

Board Meeting Minutes

Minutes of the Board Meeting held at 9.30am on 27 January 2019 Radisson Blu Hotel, Glasgow

Present

Graeme Marchbank (GM)	Chair
Forbes Dunlop (FD)	Chief Executive
David Beattie (DB)	Board Director
Kerry Christie (KC)	Board Director
Jackie Davidson (JD)	Board Director
Andrew Dunlop (AD)	Board Director
Andy Figgins (AF)	Board Director
Caitlin McClatchey (CM)	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
Helen Plank (HP)	Head of Marketing
Sarah Pryde-Smith (SPS)	Club Development Manager
Jack Buckner (JB)	CEO of British Swimming
Barry Cook (BC)	sportscotland
Ewen Cameron (EC)	sportscotland
Kelly Fraser (KF)	Minute Taker

Item No.

Action

1. Chair's Address

The Chair welcomed everyone to the Meeting, in particular SPS in place for Sharon MacDonald (SM) to talk to development matters, HP to present on the Marketing Plan and EC who is attending his last meeting as our partnership manager. The Chair introduced the Meeting to BC who will be our new **sportscotland** partnership manager and JB from British Swimming (BS).

Since the last Board Meeting, the Chair advised that there have been a number of events, including a club chair network event, the National Short Course Championships and the Thistle Diving competition.

The Chair also noted the Board's congratulations to former chair, Maureen Campbell, who received an OBE for her services to swimming in the Queen's New Year honours list and congratulated FD on his new appointment as Chief Operating Officer of **sportscotland**. The Chair concluded his address by confirming timings for the Meeting and thereafter the Board training with Lindsay Booth (LB).

2. Declarations of Interest

DB declared an interest for item 8.1 regarding the performance centre in Aberdeen.

AL and AF declared an interest for item 7.7 regarding the teaching qualifications given their position as tutors.

3. Apologies for Absence

Sharon MacDonald.

4. Minutes of Previous meetings: Board meeting 25 November 2019

The Board agreed the minutes as a true record, subject to the following amendments:

JD highlighted a typo on page 2 under item 6 to add "do" at the end of the first sentence and on page 6 under item 9 to amend the reference to "British Golf" under the heading of "Development" to replace it with "R&A (Golf)".

MM – indicated that under item 7.3 the reference to "BL5.1" should be to "BL1.5.1" and under item 7.1.4 she noted a missing action for the Council regarding more detailed guidelines, however MM did highlight that there are detailed guidelines already in place.

CM confirmed that she had asked for the presentation to be circulated under item 6, which she had not received. FD advised that he understood they had been circulated but EM would follow up.

EM

5. **Actions from previous meeting: 25 November 2019**

The Chair queried if the list of regulated positions had been circulated, EM will ensure this is sent to Board.

EM

6. **Marketing and Communications Plan and Presentation**

HP introduced the plan and invited input from the Board. HP began by reminding the Meeting of our three marketing objectives – participation, membership and performance – and advising that recent work has been in relation to aligning our activities to these three objectives. HP provided the Meeting with examples of the links between our marketing activities and the strategic objectives.

HP confirmed that these objectives are underpinned by our four strategic pillars – partnerships, planning, sustainability and responsibility. In terms of numbers, the introduction of the GDPR in 2018 has resulted in a decrease of our free subscriber numbers but HP advised that the remaining subscribers are more engaged. The Chair queried the numbers with reference to our increase in membership, FD confirmed that while there has been growth it was not as much as we had hoped.

HP highlighted the areas in which we are strong – for example, our strengthened relationship with the press following the Commonwealth Games and the European Championships in 2018, our partnerships and use of video content. HP also highlighted the areas in which we could improve – for example, club profiling, membership communications, new sponsorship partners and maximizing our new Learn to Swim microsite.

HP concluded her presentation by asking the Meeting: how else can we profile our clubs; are there other ways to engaged with under 14s; and how can we engage new sponsors?

The Chair commented on the progress of our marketing activities over the last three years, which is down to the hard work of HP and her team, as well as the whole office to link these activities to our KPIs and support the organisation as a whole.

DB asked whether there was a risk with our reliance on only two main sponsors, there was a wider discussion which concluded that while we should continue to look for new sponsors we should only go into agreements when the partnership is right for both organisations. HP explained she has spent time meeting agencies who represent many of the organisations that would be likely to sponsor Scottish Swimming.

There was a discussion around event sponsorship opportunities and JB advised that there are a number of constraints around FINA and LEN events, which has led him to determine that this is not a route that BS will explore. However, the Chair noted opportunities on sponsorship of specific activities, such as the Learn to Swim Framework and potentially the new Club Framework.

Following a query from AD around public affairs engagement, there was a discussion on doing more work in this area, particularly in conjunction with SM's team. It was agreed that further work is required in this area.

EC advised the Meeting that there will be further discussions with **sportscotland** around how Scottish sports governing bodies (SGBs) can profile the National Lottery and the impact of this funding.

There was a further discussion regarding marketing toolkits for clubs, which HP confirmed to the Meeting that these are available, and training on video diaries, vlogs and social media. There is material available and HP advised that there is expertise within SS to provide basic training, although there is a demand for 'raw' looking footage and so we are keen to retain this element.

JD commented on a successful model in golf where specific themes were developed to help support clubs. JD is happy to speak to SPS/SM on this. There was a discussion on engagement with under 14s and how we could use events to support this. JD offered ideas and support in this area.

**SPS/S
M**

The Meeting also discussed embedding links to Learn to Swim within microsites and focusing on work in Scotland with the example of Duncan Scott videos having been sent to Leisure Trusts and community engagement via apps.

Following a discussion on open water community opportunities, the Chair queried our role in terms of licensing and safety for open water events and requested FD to bring back something on this to the Board Meeting in June. JB commented that there are different approaches in England and there were a number of discussions around finding a credible partner to regulate given the associated potential liabilities.

FD

Whilst the Chair did not consider amending the plan regarding participation, he asked that further discussion could be had at a future meeting on this area. FD confirmed that there would be a presentation on our work in participation at the April Board meeting.

SM

7. **Items for Decision**

7.1 **Review of Board & Management Roles**

FD introduced the paper with reference to the value of Board Members' support to the Management Team. The Meeting approved the paper, subject to the following amendments:

- under Performance, the Chair requested the addition of welfare to athlete development (ID 3) for CM; and
- under Services, AD suggested the addition of public affairs to marketing and communications (ID 2) for AD.

7.2 Financial Overview for 2017 – 18

DM introduced the paper with reference to the detail therein and provided context for the new Board Members regarding the impact of the change in financial and membership year to our reserves. Our reserves have reduced by £107k but with the Management Team's projections to March 2019 and March 2020, DM was confident we would achieve a balanced budget.

The Chair reminded the meeting of the reserves policy and previous Board discussion which agreed a 3-5 year plan for recovery of reserves. It was agreed that the Management Team would capture a contribution towards the reserves in the 2019-20 projections with the overall strategy to grow our reserves to be captured in the next round of the Corporate Plan.

DM

There was a discussion on the Swimming Awards and the desire of parents and children to receive certificates and badges following a query raised by the Chair. FD commented on Swim England's success in increasing income in this area, which led to a discussion around increasing awareness and managing different working practices across Leisure Trusts around promoting income and models.

DB requested a risk-based analysis around the projections to capture what the impact would be if we do not achieve our income targets.

The Board also discussed the content of DM's presentation around the impact on reserves for the AGM. DM had advised that the discussion around the impact on reserves (i.e. a decrease of c£100k) was discussed at the last AGM and in depth through Districts presentations. DM advised that a recap on what was agreed last year would feature as a preamble at the start of her presentation.

The Board approved the paper.

7.2.1 Financial Accounts for year ending 31 Oct 2018

DB noted the reference on page 5 to "2017-16" should be "2017-18".

7.2.2 Budgets for year ending 31 March 2019

See item 7.2.

7.2.3 Draft Budget year ending 31 March 2020

See item 7.2.

7.2.4 Disciplines Budget Paper

The Chair noted the contents of the paper but suggested having a wider discussion around targets against investment. FD agreed with reference to the diving success and suggested a review of our approach with the other disciplines.

SPS advised that SM wanted to highlight some of the points within the paper in relation to the disciplines with examples and challenges around closure of facilities. MM commented on promoting opportunities to younger athletes around the disciplines and there was a discussion around District support.

The Board approved the paper.

7.2.5 Staff Salary Paper

DM, AW, HP, EM, SPS, BC, EC and JB left the Meeting during the discussion of this item, which was minuted separately.

7.3 2019 – 20 Annual Targets

DM, AW, HP, EM, SPS, JB, EC and BC returned to the Meeting.

The Chair extended our thanks to EC and the rest of **sportscotland** in respect of the continued support that they provide. FD introduced the paper, highlighting the change in the long term outcomes and the impact on our membership target as a result of the closure of facilities – FD advised the Meeting that the staff team is still working hard to meet the target of 25k members and the Board will be updated every six months.

There was a discussion around the reduced targets in order to ensure that these are achievable with scope for these to be re-considered if there are any more positive developments. AF queried evidence of the impact of swimming lessons encouraging club membership, FD advised that it is still hard to track actual numbers but that we continue to enhance and improve our data capture from LTS to clubs and continue to focus on this transition with both clubs and local partners.

The Board approved the paper.

EC confirmed that the standard under services for wellbeing will be amended to require all sports to be 100% compliant in 2019/20 and FD advised the Meeting that there are no concerns around meeting this target.

7.4 AGM Issues

EM requested any amendments to be provided to her by 30 January 2019 when the papers will be issued. EM commented on the swim school fees and the work being undertaken with insurance companies around affiliation – EM advised the Meeting that we will consider a split fee with reference to those on the Framework and those who are just affiliated in the future but this will not be proposed at this AGM.

The Chair welcomed comments on the paper:

7.4.1 Review of Annual Business Document & Annual Report

MM queried the text of Proposal PC6, which did not appear to her to reflect the Council's email discussions and advised that the wording need to be clear regarding the rights of District Life Members. The President said we needed to be clear that District Life Members do have a right to vote but should be a member of a club in order to exercise this right.

MM also queried the text in the note for Proposal PC2 as this affects Rule 4.5.2 and EM agreed to pick up with MM and BP separately in order to amend wording for Proposal PC2. **EM**

7.4.2 Any Other AGM Business

EM also confirmed the procedural matters for the new Board Members regarding timings and attendance at the AGM, advising that a briefing note will be issued. The Chair queried rights of Board Members to vote and EM advised that she would confirm the rights with the new Board Members separately. **EM**

KC highlighted a typo on page 10 with reference to this year's AGM date.

The Board approved the paper.

7.5 Approval of Discipline Fees

EM confirmed that the increased synchro fee is to cover increased pool costs and advised that the increase is only £1.

The Board approved the paper.

7.6 Approval of Co-opted members

The Board approved the paper and the co-option of Lesley Bloomer to the Synchro Committee following clarification by EM to the Meeting.

7.7 Swimming Teaching Qualification Pricing Policy

DM introduced the paper and provided background to the new teaching qualification. The main reason for bring the paper to Board was to highlight the risks associated with the cost model. DM explained the consultation process and the rational for setting the costs between £550 -£600.

The Board understood the risk and that through good consultation and cost analysis the risk was being managed. The Board agreed it was a matter for the Management Team to finalise the price.

EC explained **sportscotlands** position around the subsidies for education and the need for **sportscotland** to understand fully the cost model.

AF requested an update regarding the new qualification. FD advised that we are in the pilot phase, as expected there have been a number of challenges but there is an organisational commitment and focus to ensure a quality product is available from 1 April and that he was confident this would be met.

8. Items for Information and Discussion

8.1 Performance Centre Update

AW introduced the paper, highlighting the important role the performance centres play in delivering the objectives in the Corporate Plan and the Performance Plan. AW emphasised the importance of partnerships in delivering the centres and the philosophy of the centres being locally owned and managed, Scottish Swimming then invests in the centre and with this investment has a seat round the table and is active partner in the development of the centres.

With reference to our relationships with universities, KC queried the conflicts around non-Scottish swimmers. AW thanked KC for her input into the paper and advised that this is a key challenge given the income generated by non-Scottish students at universities. The important consideration is that we are aware of the challenge given the attractiveness of the support provided in Scotland and that

programmes are enhanced by non-Scottish swimmers. The Chair noted the risk but also said that it shows the success of our programmes.

The Chair noted the success in integrating Para swimmers into the performance centres.

8.2 British Swimming Update – Jack Buckner

JB presented to the Meeting and thanked SS and FD for the work over the last 18 months. JB presented on BS's vision and values and the separation of the missions for each of swimming, diving and para swimming. JB is keen to bring these together under one mission following Tokyo 2020.

JB wants to do more partnership working but recognises the distinction between maximising the value at the higher performance end with Team GB and UK Sport and maximising the swimming story with the Home Nations.

JB presented on where he thinks BS is doing well (partnership; performance; events; communications; and respect, trust and governance) and where there is more potential (marketing and commercial; public affairs agenda; and LEN challenges).

AW asked if there was a timeline and process for a review of the Tokyo cycle and the planning process for 2024. JB updated that he is still waiting for UK Sport to outline their timeline and process and following that consideration will be given to how BS review and plan.

8.3 Audit & Risk Committee

DB updated the Meeting on the ARC discussions, in particular the discussion around exploring Charitable Status. The Board discussed the pros and cons and it was agreed that initial considerations should be captured in a paper for the April Board.

DM

8.4 Wellbeing and Protection Update

The Board discussed the latest figures, they re-emphasised their wish to see the information presented as a trend across time, as well as the snap shot. There was further discussion around the lack of training WPO within clubs, FD updated on the new online training courses and the initial feedback was that this would have an impact, it was also agreed that when the paper is developed to provide trend information we can then better understand the situation.

9. Management Team Report

Services

EM requested confirmation from the Meeting that the 2020 AGM and Awards Dinner should be held on the same date / weekend and clarification of the date with reference to the September public holiday in Glasgow. The Meeting agreed that the events should take place on the same date / weekend but the Chair requested further information from the Council around District dates before deciding on a final date.

EM

The Chair also commented on finding a location for the Awards Dinner and looking at other venues.

EM

MM clarified the position around the GDPR advice received from Harper Macleod and FD advised advice was received before we issued our response – nothing further has been received in respect of this matter.

The Chair raised a concern around the posting of results online and referenced BS obtaining consents to post results online as a precondition for events. KF confirmed to the Meeting that SS is using another lawful basis (legitimate interests) to post results as set out in the relevant privacy notice – use of consent as a precondition to accessing services is likely to be invalid under the GDPR.

Performance

AW advised the Meeting that we have been dealing with an athlete welfare situation in relation to a performance athlete, which has been well managed and resolved. However, the situation highlighted the need for us to work closely with BS in relation to performance athletes.

There was a discussion around athletes aged between 16 and 18 years old who request confidentiality regarding a particular issue and our duty of care. There was reference to a scheme introduced by Bristol University has introduced scheme for students to give consent to speak to parents as a result of recent suicide levels. It was suggested that we consider something similar for our National Programmes.

AW

10. Directors' Reports – verbal

None.

11. British Swimming Update – verbal

None.

12. AOCB

The Chair advised the Board that the recruitment process for our new CEO will be discussed later today and that the process will be undertaken by the Chair, the President and a representative from **sportscotland**. In addition the Chair advised he will continue to work with the Vice President and KC through the process.

As it was the President's last Board Meeting, the Chair expressed the Board's gratitude to the President for her time and insight during her tenure and presented a small token of the Board's thanks. The President expressed her appreciation for all the support from SS and thanked the Board.

- 13. Date of Next Meeting(s):**
AGM meeting, Saturday 23 February, 10.30am, Pathfoot Building
Board Meeting, Wednesday 24 April, 6.30-9.00pm, Harper Macleod, The Ca'd'oro, 45 Gordon Street, Glasgow, G1 3PE

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