

Minutes of the Scottish Swimming Annual General Meeting
Saturday 23rd February 2019, 10.30am
Pathfoot Lecture Theatre, Pathfoot Building, University of Stirling, Stirling FK9 4LA

1. President's Address:

The President, Alison Low, extended a warm welcome to past presidents, life members, delegates and Board and Council members to the 120th AGM. The President thanked Stirling University for use of the facility, the Scottish Swimming staff for all of their preparations for and organisation of the AGM and Harper Macleod for its continued support at meetings. The President also thanked all those attending the AGM for their support.

Before continuing, the President respectfully requested delegates to stand and observe a one minute silence to commemorate the following Scottish Swimming members and supporters who have sadly passed away over the past year:

Bette Black	Ren 96 Life Member
Marina McFall	Motherwell & Wishaw Life Member
Donald Hopkins	SASA Life Member
James Ramsay Morton	SASA Life Member
Joyce Wadell	Duns ASC Coach
Dave Hill	City of Glasgow Swim Team
David Barr	Water Polo player

The President introduced the annual report video that was presented to the AGM and referred to her report within the AGM Business Document, adding that it had been a wonderful year for her and it is with sadness that she is stepping down.

The President moved on to outline the business of AGM and format for the remainder of the day, including lunch and workshops.

The President then introduced the colleagues alongside her:

Graeme Marchbank, Chair of the Board of Directors
Forbes Dunlop, Chief Executive Officer
Elaine Mackenzie, Director of Services
Deborah McGinniss, Finance Manager
Moraig Macdonald, Vice President

The President also took the opportunity to introduce the Council and Board members in the audience.

2. Minutes of the AGM of 24th February 2018:

A correction on page 8 was proposed by Robert Taylor, Heart of Midlothian regarding the reference "Duncan McConnell" which should read "McKinnell".

Subject to the amendment above, the minutes were accepted as a true record of the 119th AGM in 2018.

Proposed by Lynn Alderton, Alford Otters and seconded by Fiona Crawford, Kinross Otters ASC (SASA Council member).

3. Business from Minutes:

None.

4. Correspondence:

None.

5. Address:

5.1 Address by Company Chair and Chief Executive

The Company Chair, Graeme Marchbank, was then invited to present to the AGM. The Chair said he would focus on three highlights from the last year and the changes to the Board since the last AGM.

Whilst the Chair noted the many impressive statistics in the annual report, he highlighted the partnerships with 37 LTS providers now in place that allow Scottish Swimming to better represent the interests of our clubs and gives us influence on the most common route to club membership as children progress through learn to swim. In short, this is the foundation of where we operate and our future members.

The second highlight comes from the Commonwealth Games, an event with many highlights, including the

successes of James Heatley and Grace Reid. While the technical differences in the pathways of swimming and diving are obvious, the strategy behind both is absolutely aligned and the pathway is the backbone of Scottish Swimming, helping all our members achieve to their maximum potential.

The last highlight mentioned by the Chair is that this is the 10th straight year of membership growth, which is a testament to the culture and experience all of our clubs offer every session, every day.

The Chair moved on to discuss the changes in governance, in particular the Board of company directors. The Chair noted the Chief Executive's appointment as **sportscotland's** first ever Chief Operating Officer, congratulating and wishing him well in this new role. The Chair commented on the Chief Executive leaving Scottish Swimming in a better place, his approach to developing partnerships and his diligence in working toward our goals has been a significant part of the success we have enjoyed over the last six years. The recruitment for our next Chief Executive is now well underway and we have received significant interest.

The Chair confirmed to the AGM that Kerry Christie has agreed to a second four-year term on the Board and David Carry has stepped down following his appointment as an independent director of British Swimming in 2018. John Mason and Maureen Campbell have also stepped down after reaching the end of their terms of office.

Following their stepping down from the Board, Jackie Davidson, Andrew Dunlop and Caitlin McClatchy have been appointed to the Board and the Chair shared some background on their skills and experience. The Chair also commented on the importance of remaining connected to the membership and maintaining a governance structure that is both correct and considered a best example.

The Chair concluded his presentation by noting that there have been challenges over the last 12 months and that we will face more over the next 12 months and beyond. However, the Chair is confident that we will continue to respond effectively to such challenges.

Presentations

Services: The Director of Services, Elaine Mackenzie, advised the AGM of a few key highlights from the services area. Her presentation began by confirming that we have met our membership target of 24,000 members following our membership review last year. However, although our membership continues to grow year on year, it is not at the rate we had projected and so we have reduced our long-term membership target from 26,000 to 25,000.

Following our membership review, we are proposing to maintain our two-tier structure of swimmer and non-swimmer fees. From our consultation, the Districts have intimated they would be in favour of an incremental increase so we are proposing to increase the swimmer fee from £43 to £45 and the non-swimmer fee will be held at £10. The membership fees will be set for two years until 31 March 2021 with the next set of fees being considered prior to the next AGM in September 2020.

In relation to wellbeing and protection, Elaine advised that our wellbeing and protection policies were separated in 2018, which offer best practice for both children and adults. This area remains high on our agenda as it is important for the health of our sport. Our safeguarding officer is now contracted with us for 2.5 days per week as we have seen an increase in the number of cases requiring her services. Each District now has a local calendar detailing the training available to their clubs and there are a number of national online learning opportunities that our members can also take advantage of.

Following the introduction of the General Data Protection Regulation (GDPR) in May 2018, Scottish Swimming has undertaken a number of changes with support from Harper Macleod. This included changes to our policies, guidance and templates for clubs and offering drop-in sessions at SNAGs, which received positive feedback. The GDPR is now embedded into our governance sessions and is part of the SwiMark process. Elaine reminded clubs that ongoing compliance queries for clubs can be raised with Francesca Carlo, our Data Protection Officer.

In relation to equality, Elaine advised the AGM that the Board and Council have decided to defer the proposed date of March 2019 for submitting our application for the Advanced Equality Standard in order to ensure that equality is embedded throughout our sport and we hope to achieve the standard by the end of our current corporate plan.

Elaine also advised that having successfully maintained our satisfactory rating we have now been invited by KPMG to carry out a self-assessment. There is no obligation to complete this based on our rating but we feel in terms of good governance this will allow us to challenge our policies and processes to ensure we remain fit for purpose.

Elaine's presentation concluded with Scottish Swimming's commitment to continuous improvement and recognition of the need to be more innovative as technology becomes more advanced in an area of technical evolution. Examples of this were given, including improving commitment to customer service through direct marketing support to Trusts and Local Authorities signed up to the National Framework; further development of Azolve and introduction of HIVE, an online learning platform; carrying out our own video work and doing some of our own graphic design saving around £8k a year. We will continue to challenge our leadership and communication whilst ensuring we remain true to our values

Finance: The Finance Manager, Deborah McGinniss advised the AGM that the purpose of her presentation today was to summarise the accounts that had been presented in the Annual Business Document and talk through the key changes.

The AGM was reminded of the decision at the last AGM to change our financial year and membership year to align this with **sportscotland's** investment year. In addition, we changed our accounting policy and at the time we estimated that the impact to our reserves would be around £100k.

Deborah spoke to the figures in comparison to those presented last year and advised that our turnover has reduced, largely as a result of the treatment of our membership income across financial years. This also has an impact on our reserves which has gone from £4k to a loss totalling £5k. However, the main change is to our balance sheet. As a result of changing our accounting policy our grants & deferred income has increased. As deferred income is treated as a liability, our net assets and reserves totals have gone down to £142k.

Further, a comparison of the 12 month figures for 2017-18 to the restated figures for 2016-17 results in certain changes. The surplus presented for 2017-18 is not a reflection of the financial position at the end of October, this is the result of a planned surplus of £122k, which is the agreed approach by our Board to release some old historical pots in order to increase our reserves from £153k to £275k. Whilst the current reserves figure of £275k is not enough to support three months' trading, the Board has agreed a reserves policy to be implemented during the next round of the corporate plan.

Deborah also advised the AGM that our sponsorship target over the past few years has been ambitious as we based this target around the assumption that we would secure new sponsorship partners. However, this has not materialised and as a result we have reduced this target. Further, we are in discussions with Scottish Water around the possibility of extending our current agreement and hope to share news on that soon.

In relation to our badges and certificates, over the past few years our sales have significantly declined in this area. As our National Framework is now fully embedded with a number of Local Authorities and Leisure Trusts, we will revisit this area in order to generate revenue with a target of around £70k.

Deborah concluded her presentation by informing the AGM of the process for year end and confirming that an application to **sportscotland** has been submitted for £1.2m and we are cautiously confident that this will be secured. As our next AGM is not until September 2020, we have presented two sets of projections, the first to capture the five months through to March 2019 and the second for the period through to March 2020 within the Annual Business Document.

Development: The Director of Development, Sharon Macdonald focused her presentation on three key areas for which she has responsibility – participation, club development and education.

In relation to participation, Sharon advised the AGM that ensuring Everyone Can Swim is our vision and ensuring every child can swim is critical to Scottish Swimming achieving our three strategic objectives. It is the beginning of the athlete pathway whether a child chooses to swim for health, fitness and fun or whether to be a club swimmer and progress along the pathway to performance, it underpins all the work that we do. However, quite often the experience a child has whilst learning is the determining factor as to whether they will go on and continue in our sport.

Sharon confirmed that in 2014 following a comprehensive review of Learn to Swim ("LTS") programmes across the country and the support we as the Governing Body were providing to LTS programme providers, we developed a National LTS Framework to support the delivery of quality learn to swim environments. We identified following key components, which all need to be in place in order to deliver a quality environment:

- a comprehensive and inclusive aquatic pathway providing opportunities for all to participate in their chosen aquatic discipline;
- the right culture creating a fun, welcoming, child centred programme;
- quality programmes require a quality workforce – having the right people with the right knowledge, skills, values and behaviours; and
- effective programme management considering both what happens in and out of the water and finally developing partnerships is crucial to continuous improvement to enable the sharing of best practice and accessing knowledge and expertise.

We received an unexpected demand for LTS providers for support and this has resulted in a number of important achievements, including having 37 LTS providers signed up to the Framework. We delivered CPD training to over 1000 teachers across the country and we are seeing significant re-investment back into aquatic programmes. Further, we attracted a significant sponsor to support the programme and the majority of the providers we are working with are reporting that their programmes have grown with over 75k children in programmes across the country.

Sharon confirmed that as we are now entering our 4th year of implementation, we conducted an independent evaluation of the Framework which highlighted the following:

- 70% of parents, swim teachers and managers rated the Framework quality high;
- 95% of managers were positive about the increase in numbers;
- all managers were positive about the programme content, information and tools and skill progression;
- parents rated highly their children's enjoyment, quality of teaching, what their children have achieved and improvement in swimming skills; and
- Scottish Swimming's partnership approach is an example of best practice.

In relation to club development, Sharon advised that a working group was set up to discuss the need for a club development framework to support delivery of quality club environments. Following this, we have identified six key components to develop the club framework and principles have been developed for all sizes of clubs and clubs can access as many resources as they require.

To support delivery of the club framework, we have developed existing resources and created new resources. For example, HIVE. In coming months, more groups will be added and encouraged all to join.

In relation to education, Sharon confirmed that a review in 2018 identified the need to make significant changes to training of swimming teachers with more CPD coaches and practical based learning and application. A new swimming teaching qualification is currently being piloted across four venues in Scotland and will be rolled out on 1 April 2019.

Sharon concluded her presentation by noting that the work she has highlighted would not be possible without our partnerships and we believe that we have grown our credibility with key partnerships.

Performance: The Disability Development Manager, Paul Wilson presented to the AGM in the Performance Director's absence by highlighting some of the achievements from the 2018 season. Paul commenced his presentation with the belief that sport should be fun, memorable and enjoyable throughout the performance pathway and also noted the LTS link and the importance of our supporters who travel across the world to follow our athletes' achievements. Outstanding family support is key to the success and progression as athletes and people.

At Gold Coast's Commonwealth Games we had our second highest medal tally with a total of 11 medals and 13 medallists. We also had fantastic results from our divers with our first medals in this discipline since 1958. Paul presented a graph to the AGM illustrating our sustained performance and medal delivery – this is a trend that we hope to continue.

At Glasgow's European Championships, our 10 swimming athletes represented 24% of the GBR team, our two diving athletes represented 14% of the GBR team and our five para athletes represented 21% of the GBR team. In total, our athletes delivered 33% of the British medals.

Paul also highlighted certain fantastic individual performances, including Duncan Scott, Grace Reid and Toni Shaw. Such performances have also been recognised at the **sportscotland** Coaching and Volunteer Awards at which Duncan Scott's coaching chain was presented with an award. It is important to identify every level of coach to ensure that we are delivering good quality coaches throughout the pathway.

Paul concluded his presentation by highlighting our four stages of coaching as a strategic objective within the performance plan.

The Chief Executive, Forbes Dunlop thanked the team for their presentations and for putting together the annual report. Forbes considers this demonstrates that our sport is in a very healthy position, which is a testament to the team and everyone involved, and opened the floor for questions:

Helen Murray, Life Member raised a query regarding GDPR in respect of Scottish Swimming's use of business and personal email addresses Board members as Scottish Swimming should be encouraging the use of generic addresses and lead by example. FD responded to advise that the Districts are leading the way in this area due to the implications of using personal email addresses and confirmed that her point regarding Board members would be taken into account.

Nigel Martin, Kinross queried the increase in fees in relation to our missed membership target and if a 5% increase in membership fees is required to cover the 2.5% decrease in revenue streams. In light of **sportscotland** and sponsorship decreases, Nigel requested information on what is being done to increase revenues. FD advised that while the target was 26,000 the budget was set against a much lower level, recognising the stretching nature of the target and our prudent approach to budgeting. Further, our ongoing conversations with **sportscotland** are positive and the challenging area is sponsorship. The Management Team realises that there is a lot of time involved in managing a sponsor so the intention is to manage a few great sponsors rather than spread ourselves too thin. FD also advised that a new corporate plan will be presented at the 2020 AGM, which will consider our financial model.

Helen Murray, Life Member commented on the focus within the report from performance being on medals, rather than performance and would like to see graphs on athlete performance across different events. For example, she noted that there are eight records in women events achieved prior to 2009 and she would like to see more figures from the performance team on our strengths and weaknesses in this area. FD advised that the performance team

has very detailed analysis available and so he would be happy to put Helen in touch with the Performance Director to provide the figures she has requested.

Forbes concluded by reporting on the culture and values working within the staff team. The staff and volunteers are working together to deliver the corporate plan and he took the opportunity to thank everyone as it is his last AGM. He has enjoyed working with Scottish Swimming and wishes everyone the very best for the future.

5.2 Company's Annual Report (includes reports from National Committees)

The President thanked staff for their comprehensive reports and referred to the national committee reports as previously circulated. She invited the Chairs to add to their reports.

Diving Committee: Allan Reid advised the AGM that the changes to the format of our National and Open Championships sought to make event more appropriate for those competing and make the most use of the Aberdeen facilities. This has been a success but there are still learnings regarding the running of the events but this brought forward a better feeling of partnership between diving and Scottish Swimming. Further, development of STO continues and we have coaches training this year to make sure that we have momentum and resilience.

Masters Committee: there were no further updates or questions.

Open Water: there were no further updates or questions.

Swimming Committee: Lynn Alderton advised the AGM of new records for 2018 since her report. The number of Scottish National records ratified has increased to 34, the number of para swimming records ratified is 64 and the number age group records ratified is 99. Lynn advised that the breakdowns will go on the website.

Swimming Technical Officials: Neil Valentine updated figures for 2018 since his report regarding certificates awarded: 186 (Judge 1), 60 (Judge 2), 34 (Judge 2S), 3 (Referee) 13 (Recorder), 3 and 2 (Open Water).

Synchro Committee: Phyllis McLean advised the AGM that since her report, we had a team down at the Nationals competition and Lucy Foster made the final for the 12 years and under age group. Edinburgh won the Club Championships in December 2018 and Linda Atkinson from Clydebank has been appointed as a GB judge for the FINA World Championships in April 2019.

Water Polo Committee: there were no further updates or questions.

The President thanked all of the chairs for their reports and there were no further questions.

6. Attendance and Apologies for Absence:

Attendance:

Club Delegates:	69	East	26	Midland	11	North	12	West	20
Clubs Represented:	42	East	17	Midland	6	North	8	West	11
Life Members:	15								
Swim Schools:	0								
Council & Board of Directors:	9								
Total Voting Delegates:	93								

Also in attendance were:	Staff	18
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Apologies:

Life Members	Ed Adam, Bill Black, Elspeth Black, Mary Black, Myra Grierson, Norman Grierson, Donald Muirhead. Malcolm Taylor
Swim Schools	Institute of Sport & Exercise University of Dundee

Clubs

East	Armadale Barracudas ASC, Bathgate ASC, Edinburgh University, Fife Sychro SC Ferry AST, Gala ASC, Glenrothes ASC, Kelso ASC, Musselburgh ASC
Midland	Blairgowrie ASC, Brechin Beavers ASC
North	Banff & Buchan Masters, Bridge of Don ASC, Broch ASC, Bucksburn ASC, Deveron ASC, Dingwall ASC, East Sutherland ASC, Garioch ASC, Grantown ASC, Huntly ASC, Inverness ASC, Lerwick ASC, Lochaber ASC, Nairn ASC, Nairn Synchro SC, Shetland ASC, Tain ASC, University of Aberdeen ST, Upper Deeside ASC, Whalsay ASC, Ythan ASC
West	Glasgow University, Larkhall Avondale ASC, North Ayrshire ASC, University of Stirling

7. Financial Report 2017/18, Budget for 2017/18 & Membership Fees for 2019-21

Proposed by David Downie, Life Member and seconded by Allan Fletcher, Life Member.

The membership fees were ratified for 2019-21. Durno Jessiman, Alford Otters (SASA Council Member) and seconded by Margaret Somerville, Life Member.

8. Company Fees & Fines for 2019/20

The Company Fees and Fines for 2019/20 were proposed by John Deans, Life Member and seconded by Derek McGown, East Kilbride ASC (SASA Council Member).

9. Alterations to the Governance Documentation

SASA Constitution:

Proposal PC1: Carried
Proposal PC2 & PR1: Carried
Proposal PC3: Carried
Proposal PC4 & PR2: Carried
Proposal PC5: Carried
Proposal PC6: Carried
Proposal PC7: Carried
Proposal PC8: Carried
Proposal PC9: Carried
Proposal PC10: Carried
Proposal PC11: Carried
Proposal PC12: Carried

SASA Articles:

Proposal PR3: Carried
Proposal PR4: Carried

The President thanked Blair Prentice and the Editorial Board for their work in preparing the amendments.

10. Matters the SASA needs to consider as sole member of the Company:

None.

11. Notices of Motion:

None.

12. Appointment of Members of SASA Council:

The President advised that the appointment of members of SASA Council were listed within the Annual Business Document.

There were no objections to these and the AGM approved the appointments for the coming year.

13. Endorsement of Members of National Committees

The President advised that there was a few changes notified within the STO Committee as follows:

Open Water Rep: Richard Collins should read Les Rodger; and
Elected Members: Alison Finlayson and George Lawrie should read Vacancy.

Lynn Alderton, Alford Otters and Swimming Committee Chair advised that appointments on the Coaches Technical Panel are not District appointments but instead coaches are selected by geographical spread. The references to Districts should be removed so that they just read Coach. This was noted and will be amended going forward.

Subject to the changes above, the endorsement of members was approved by the AGM.

14. Confirmation of Appointments:

The President advised that the appointments were listed within the Annual Business Document. There were no objections to these and the AGM approved the appointments for the coming year.

15. Installation of President:

The President installed Moraig Macdonald as the new President of SASA.

The outgoing President shared some background on Moraig's commitment to swimming with reference to the letters in her name:

M is for Mum, first and foremost, as her three sons are such an important part of her life;

O is for Official at Club and District level, Moraig joined her club committee in 2005 and from 2007 she spent nine years as on the District Swim Committee and as Midland Championships Convenor, as well as other District roles, including Club Events and Training Secretary, Club Secretary, Volunteer Co-ordinator and President. In 2014 Moraig became the second Midland SASA Council representative, applying for Vice President in 2016;

R is for Referee, in 2004 Moraig began her training as a timekeeper and in 2011 she completed her STO training, qualifying as a referee;

A is for All Rounder, as well as officiating and technical officiating, Moraig is also a qualified coach – completing

her L1 qualification in 2009 and undertaking her L2 training whilst studying for a MSC at Glasgow University; **I is for intelligent, insightful, interesting individual** with tremendous sense of humour; and **G is for Great**, a great person to be the next SASA President, a true volunteer and committed supporter of her Club, District and SASA.

The outgoing President thanked the new President for being a supportive Vice President.

The new President said it was a great honour to represent SASA and thanked both the outgoing President and Margaret Somerville for being fantastic guides and mentors. The new President also extended her appreciation to the Scottish Swimming staff for the amount of time they put into their jobs and advised that she is looking forward to working with the Council and Board over the coming months. Aside from addressing business, Council meetings present an opportunity for District representatives to come together, share ideas and consult on best practice. Council meetings have reflected an ongoing culture of collaboration and co-operation, producing positive and fruitful outcomes as a result. The new President also advised the AGM that it had been interesting to be a part of Board meetings to see strategic direction and support provided to the organisation, ensuring that we are staying healthy as an aquatic community across Scotland.

The President confirmed the appointment of the Vice Presidents – Ian Fleming and Colin Kennedy.

16. **Presentation of SASA Life Membership:**

Having shared background information on each of the worthy recipients, Life Memberships were bestowed on:

- Alison Low
- John Mason
- Maureen Campbell who could not attend but the Chief Executive read out a note of acceptance on her behalf.

Alison is a highly committed volunteer. She is a respected coach, teacher and tutor, and has actively supported North District for many years as a committee member and Swimming Technical Official

Throughout her year as President, Alison has fulfilled her National commitments with equal dedication. She has attended National meetings, meets, events and Board meetings, including representation of the Association south of the border. She played an integral part in the recruitment and appointment process for the new Chair and members of the Board.

As Chair of Council, she has fostered a continuing culture of cooperation, permitting Council to work effectively alongside our National Governing Body. She has encouraged our District representatives to look to the future while remaining mindful of the lessons of precedent. An avid advocate for young people, she has actively supported the development of opportunities for our younger members within the organisation

In recognition of all she has done to support the Association, it gives me great pleasure to present Alison with Life Membership today.

John Mason was a member of the Board from 2006 to 2018, championing equality by supporting the organisation to achieve our intermediate award and encouraging us to work towards the advanced award. His chairmanship of the Audit and Risk Committee has allowed the organisation to define and limit risk, highlighting areas requiring further development. His experience and knowledge of the Scottish Government, Scottish politics and the bigger political agenda has proved invaluable to allow Scottish Swimming to remain in touch within a changing political climate. During his tenure with Scottish Swimming, the organisation's turnover doubled and the President was delighted to present John with life membership.

Maureen Campbell was a member of the Board from 2004 to 2006 and Chair from 2006 to 2018 providing excellent leadership and direction to Scottish Swimming and being very supportive of the Council throughout. Her commitment, enthusiasm and support has been unwavering and she remains as passionate and determined to see our sport move forward today, as she did when she joined the Board. Her leadership, vision and determination has seen Scottish Swimming develop into and become recognised as one of sport's leading Governing Bodies in Scotland. Maureen's leadership has left the organisation in a very healthy position with a platform to grow and develop.

The President thanked the AGM for attendance and prior to conclusion, confirmed the following dates for diaries:

1. Awards Dinner on 28th September 2019, Radisson Blu, Glasgow; and
2. The next AGM will take place in September 2020, date and venue to be confirmed.

The AGM meeting concluded at 12.10 hours.