

**MINUTES OF WINCHESTER CITY PENGUINS SWIMMING CLUB AGM 2018  
HELD ON SUNDAY 14TH JANUARY, AT WINCHESTER TENNIS CLUB**



**PENGUINS**

**WELCOME AND APOLOGIES**

**Present:**

Trustees: Lionel Jones, Mark Volanthen, Bob Menlove, Sue Falconer, Liz Hatfield  
CEO : Mike Fisher  
Head of Operations and Finance: Vicky Harrison, Administration Executive: Alison Crompton  
17 WCPSC members

**Apologies:**

Helen Trippe, Mike Vokes, Amanda Frisby, Kim Hill, Emma Back

**CEO and Trustee Introductions**

Apologies from KH who is absent due to illness - will take any questions regarding Kim's section and get answers back asap.

**MV Charing AGM**

**APPROVAL OF PREVIOUS MINUTES**

- 1 The minutes were approved by Mark Volanthen and seconded by members.

**TRUSTEES REPORT**

**Annual Report - SF**

- 1 SF talked through report from Trustees as published in Annual Report 2018
- 2 Trustees that stood down during the year are noted.
- 3 Trustee role to meet objectives set out in constitution and ensure compliance with Charities Act
- 4 During 2017 - had Sam as CEO, Kim HOP, Kerrie LESSONS
- 5 Operating club on daily basis with staff and volunteers we have is a challenge, so developing and progressing new areas is a challenge.
- 6 1,166 members at end of 2017 which makes us largest club in Winchester, 350 competitive swimmers and around 2/3rd members in our Learn to Swim programme which is vitally important to the club financially and also in providing our swimmers of the future.
- 7 Challenge to control the finances during the year which was carefully managed and reserves increased (partly thanks to Sue for standing in as interim CEO on a voluntary basis)
- 8 New Assistant Head Coach, Sam Chadwick, has joined us full-time which is a big step for the club in providing further support to the programme.
- 9 Also have appointed extra administration support - Alison Crompton, Membership Secretary - this has relieved admin overstretched by also covering the lessons programme when Kerrie left in April 2017.
- 10 IT has been developed with the introduction of a new website, and more recently with DW supporting to implement an IT infrastructure.
- 11 Sponsorship package developed which will be moving forward during the new season.
- 12 Safeguarding and processes - Pip Varley, Welfare Officer, has been a volunteer for years, incredible amount of work by Pip over the years and a huge thank you to her. Became clear she needed support in this area to help develop safeguarding processes, and volunteers have come forward and safeguarding team now set up - details on website.
- 13 Volunteers Co-ordinator, Katie Thorman, offered her time to expand volunteer force. Katie involved four months now, and thank you for doing such a great job.
- 14 Community benefit - hopefully continued to provide high quality lessons programme, developing our older swimmers to become helpers in the programme and then go on to qualify as teacher / coaches.
- 15 Inclusive Schools Gala, Primary Schools Gala and Novice galas all areas we would very much like to continue and expand further.
- 16 All community events, and the Swim for Future, and Holiday Playschemes that run during holidays for community children are supported financially by sponsors (not via membership)
- 17 Kim unfortunately not well so SF quickly went through results during year to 2016-17. Club very proud to have our first British National champion Pietro, to retain place in Premier Division of Arena League 2017, winning Junior Cup and Premier League trophies, and all the medals won by Tom, Faye, Iona and Eva, and the Masters Helen and Cathy at the Masters National Championships.

**Questions:**

- SH [Safeguarding Committee - Code of Conducts that went out not approved ones.](#)
- MF We will come back to that later in the AGM.
- JP [Is there the possibility to expand to other schools? Lots of schools out there that WCPSC could take on with funding from the County, as far as Eastleigh, Cford etc.](#)
- SF Started with schools likely to have high number of children unable to swim due to their catchment areas, but agree would be lovely to expand project. Only thing stopping us is resources, and time and staff to expand these projects. If we can expand our Schools Swimming programme, which is something we would like to look at, then will capture children from there. One target set is that all children can swim 25m by the time they leave primary school.
- DW [How long has Kim been in the club?](#)
- LH Just after CIO formed - Spring 2014
- CS [Have quite well qualified volunteers willing to give their time to the club - where is the possible avenue for sponsorship and why wasn't it looked into before this annual event? - e.g. Arena League wasn't sponsored, had to pay for bus](#)
- SF Keeping things affordable is challenging, and if we can manage to do that through more sponsorship great, but sometimes doesn't happen due to lack of resources.
- CS [There are willing volunteers to go out and raise sponsorship](#)
- MF Great opportunities for more sponsorship - always quandry as where to allocate that sponsorship when we get it, but need to do it in a co-ordinated way and harness volunteers. Haven't been particularly great at that and this is one of the things we certainly need to progress going forwards.
- MP [I believe a sponsorship pack has been developed, can we have more information about that today](#)
- MF Will come to that a bit later.

**REPORT ON FINANCES BY KNIGHT GOODHEAD ACCOUNTANTS**

Chris Goodhead presented the Annual Accounts produced which will go to the Charities Commission on public record.

- 1 Figures are the result of a clean examination report - no problems found with books, and therefore is good set of figures.
- 2 Looking at I&E account income up by 13% across lessons, training fees, and less significantly membership and sponsorship income too.
- 3 Expenditure down on previous year largely due to CEO post being covered by Sue F so staff costs significantly down.
- 4 Good news financially, and loss sustained the previous year of £10,700 now transformed into a profit of £73,200.

- 5 Reserves 2016 down to under £20k, precarious place to be. Now restored to much more healthy balance of £93k.
- 6 Creditors looks like a huge balance, but the majority of it was deferred income to the 2017 accounts.
- 7 Debtors - MOD invoiced in advance so that's deferred to next year as well.
- 8 Net assets figure of £93k represents just over 2 months worth expenditure. Much more comfortable position to be in, but could still be better, and I believe the intention is to build up further

MV

Another year like this year should get us to level of reserves the policy requires which is about 3 months operating costs.

- 9 In summary, not out of the woods, but much more comfortable position to be in than last year. Keep working to build reserves to policy reserves of £120k

BM

Thanks to Sue haven't had to pay for CEO for good part of the year - looking forwards going to be a challenge to keep building reserves during the year.

KG

Can't expect to have another year quite as good as that in respect of surplus, but don't need to. Just need to keep income ahead of expenditure and you will get there. Have established that base, and no here to just build up funds, so once reached reserves want to be able to pay for CEO and have a sustainable model, which you seem to have, and should be able to get a bit of a surplus and get where we need to be.

MS

Are the pools all charge different rates?

MF

All charged at different rates, forever juggling pool time. Have expanded sometimes making ourselves vulnerable, but finding pool time difficult, prices go up incrementally every year, keeping relationships with pool providers sometimes challenging, but on the whole good relationships.

KT

Holiday programmes for competitive swimming squads been thought about?

MF

Have looked at it and need to come to view whether we roll out a set programme going forwards in holiday times, but things not systematically happening at the moment due to fire fighting on a day to day basis, and additional benefits on focusing on other areas require a bit more effort and time available. Currently looked at on a termly basis rather than fixed schedule of programmes.

DW

Club also taken on assistant head coach - impact on revenue/expenditure?

MF

This year have set a stand still budget - conservative figures but are £10k up for first quarter and this includes all admin, coaching staff. If some sponsorship comes up we will be in a healthier position, but topping up reserves to £120-150 for 3 month coverage. We are on track.

MV

Trustees sit with Mike once per quarter to approve budget for the year, and to check delivery against budget with Mike and ensure team keeping on track for the benefit of the members.

JA

There is lots of risk in this operation and particularly around pool venues and how reliant you are on lessons funding which can only be delivered with access to pools to do it. Have you looked at risks in relation to pool closures? How are you addressing that?

MV

Various parts of club that contributed to drill down into where the income is raised. That forensic costs based accounting led in part to the turnaround in the finances, understanding where income was made and being spent. Timetable now planned with budget meetings. Always uncertainties, and pool availability will always be a key risk the club is exposed to. There is a sustainable model without any one pool, but it wouldn't look like it does today, may not be the same number of squads, important thing is reacting to changes as they come along.

MF

We know our operating model, so we know what drives what. Have been lucky enough to have more pool time to expand the programme, but we may have to reduce the programme to keep sustainability and keep the right balance of learn to swim to squads. Learn to Swim isn't there just to provide money to squads either. Decisions are made in the best interests of everything the charity is trying to achieve. May need to start looking outside of current pools to see if we can get access - we do have pool closures approaching - it's a complicated model.

JA

Yes, very complicated model, and as a member need to see the inter dependencies between different parts of club, and very challenging to balance to keep all members happy.

MV

All decisions are made to try and give best outcome for as many members as possible, not always going to fit everyone.

KG

Agree with everything you have heard above. Trustees and Management Team have put in a much more professional financial operation than a few years ago.

MV

Accounts have been approved by the Trustees and Chris will sign off accounts following the meeting.

#### CEO Update

MF talked through slide show.

- 1 When first came to club these are things that quickly became apparent (SLIDE 1):
- 2 Large scale of operations, now have good stable finances, under- resourced in terms of staffing and very challenging to keep programme running.
- 3 Still transitioning from previous strategy to new one of Charity, and from CEO to CEO.
- 4 Community and disability provision good but limited - charity objective includes serving community of wincheser with range of activities but is focused on competitive side.
- 5 Volunteers - keen people but co-ordination challenge.
- 6 New SE level 1 coach policy massive shift from where we were and this was a big challenge - have worked hard to think about pipelining existing teachers/coaches to get to a point where more stable.
- 7 Outside of teachers and coaches, we have only 2.5 people working to keep charity running.
- 8 Need a systematic approach to doing things. Next step is to get co-ordinated, and systematic, strengthen work force basis to make sure not fragile.

#### Progress since Annual report

- 9 Managed to keep activities running, and with tight financial control are up by £10k on Q1.
- 10 DW has worked hard to introduce SCM (Swim Club Manager) - game changer potentially - short term by releasing admin burden to place those hours somewhere else. Launched before Xmas, tried to go live for membership, but didn't quite get response needed from everyone so went to auto renewal again for anyone who hadn't logged in. Lots of learning in terms of responsiveness of members, what system can do for us etc. Have started logging in PBs for swimmers, and are building on it moving forwards which will provide metrics useful for coaches and swimmers in planning their performance and development. First thing implemented will be the communications through SCM.

SS

Will Lessons be integrated into SCM?

- 11 Should do, but have started with squads as smaller and more manageable. Plan that lessons is next phase to upload, as is more burdensome in setting. Very bespoke way of running lessons, very difficult to automate within IT system, so won't work as perfectly as squads, but hoping it will be able to help a lot with the administration.
- 12 Swim England Quality Kite Mark (Swim21) we retained accreditation for 2018 - important part of being recognised as a quality provision and should be proud to market that.
- 13 New pool we will come back to with Sue, but work done over first few months is about strategic position of us as an organisation, and being supportive of people trying to put it in place, and working in partnership. Fundamentally as a club would prefer 50m pool, lessons programme, so need input into spec and access - reasonable relationship with Council and they are proactive with us now to involve WCPSC in meetings.

JP

How much say in the design of the pool, especially with the learn to swim side? Looking at other pool just opened we don't want to make the same mistakes.

MV

We have no say, but we have influence. Have a seat around the table to be able to input.

SF

Times slightly frustrating as not been invited to be engaged as much as would like to, but recently meeting with core team working on new facility with Cllr Lisa Griffiths, and will be able to show you architects design a bit later in the AGM, and there are council meetings we can go to, but we are now in the room with those people having input. Pretty sure the business plan will depend on the income from our club but not sure how that will shape up. Important we and other swim schools continue to work closely with them.

JP

As group, Committee, put on paper facilities required as a club but for lessons as well? Moveable floors etc, easy access?

SF

Yes that detail is in there. Architects plans can see there is moveable floor, boom to separate out, teaching pool moveable floor and also used as a swim down pool, and will be additional waterplay area for young children. Have made clear over length of facilities life we will be contributing approx. 6 million.

MV

Spectator capacity another input we gave. Trying to influence as we can across needs of whole membership. Not always heard, but seems to be moving in right direction.

JP

Eastleigh finding quite a few flaws in the build now, e.g. access for disability and mums and babes.

SF

WCC survey - please make sure fill it in - open at the moment.

CS Suggest swimmers words written in report - more powerful in CS opinion.

MF Sponsorship arrangement - have entered into agreement with individual to put together packages in line with charity principals. Small initial outlay, and then any additional investment secured they will get small percentage as they go. Felt best approach at this moment in time to get sponsorship in short term. Now need to surround that person with support team - reporting back to sponsors, etc.

MP In past mainly had donors rather than sponsors. In order to deliver any formal professional sponsorship arrangement it is going to take people internally to develop that. Key to the way we need to start making our competitive success feed back. Top squads cost money but can pay back in turn.

MF And that is conversation that has been had - once sponsorship arrangement signed the charity will be administering it. They will take lead on relationship for period of time but we have to administer it professionally, so need to think about resources allocated to it e.g extra admin hours internally. Need to co-ordinate it, make sure go live, and put in club support around it, but going in right direction now.

MF Have reviewed behavioural policies - live with teachers, coaches parents, swimmers, and officials, everyone covered by similar behavioural policies. New IT system will require members to sign up to the code of conducts

SH Hasn't been any communciation that worgng code of conduct attached initially.

MF Aware of that and will do a follow up and perhaps just send it all out again.

AM Counties starting next weekend, and Code of Conduct is mentioned in that, so Code needs to go out to all those attending.

MF KH will send out within her email pre Counties the CoC's.

LH Should also be done face to face with the swimmers, for the kids to understand.

BM CoCs incredibly important - need to be very clear on execution of CoCs

MF If problems arise, and we do need to go through process, we need to be clear on the process and stick to it.

SH There is a disciplinary code to follow if you step outside of CoCs but this is in the air and needs to be published.

MF Need to publish that so everyone clear.

MF Youth Forum has been relaunched to give a voice to younger people in the club - get them engaged and offer holistic opportunity within club.

CS Very keen for swimmers to have an understanding of what goes on behind the swimming, happy to volunteer with supporting Youth Forum. Also going to look into support programme for parents struggling to keep their swimmers swimming.

#### Priorities - MF

Keeping the programme running, keep IT system developing to support communications e.g. session cancellations, evolve strategy work that was started (affordable swimming policy to be included) over the next 2-3 months before planning budget for next year.

SS Who decides on strategy?

MF Forum last May started things (about 20 members representation across the club). Keen to now have open forum to all members showing starting strategy of charity, will also be some proactive going out to forums purposely to get representation from differents groups. March/April time.

BM Priorites ordered - Safeguardng top priority.

(not in any order) Some of the list non-negotiable priorities, and these are time lined. Workforce a hugely important one that needs addressing quickly.

JP Update on coaching? Coaches being interviewed? Filling in still, and haven't heard any more yet.

MF Had four responses to ads recently, due to interview 2 last week - interviewed 1 who can provide zero hours support (potentially quite a few hours but going to see him coach first before committing) - KH going back to two others to offer further interview - in process and in meatine Jacob RB now has L2.

JP What happened with going to SE re Level 1 coaches taking sessions?

MF Have challenged the SE policy. Have to go with guidance given by National Governing body at all times. Last couple of weeks may have got to a position where can use L1s with appropriate risk assessment and with plan in place to get them L2 qualified. Might help is in the short term. Haven't yet clairified about Level 2 teachers. Ongoing dialogue with IOS and SE to get to a point where we can start taking pressure of people who have been covering.

MP Finances greatly helped by the, lets face it, horrendous staffing levels this term?

MF Has been a priority for past 3 months, trying hard to recruit and haven't been successful yet.

LJ Not a fact that we can't afford to take on people, it's finding them.

JP Not enough lifeguards - don't need lifeguards as can get swimmers lifesave qualified.

MF Will look into pool rules, and if it's an option would do that.

CC What about if I had an epileptic fit?

JP Life saver is qualifiied to deal with that.

VH Note: The ATR require us to use fully qualified lifeguards.

MF Actively trying to recruit, but if we can't service it at some point have to decide to reduce the size of programme - or give more time to lessons to increase income.

KT Are other clubs having difficulties recruiting?

SF Other lessons providers are having difficulty with recruitment, but MF already alluded to different models?

MF Opportunity to network with other clubs to ensure we all have requied staff - still involved with Solent Network to look at CPD needs of various groups.

SF KH and Mike also working with University bringing people through to club.

JP Safeguarding Course not appropriate to swimming teachers

VH Latest generic course run with Energise Me - adapted to ages/qualifications of attendees.

CS Can we offer CPD for volunteers, officials, poolside helpers, Team Managers

MF Trying to - team manager trianing etc, not properly co-ordinated yet. Need more holistic workforce development plan across all staff - starting with induction pack and then support development in the roles.

#### Election of Trustees (Mark V)

- 1 Constitution - trustees are rotated on 1/3rd as set out in the constitution.
- 2 Election of new trustees - Lionel Jones and Liz Hatfield have been formally proposed by MV and seconded by SF to stand. No objections were received, and both were formally elected.
- 3 Room for more trustees, and can appoint throughout year, interested persons to speak to Trustees.

LJ Can have a total of 12 trustees - 8 members, 4 co-opted. 1/3rd of total can be co-opted.

SS Invite for people to nominate sent out to all members before hand? Email recently had no invitation to nominate for election - no-one standing because forms not sent out.

MF Need to look at reviewing the constitution (currently Swim England led). Within constitution need to decide what the trustee numbers should be - right skills on board.

KT Trustee liability?

MV Does't need EGM - can join throughout the year. Yes, carry personal liability to the club - have liability insurance. No different to liability insurance as a Director - will check insurance policy includes it.

CS If you advise someone incorrectly e.g. safeguarding issue - all trustees have liability together?

JA In Charity law the trustees take decisions as a joint and collective decision. Advise going to Chairty.gov.uk if you are considering being a trustee and work through that document as it will answer a lot of questions you are asking.

KT Worried about Trustees being covered by our indemnity insurance.

MV We need to double check our own position and if that is in place make that publically available

MF Will promote other trustees coming on and when we do will include liability with that.

- MP Don't really have any one within our club Trustees who is really connected to swimming governing bodies, and able to support the coaches and add value at that level - is that something we will actively look at this year.
- CS [If it was a PTA you would have a representation from a teacher?](#)
- MF Going to review the constitution, but could have someone from a coaching background.
- LJ Management team look after the day to day running of club - KH part of that team and had hands on involvement that.
- MP [Someone from a coaching background might have something to add when looking at the club and giving advice on issues.](#)
- MF Will issue the skills wanted on board - might include technical swimming, HR, etc. Keen not to open out to membership without doing it in a managed way. Will recruit in line with strategy, and may need to advertise.
- MV In summary - when put advert out for Trustee nominations, will include what skills looking for, and Trustee obligations and liabilities.

**APPOINTMENT OF EXTERNAL EXAMINERS:**

Re-appointed Knight Goodhead for a further year as external examiners.

**AOB:**

- SF Very sorry, realised had missed a whole page from Competitive results provided in KH report, and pointed out they are in the Annual Report if members would be kind enough to look there.
- CS [As squad rep for Academy - parents have requested parents evenings with lead coach \(121 with swimmer\) which JRB has done. Parents would like more inclusion in feedback following those 121 meetings.](#)
- MF Have discussed with KH how to make this happen, and manage communication, but recognise as needing progressing.

**Meeting Ended 15.35pm**