



WCPC BOARD MEETING 3RD JULY 2018

Present : Mike Fisher (MF); Sue Falconer (SF); Lionel Jones (LJ); Steve Greenfield (SG)

Apologies: Mark Volanthen - though feedback provided before meeting on papers

Board Update Report

MF presented update - see appendix 1.

Finances

Overall finances are satisfactory.

Lessons income has exceeded expectation whilst squad fees have been under budget.

Projected profit around £20k at year end.

This would take our reserves to around £110k.

Membership numbers are overall stable. Lessons numbers have increased significantly and there has been stronger promotion of holiday courses. Lessons are mostly running at 90% + capacity.

Squad member numbers across different age groups are now being closely tracked.

Staffing

Sam Chadwick has left the club.

JRB is confirmed until the end of 18/19 season. He is applying to start Level 3 coaching.

Other potential coaches being discussed with at present.

Restructuring and development of our coaching team will become a focal point during the next 18 months with coaching courses, mentoring and training taking place to build an outstanding coaching workforce from bottom to top.

Abi Jones recruited into lessons supervisor role to replace Issy Harrison.

Community

Swim for the Future - looking to engage swimmers from secondary schools.

SF queried if any funding potentially available for this, given that it is a Sport England objective for all children to be able to swim 25m by the end of primary school.

Facilities

Planning application been submitted - we need to provide a response by 18 July.

Action : MF

Access to new facility will clearly be crucial.

SG highlighted that having some support from someone with experience of operator management will be helpful as we move towards negotiations with facility and potential operators. SG has some contacts that may be helpful in this regard.

Strategy

Draft strategy is live for consultation

SG talked about need to progress our structure, especially the breadth of what we provide. Working with University will give opportunities to support the coaching and sports science further and develop mutually beneficial relationships.

Safeguarding

Log presented to the board.
No current active cases
Two cases closed currently and one on hold.

ACTION: Agree need to have wash up meeting to look at learning points from recent cases. MF to plan and discuss with Pip Varley

Swim Club Manager will be used for safeguarding reporting for the new season forwards.
LJ questioned how this complies with GDPR as records are permanent.

ACTION: MF to look into this.

MF is planning to review structure / organisation / function of safeguarding group with that group.

New Season Fees

Detailed analysis has been done looking at costs per squad and no squads currently pay for themselves. In some cases the gap is very large.
SG explained that presently many sessions are under-used and pool use / timetabling needs to be more efficient.
Agree that will never completely close the gap between actual squad cost and fee income at current pool cost levels.

2018/19 proposed squad fees presented and approved by the Board subject to full Budget for 18/19 being at least break even with these numbers. Fees would be in place from September 1st 2018.

2018/19 proposed lessons fees presented and approved by the Board.

ACTION: MF working with Vicky Harrison to produce final budget.

Special General Meeting

Papers due to go out to members Thursday 5th July

Constitution

MF been liaising re voting rights of non members who are parents of minors. Our current constitution does not allow for voting by non members and Swim England currently do not permit this.

Ideally would like to allow all child members to have a proxy vote by parents / guardians. SF highlighted that Guildford constitution allows for proxy votes for parents of swimmers.

ACTION: MF to liaise further with SE.

Discussion around trustee recruitment given that still some skills gaps on the board which may not be filled after upcoming recruitment SGM.

ACTION: Agree specify 9 trustees in Constitution to be circulated.

Trustee recruitment

4 new trustees have applied. Have all been given information about trustee role.

Once elected will need to be updated on year to date - ideally in face to face meeting asap after SGM, and then aim full board meeting at end of summer.

ACTION: Set next full board meeting for September. MF to suggest date

Risk Register

Board reviewed updated register. No new concerns.

Some discussion about pool closures.

Winchester College closing June 2019 for 2y.

ATR probably unlikely to close in next 2 years.

Heavy dependence on Kings School, especially for our lessons.



Appendix 1

BOARD PAPER

Agenda Item: 2
Agenda Item: Board Update Report
Author: Mike Fisher, CEO

Some sensitive content has been redacted to be able to publish to the membership

Purpose and Context:

This report provides Trustees with an update on progress against key activities and provides an opportunity to seek further clarity on areas that do not appear elsewhere on the meeting agenda.

Finances

Please find the Income and Expenditure balance sheet, as a separate paper.

Overall year to date shows a profit of £20,162

- We are projecting to be around this same figure at year end, although this is subject to meeting income course targets for the Summer programme and expenses for Nationals being as expected.
- The projected profit come end of year is as a result of unexpectedly low income from squad fees (projected -£15k), balanced by conservative budgeting on some overheads and excellent income from Lessons, especially holiday provision.

Membership: Start of Year, Mid-Year and Year to Date

Membership			
YTD			
01-Jul-18	Squad		299
	Lessons		725
	Non-swimmers		190
	Total Members		1214
	13-17 year olds		97
Mid-year			
01-Feb-18	Squad		294
	Lessons		668
	Non-swimmers		184
	Total Members		1146
	13-17 year olds		97



Start of year		
01-Sept-17	Squad	305
	Lessons	683
	Non-swimmers	187
	Total Members	1175
	13-17 year olds	101

Staffing

Squads

After a robust, inclusive but slightly more protracted process than expected, we have recruited Steve Greenfield to the team as Head Coach. Steve will be joining us on a 30 a week contract, with an indicative 12 poolside. As part of this process we will be moving Jacob into working more directly with the top squads, and back-filling into the rest of the squad structure. There is clearly a need to consolidate the coaching team and we believe the ideal for this is to have clear Lead Coaches that take a majority of the sessions for that squad as consistently as possible. We will be looking to informally recruit to that ideal, including from our existing pool of coaches, over the coming weeks.

Lessons

Connie Standen is due to be taking two weeks maternity leave during August. In addition, one of our Lessons Supervisors, Issy Harrison, will be leaving to go to university in September and Abi Jones has joined us to replace Issy and will be shadowing Issy and Connie over the coming weeks. We opened expressions of interest to all our existing staff to ensure it was a fair process.

Lessons

The additional capacity and expertise provided as part of Connie's appointment has brought about several beneficial outcomes;

- Increase in the number of swimmers in regular Lessons
- Holiday courses have been much closer to capacity, with significantly more income generated as a result.
- There has been a much more comprehensive approach to marketing, including professional flyers in school book bags and with the Observer. Facebook boosted posts, as well as specific posts through *We are Winchester*. There has also been a lessons-based Chronicle article.
- Specific guidance within a weekly staff newsletter, offering reminders about the teaching programme for the week as well as hints and tips about its delivery. She has also introduced teacher and helper of the month awards.
- The Lessons team have updated and refreshed all the Penguins notice boards, highlighting the great lessons provision we offer as well as the competitive swimming.

Endorsement

'My son has swum more in the last 30 minutes than he has done in the whole of the last term at our other swim school!'

Performance

Results: Regionals produced some excellent results for the club across all swimmers taking part. Close to 100% personal or seasons best times and lots of happy swimmers. The attitude and teamwork of the Winchester swimmers was a credit to the club and outstanding, following the recent changes. The regional results have been publicised on social media platforms and releases sent to the local press.

This year the club have the following swimming numbers qualified for National Championships. 3 swimmers @ British Nationals, 4 swimmers @ English Nationals, 5 swimmers @ Welsh Nationals and 1 @ Scottish Nationals.

Priorities: The future of the club will revolve around developing a flexible and change orientated structure over the next few years, allowing for growth. The performance structure will change but needs to remain the shop window of Winchester swimming. Restructuring and development of our coaching team will become a focal point during the next 18 months with coaching courses, mentoring and training taking place to build an outstanding coaching workforce from bottom to top. These will be challenging times and not everyone will always be happy with what needs to be achieved, this is however inevitable if we are to make the necessary transition from an outstanding local club to recognised national programme in a world class facility.

Community

Schools Gala

The 17th annual event on the 8th June was once again supported by the University of Winchester and Winchester Round Table, with sponsorship from five other local organisations. 280 Winchester school children from 27 schools participated. Awards were presented by the Mayor of Winchester Cllr Frank Pearson, Councillor Lisa Griffiths, and Julie Amies from Energise Me along with the sponsors of the event. Twyford School won the boys' freestyle relay and St Swithun's won the girls' event for the second year in a row. In the 25m finals, Will Tarmey was in first place for Prince's Mead and Aleksija Blow won the girls' event for St Swithun's. St Bede's took first place in the boys' invitation relay final, and Olivers Battery in the girl's equivalent. In the mixed stroke relay final Twyford School and St Swithun's won the boys' and girls' events respectively. There was a full page of coverage secured in the Chronicle. Full write up available here: <http://wcpssc.org.uk/primary-schools-gala-2018/>

Swim for the Future

Swim for the Future session, typically organised in the current term, are being planned for start of the new academic year. We have the opportunity to work with Kings and potentially other secondary schools to capture those entering those schools without the ability to do 25m and undertake remedial work with them to bring them to the basic expected standard. This will be the first time we use this model and believe it may be a better and easier alternative to working with individual primary schools.

Safeguarding

Current situation

- Two live cases, both designated On Hold

Changes since last report

- Two incidents closed and one put On Hold
- One incident opened and immediately placed On Hold

See Safeguarding Risk Log July 18 paper as part of Agenda item 3

Facilities

Winchester's Sport & Leisure Park project recently reached a significant milestone when the planning application for the Sport & Leisure Centre was submitted. The application comes after the City Council's Cabinet approved key next stages for the project. These stages included approval of the procurement process to identify an operator for the new Sport & Leisure Centre and endorsing a Design Framework which will influence planning in the future. Planning application representations need to be made online by 18 July 2018. It is our intention to provide a response from the charity.

Strategy

The draft strategy is now live for consultation and was very useful in helping recruit the Head Coach. There is no individual feedback to date but one facilitated session has been held with the key people from the Lessons Team and Head Coach. Summary notes of that meeting have been published on the Strategy webpage. More consultation meetings will be held in due course with a view to signing off the new strategy for the start of the new season.