Joint Board and Council Meeting Minutes

Minutes of the Joint Board and Council Meeting held, 10am, Sunday 14th April 2013
Board Room, Royal Commonwealth Pool, Edinburgh, EH16 5BB

Present
Maureen Campbell (MC)  Chair
John Mason (JM)  Board Director
Allan Fletcher (AF)  Board Director
Peter Bilsborough (PB)  Board Director
Win Hayes (WH)  Board Director
Ian MacCallum (IMac)  Board Director
Danny McGowan (DMcG)  Board Director
Gina Logan (GL)  President
David Downie (DD)  Vice President 1
Eddie Wilmott (EW)  Vice President 2
Ian Fleming (IF)  West Council Representative
Cath Fleming (CF)  East Council Representative
Ronnie Anderson (RA)  East Council Representative
Alan Thomson (AT)  North Council Representative
Pam Thomson (PT)  Midland Council Representative
Forbes Dunlop (FD)  Chief Executive Officer

Guests
Elizabeth Stewart (ES)  West District Representative

In Attendance
Elaine MacKenzie (EM)  Director of Services
Ally Whike (AW)  Director of Performance
Sharon MacDonald (SMac)  Director of Development
Deborah McGinniss (DMg)  Finance Manager/Company Secretary
Jane Robinson (JR)  Executive Officer

Item No.  Action

1. Chair and President's Address:
MC welcomed everyone to the meeting and to the Scottish Gas National Age Group Championships at the Royal Commonwealth Pool. This was the first time a Board and Council meeting had been held at an event but it was a great opportunity for people to come together.
MC extended her welcome and congratulations to Forbes Dunlop, newly appointed Chief Executive and Sharon MacDonald newly appointed Director of Development.
Following this GL gave thanks to everyone for their support at the AGM. GL explained she had attended a number of gala’s and events since she began in office and she took the opportunity to thank the volunteers and event organising committee for the work at the Scottish Gas National Age Group Championships.

2. Declarations of Interest:
None

3. Apologies for Absence:
Iain Meldrum, Midland Council Representative; Colin Downie, North District Representative; Danny Rankin, West District Representative.

4. Minutes of Previous Council Meeting held Sunday 13th January 2013
Minutes were agreed as a true and accurate record of proceedings.
Minutes of Previous Board Meeting held on Sunday 27th January 2013

6.4 – Typo error on 1st line.
Action – JR to amend the minutes and arrange for upload onto the web. 

5. Actions from Previous Meetings:
7.5 – DD raised concern that members from the North in particular would find it hard to get to the Awards Dinner now it was scheduled for a Friday night.
MC stated the event will go ahead on Friday 13th September 2013 but consideration would be given for the Awards Dinner in 2014.
10 – MC confirmed a formal apology had been received from the Daily Mail to David Sparks, British Swimming following the recent press coverage.

6. Items for Decision
6.1 Strategy: Half Year Progress Report
FD introduced the paper outlining that further details of the key points were contained in the management team papers covered later in the agenda.
The review highlighted that the majority of targets are on track for 2012/13 with a small number of targets needing more attention over the next 6 months.
FD highlighted the target around Partnership Agreements as an area where he felt more work was needed to have a more consistent approach across partners. The management team will look at this in the coming months.

6.2 AGM Draft Minutes/Debrief
A page by page review took place of the AGM minutes with a number of typo errors highlighted. Once the errors have been changed the Board and Council accepted the draft minutes and these will go for formal approval at the AGM in February 2014.
Action – JR to amend the draft minutes and arrange for upload onto the web.
Following the review MC asked for general feedback on the AGM. The majority of members agreed that the meeting had been a clean and sharp meeting. CF suggested the opportunity of a networking workshop in future, EM stated that this had taken place in the past and had limited support. She suggested that feedback suggests the informal networking time is sufficient.
Discussion took place around the start time of the meeting, with representatives from the North District asking for an 11am start in 2014.
MC stated that Council members had agreed to the 10am start time in 2013 but suggested a 10:30am start time in 2014. Discussion also centred on the interaction of members attending the AGM with GL stating that unless there is a contentious issue then minimum interaction would take place during the formal proceedings.

6.3 Performance Planning
AW introduced the paper, he highlighted the importance of learning from previous Commonwealth Games reviews and making sure a plan was in place to achieve success on home soil. AW also explained the paper was not all about Glasgow 2014 but included the wider preparations towards Rio 2016. The other big consideration was on recognising the balance between team and individual preparations.
DMcG stated the paper was a comprehensive proposal which he fully supported.
PB asked questions on talent identification and if there was an opportunity to learn from other sports governing body’s preparations.
AW confirmed other sport investigations had taken place and Scottish Swimming were exploring our talent identification process. He also confirmed that due to our athletes following the performance pathway this held us in a strong position for team preparations.
JM thanked AW for a good paper commenting on the inclusion of relays. JM queried looking into the risk of pressure on the athletes and managing expectations. AW welcomed the points and confirmed it was the intention of the Management Team to bring a full paper to the June meeting which would look at all aspects of preparing for a home games. MC suggested inviting Louise Martin, Misha Bottling and Michael Cavanagh to the June meeting for this discussion.

FD confirmed consultation had taken place with the coaches on the preparation of the paper and coaches and athlete feedback had been included from previous Commonwealth Games. IMac welcomed the inclusion of the appendices showing the statistics and percentages in relation to top 3 performances in the Commonwealth. AW stressed that this was only part of the tracking of athletes and that all athletes progress at different rates. PB suggested looking into the potential impact and aftermath of Glasgow 2014 and being prepared for a range of outcomes in advance. FD agreed and suggested this point would be picked up as part of the new strategic planning process which would be considered at the June meeting.

6.4 Risk Management
EM gave a brief introduction to the paper confirming that Risk Management would be brought to every April Board and Council meeting to adhere with good governance. Following the KPMG audit a small number of items need to be addressed and these have been included in the policy. EM confirmed that risk management was an item on the management agenda and regularly updated. JM reiterated that the KPMG auditors were very satisfied with the recent audit and our good governance. He also mentioned it was important that the Board were made aware of the risks and how these risks were being monitored. Board and Council approved the Risk Management Policy Statement. The Risk Policy was approved following the suggested changes regarding risk appetite.

6.4.1 Risk Management Policy Statement
EM briefly ran through the policy statement highlighting the definitions, requirements, benefits and roles and responsibilities.

6.4.2 Risk Policy
EM introduced the risk policy. IMac questioned the risk appetite and the rating of these risks. MC suggested splitting the financial and commercial risk.
Action – EM to split the appetite risk areas.

6.4.3 Risk Management Register
The risk management register for each team was introduced by EM.
DD suggested a change to the Performance risk register stating that major facility closures should state facility access to take into account pools refurbishment and access during Glasgow 2014.
A small number of typo errors were highlighted.
Action – EM to update the registers.

6.4.4 Opportunities Management Report
EM briefly discussed the opportunity management report.

6.5 Approval of National Panel Members
The panel members as listed were approved for a three year period as per company rule A – Districts may, each year, nominate not more
than six persons (who shall be members of SASA) for membership of the National Panels Member list.
EM to confirm with each of the new members. Discussion took place around the RSDM’s supporting the complaints process at club level and EM advised that the RSDMs are a first point of contact and they then refer the club to EM for advice on the process. It was agreed that EM would look at the current system as it is clear that the workload is heavy in this area and whilst it is a valuable service that we offer we should look to see if we can access some trained mediators at a local level who could be directed to support the clubs at an earlier stage.
**Action** – EM to investigate the access to trained mediators to support clubs/districts. EM

6.6 Mutual v Non Mutual
DMg presented a paper on HMRC’s characteristics on mutual trading. The purpose of the paper was to seek approval from Board and Council to seek legal advice on whether Scottish Swimming meets the standards set. The Board approved option B with the caveat that any further changes to the proposal would need to be represented to Board and Council for approval before passing through to our Editorial Board for any changes to our constitution.
**Action** – DMg to seek legal advice from our legal advisors before progressing further. DMg

6.7 Appointment of Editorial Board
EM introduced the paper advising of the nominations for the Editorial Board. EM commented on how the support from the Editorial Board had been excellent and there was a good rapport within the Editorial Board members themselves.
PT questioned where the nominations for the Board arise from with EM confirming that the districts make these nominations.
MC suggested that the Districts are made aware when there is an opening for a new member and asked if Blair Prentice could notify the districts.
The Editorial Board members were approved.

7. Items for Information

7.1 Management Accounts – 1st Quarter
DMg presented the first quarter accounts for the period ending 31 January 2013 and advised there were a couple of changes to the format of the report from previous quarters. Firstly the phased budget profile has been changed to reflect anticipated income to support the relevant quarters rather than actual income received. The Board requested that a similar exercise be introduced for our top five main expenditure items.
**Action** – DMg to introduce this to our next quarter reports. DMg

AF raised a query around the wording under note 4.
IMac advised that he would like a breakdown to show how the figure arrives at £280k against creditors.
**Action** - DMg to show the breakdown of creditors. DMg

PB asked why the report no longer shows the reserves target to support three months trading activity. DMg advised that she would be happy to capture this in future reports.

7.2 Child Protection Policy
The paper was circulated for information and a few typo errors were noted. **Action** – E McCall-L to update typo errors. Eilidh McCall-Lawrie

On the advice of the Safeguarding in Sport Team the Child Protection Policy has had the following changes:
- The definition of a child has been increased to 18 years old.
• Types of abuse is now an appendix
• Disclosure terminology has been changed to Protection of Vulnerable Groups (PVG).
• Bullying & Communications sections have been made more up to date and relevant.
• Role of Scottish Swimming, Club and CPO have been moved to the beginning of the document.
• Responding to concerns about a child updated.
• Responding to concerns about the conduct of a Member of Staff/Volunteer added.
• Appendices have been updated in line with the Club Child Protection information Pack to ensure continuity.
• Useful contacts updated.

8. Reports from the Company
8.1 Chief Executive’s Report
FD thanked staff, in particular the management team for ensuring the business continued to function effectively during the months when no CEO or Director of Development were in post.
FD stated his approach had been to enquire, reflect and learn about Scottish Swimming, the staff, the Board and the members. FD has met all Board Members as part of his induction process.
FD took the opportunity to say that the Age Groups Championships had been fantastic event and it had been a great occasion to meet swimmers, coaches and volunteers.
A number of key points were highlighted in the report which FD is prioritising as requiring immediate action.

8.1.1 Legal Items
None

8.2 Director of Services Report
Following Scottish Swimming’s recent Audit by KPMG EM reported we had received fantastic feedback in our draft audit report. Once issued the final report will be circulated to Board and Council.
The membership returns process is well underway and it is envisaged we are on target to hit 20,000 members. Already the returns are up on the membership target of 2011 and 2012.
EM was delighted to confirm a two year sponsorship deal with Scottish Salmon which will be launched on 13th May. This sponsorship would be primarily focused around supporting the Early Year programme and SMac confirmed this deal was supported by a further investment from sportsmatch.

8.2.1 Marketing and Communications Update
EM was pleased to announce that a side-line agreement had been secured with Speedo to allow us to sell Scottish Swimming Merchandise at our events and online (with the exception of National Championships Events). A staff kit consisting of t-shirts had recently been received and circulated to all staff.
Following the departure of Ashley Howard a number of questions were raised over the ownership of the Back a Rising Star programme. The funding received from this programme doesn’t appear on the accounts sheet. MC suggested the BARS programme be reviewed in October.

Action – Review the BARS programme by October.

AW gave a brief report on the live streaming trial which took place at the Age Group Championships. Early indications show that the trial was a great addition to the event having received excellent feedback. AW stated that the Marketing
team would be investigating the opportunity to add this as a permanent feature to National Swimming Events should investment be secured. JM supported the report stating the streaming was of superb quality. JM questioned the potential of maximising the return on the investment and our sponsorship offer for live streaming. A discussion took place around the key messaging and the impact of this work, FD agreed further consideration needs to be given to this as part of any future development.

8.3 Finance/Company Secretary Report
DMg presented the report giving a brief update on Scottish Swimming’s reserve investment. A banking package is currently being worked on with RBS which will be made available to swimming clubs. This package includes free banking and specialist expertise support for clubs. DMg confirmed that from the 6th April SS will be reporting Payroll – Real Time Information to HMRC. Further information is required before notifying our volunteers, coaches and directors of this process. An investment from sportscotland has been received to support the Edinburgh Diving programme for the next 12 months. With a further agreement of in principle funding for 12 months thereafter. FD and AW confirmed dialogue continues with BS to ascertain their funding agreement and the funding agreement with the disciplines.

8.4 Director of Development Report
SMac highlighted a number of key areas which she has been working on since her appointment. Working closely with the RSDM’s SMac has taken the opportunity to review the key achievements and challenges for the RSDM’s over the last four years. She has identified areas of the business which can be developed on and a further paper will go to the Board in June. A review of UKCC programme is currently underway to make sure we are offering quality teaching and coaching provision. A pilot study was recently completed with Stirling University. This pilot looked at embedding a UKCC teaching aquatics course into the PE Teaching degree.

8.5 Director of Performance Report
AW wished to highlight a number of points in his report. The long term focus of our Performance Centres continues to be a challenge but the Stirling ITC has been offered a further 9 month extension. BS have reduced their disability funding investment to the Stirling programme which is very disappointing and subsequently changes will need to be made over the next 6 months. IMac raised concern over the decision of the ITC programme in the future and asked if a set criterion will influence BS’s decision. MC gave a brief update on how the decision could be made but at present there are too many variables and possibilities that could influence the decision. AW congratulated the swimmers who attended the British Open in Leeds. Noting an excellent performance and achievement from Megan Briggs, Kathleen Dawson, Lucy Hope and Mark Szaranek who all qualified for the European Junior Team.

9. Directors’ Reports
None

10. British Swimming Update
MC stated the next British Swimming board meeting will take place on Saturday 20th April at the FINA World Diving Series, Edinburgh. BS has made two new appointments – Chris Spice takes up the post of
National Performance Director and Bill Furniss has been appointed National Head Coach. Both will commence their appointments in April. Once in post their focus over the coming months is to understand the current challenges and opportunities from a new perspective and to consider how best to optimise performance opportunities to achieve medal success at Rio in 2016.

11. **AOCB:**
   None.

12. **Date of Next Meeting(s):**
   Council:   Sunday 9th June, 10am, NSA, Stirling, FK9 4LA
   Board:   Sunday 23rd June, 9:30am, NSA, Stirling, FK9 4LA