Meeting for allowing him to present and advised that he will provide a high level overview of workforce and education. In terms of background, AR has been in post for three years now and has worked

on laying the foundations for new systems.

AR presented on the key objectives of: (1) delivering modern, relevant qualifications; (2) providing learning opportunities; and (3) developing a highly skilled workforce, using the ethos of 70/20/10 (70% on-the-job experience, 20% informal learning, and 10% formal learning) across the workforce. AR also presented on the key challenges: UKCC & CIMSPA; **sportscotland** bursaries; and economic challenges. AR concluded his presentation and welcomed questions.

AF congratulated AR on the excellent report from the SQA audit and requested information on our methodology for evaluation regarding CPD, particularly regarding the work with local authority trusts and information on our strategy and vision for HIVE. AR confirmed that feedback has been obtained, particularly through the Learn to Swim Framework, and advised on the progress regarding HIVE. There was a discussion around the demand for HIVE, the benefit to the community and the need to ensure that it is kept up to date to remain forward thinking.

There was discussion around the importance of continuing to invest in the education and training of teachers and coaches, ensuring we stayed up to date and relevant for our workforce and the importance of ensuring cross border acceptance of the new swim teachers award.

The Chair concluded by confirming the need to ensure that the correct KPIs are in place to allow us to monitor the progress in this important area.

AR /
SM

AR left the Meeting.

7. Items for Decision

7.1 **Annual Planning**

FD advised the Meeting that the papers are designed to give the Board an overview of the plans, including content that they will see in the coming year.

7.1.1 **sportscotland mid-term review**

FD confirmed to the Meeting that the paper explains how the **sportscotland** investment process works and the role of the Management Team in relation to our discussions with **sportscotland**. The outcome of the investment decisions will not be known until around January / February 2019.

The Board discussed where and how we position our work and the contribution that we can make. It was agreed that we must continue to take care with our language and our communications to ensure we are making our contribution to the wider government agendas clear.

AF asked whether **sportscotland** have any concerns about our delivery. FD advised that the only area of concern expressed to us has been around education and we are working hard to address this.

7.1.2 **Board Content Planning**

FD advised the Meeting that whilst the report aims to build some structure for the upcoming year around Board Meetings, there will be further amendments as a result of the change in our financial year. DM added that she has tried to take into account the upcoming change in financial year and the impact of this regarding when papers will be presented.

AD requested when information regarding facilities will come to Board and FD advised that this is being progressed and updates will be provided late 2018 / early 2019. AL asked for Editorial Board proposals for 30 October 2019 and DM confirmed that this will need to be amended.

7.1.3 **Board Meeting Dates**

The Chair advised that the proposed dates have been amended to take account of the change in financial year and, following a query from EM, the Chair confirmed that the training should take place on Saturday 26 January 2019 with the Board Meeting on Sunday 27 January 2019 and asked EM to consider a change of venue.

EM

MM advised that the weekend of 17 March 2019 is the same weekend as the International Meet so the Meeting agreed to move this forward a week to 10 March 2019, unless there was another clash.

EM

7.2 **Audit and Risk Committee**

7.2.1 **Terms of Reference**

KR highlighted the changes in terms of reference to align to current operations and advised that the rest of the report is about clarification.

7.2.2 Risk Management Policy Statement

The Board approved the statement.

7.2.3 Risk Policy

There was a discussion regarding our appetite for risk and providing guidance to clubs on identifying and managing risks. EM agreed to check whether this sits within our governance workshops and KR agreed to share a template that he has previously prepared. IT was agreed that while it was important to get clubs thinking about 'risk', and many already are, we want to keep this very simple.

**EM
KR**

7.3 Swimwear Policy / Swimming Regulation

FD advised that there have been amendments to the policy following the Board's previous approval, the amends are based on feedback from technical officials. FD confirmed that the Swimming Committee has also been consulted and engaged in the process of reviewing the policy.

There was an amendment requested to paragraph 2 of the guidelines to reference a comparison with the FINA rules, which was agreed, and FD confirmed that the policy applies to age groups at the Championships but not to seniors.

FD

The Meeting agreed that discussions on suits would be ongoing but the policy reflects the current position.

The Board approved the policy.

FD also request that the Board approve a further change to the Swimming Regulations, this request has come from the Swimming Committee:

The proposal is to change SW2.4.4.2 re the Sharp Trophy, to the following wording:

SW2.4.4.2 b) Sharp Trophies To be awarded to the fastest Boy and Girl swimmers in the youngest age group in 200m Individual Medley.

The Board agreed in principle, subject to the change being circulated. The detail is now included in the minutes (above) to complete this action.

FD

8. Items for Information and Discussion

8.1 Finance Report (Quarter 3)

DM clarified to the Meeting that we have extended financial year and are working towards a 17-month (12 and 5 month split) financial year. If there is an overspend in the first 12 months, the intention would be to try to recoup such overspend in the following 5-month period.

The Chair queried the full year variance being an estimate, which DM confirmed, and highlighted the slight confusion regarding this point in terms of report. DM confirmed that it will be revisited at the end of September. This will allow us to try and recoup some costs between November 2018 and March 2019 – we will have a better idea at end of October 2018. The Chair requested detailed plan at the January 2019 Board Meeting.

DM

8.2 Learn to Swim Evaluation

FD introduced the Evaluation Report which was independently produced following extensive consultation. The report presents a positive situation following the initial three years of the Framework being rolled out. Key findings were presented to the LTS Symposium during the European Championships and have been well received by partners. Follow up work and more detailed analysis will be undertaken and built into new partnership agreements which will be developed in the coming year.

There was a discussion around allocation of resources, the development of the framework and targets around people transitioning from LTS to clubs.

8.3 Membership Strategy

EM advised the Meeting that a working group had been established and presentations to staff and Districts are ongoing. The common theme in the feedback so far is to ensure that the membership structure remains simple.

The current membership figures have been costed on this strategy and we have benchmarked these

against other sports governing bodies, most of which have a non-competitive category. EM confirmed that there are no proposals and little support to include a similar category in our membership structure in the immediate future.

There was a discussion around the structure of membership fee increases and the timing of approving fees in advance. The Meeting agreed that there needs to be a link between any increase and resulting membership benefits. The general consensus of Board was to stick with membership structure as it is, to consider either status quo or an inflationary increase to the fees for two years, thus aligning to the Corporate Plan and to use the next two years to continue to understand better issues raised around competition structure.

EM updated that we will bring a final proposal to the November meeting which will also take account of feedback from all Districts and from Council. **EM**

KC left the Meeting.

9. Reports from the Company

9.1 Management Report

EM confirmed to the Meeting that there will be a good attendance for the Awards Dinner and prizes have now been confirmed with invitations issued.

FD advised that SM wished to draw the Meeting's attention to the event for club Presidents / Chairs on 8 December 2018, welcoming Board and Council Members to attend.

AW commented on the range of medal winning performances at the European Championships 2018 across the disciplines was pleasing, in particular the success of the para swimmers and divers, and EM confirmed that a paper with further details on the results will be circulated. AW wanted to note that the results are a credit to coaches and athletes, as well as the underlying work of the pathway and the Chair wanted to record his recognition to the back of house team and AW regarding the European Championships 2018.

9.1.1 Legal Items – verbal

None.

9.2 ARC Notes / Actions

KR drew the Meeting's attention to the changes that have been made in order to ensure the rolling programme of reviewing risks at each ARC meeting, which is set out in item 3 of the paper. AL queried item 2(iii) around assessing confidence around the equality standard and FD said there is no absolute measure but that we should have a feel for when we are ready to try and achieve this. The Chair confirmed that this needs to be reflected across the clubs.

AL also queried who has sight of the risk register and KR confirmed that this is kept by FD and the Management Team with reviews undertaken by ARC. The Meeting agreed to share the risk register with the Board once a year. **FD / DM**

10. Directors' Reports – verbal

None.

11. British Swimming Update – verbal

FD confirmed that there has not been a further BS Board Meeting since the June Board Meeting but the Chair will attend the next BS Board Meeting taking place this month. FD confirmed that the new CEO has asked to attend at least one SS Board Meeting annually.

12. AOCB

AL advised the Meeting that following the Council Meeting to discuss the awards the Council wanted to introduce a new award for Swimmer of the Year (EM confirmed that this will be put forward to the Editorial Board) and a change to the wording for the diving award. Further, the Council raised a concern around the timing of the awards for email approval by the Council. EM advised that there is a sub-committee and she has asked the Editorial Board to propose changes to the governance documentation which reflect current practice. It was agreed that this should be discussed with Council. **EM / AL / MM**

AW also raised the issue of the coach of the year award being for swimming only and that consideration should be given to opening this out.

EM requested Board Appraisal paperwork from the Chair before the Meeting closed.

13. Date of Next Meeting(s):

Sunday 25 November 2018, 10am, Stirling Court Hotel

