

**WCPC BOARD MEETING 10TH DECEMBER 2018 - 7pm - Lionel's House.**

Present: Liz Hatfield (LH), Lionel Jones (LJ), Alison Oakley (AO), Justin Bradley (JB), Cullen Whyte (CW), Sue Falconer (SF), Clara Sanjar (CS), Mike Fisher (MF),  
Apologies: Mark Volanthen

**ACTIONS FROM LAST MEETING:**

ACTION: MF to look at potential investment options for Club reserves balanced again the need for accessibility. **Outstanding. AO suggested look at MoneyMarket. Can do this if approaching banks anyway. Likely to be longer term action.**

ACTION: MF to look into an additional policy to support those least able to afford the opportunity to progress within the club. **AO, CS and MF met after last meeting to discuss this. Looking at sibling policy and also lessons slots to potentially offer to those who cannot afford it. Could take referrals from local charities etc.**

ACTION - MF / VH to liaise with Kings Pool / Council re issues at Kings Pool **MF / VH have met with Kings to discuss. Feedback taken on board re quality and we have offered to help support any necessary changes.**

ACTION - MF to liaise with WADSAD - **need to further discuss with WADSAD to look at details of how our running of Friday session would work.**

ACTION - VH /MF will clarify with Round Table re Round table funding - **email sent, awaiting response.**

ACTION - review financial policy alongside nominated treasurer from Board. CW volunteered to take on role - **see below**

ACTION - VH to clarify whether funds should be spread over several accounts - **yes do need to spread over several accounts.**

ACTION - MF to look at additional metric around the % of swimmers from squads making regional and national times - **outstanding - MF with LH**

ACTION - MF to d/w AC re formalising exit interviews - **feeling is that more open question format gives more information.**

ACTION - swimmers forum. MF to collate paperwork to circulate to relevant group of swimmers . CS offered to produce short summary / initial engagement document - MF to share document with CS to enable this **CS has produced summary engagement document. Plan is to circulate this to members. Need to work with Marie Prince and potentially identify an adult to lead this - ? Masters swimmer - LH will ask**

ACTION - CW to explore opportunity further re Winchester Business Awards **details due out in January, may not be applicable to us**

ACTION - AO to liaise further with Darren Whitt, MF and safeguarding team re communication issues / social media issues raised. - **AO has met with DW. AO doing safeguarding course with DigitalKids (UK Coaching) to help develop our guidelines.**

### **CEO UPDATE - COMMENTS - see appendix for report**

- Steve Greenfield now working on basis of being paid for hours he does.
- AO flagged some potential challenges with lines of management within the coaching team with Steve stepping back. MF will discuss further with Sarah, building on previous conversations re structure.
- PP squad restructure - CW raised concern of losing some of these swimmers. AO is aware some swimmers looking at moving elsewhere. MF agrees potentially a gap in squad provision going forwards but plan for now is correct based on current numbers. MF - possibility of "Challenge Plus" option being looked at.
- LJ raised overall admin workload - MF stated currently very busy and is more more reactive in nature. Membership renewals / recruitment / squad changes all very busy.
- River Park Christmas closure - not changing. Some sessions have been provided post Christmas instead so we can move lessons across.
- Website - MF - as secure as can be. Issues now that may appear are outside our control. CW - need to keep repeating message given in last week's notices

### **POLICIES**

- Internal finances and reserves policy approved by Board
- Squad fees policy approved
- SF has some comments on Partnerships and Fundraising Policy - SF to liaise with CW. Can electronically sign this off once this is done.
- CW stated that fundraising should be on our risk register - MF to add
- Approve staff discount training fee policy - take trustees out
- MF to identify next group of policies need updating / re approving
- CW will generate spreadsheet re policy update review dates

### **AGM**

- MF proposes AGM date Sunday 27th January at tennis club - time tbc when looked at timetable.
- 3 trustees need to step down - Mark Volanthen retiring; SF and LH will also step down. LH and SF can stand for re-election though.

- Need to re-circulate trustee recruitment information - MF
- Nominations need to be received by 13th January
- Votes to be done electronically
- MF suggested small working group to look at trustee applications and sign off annual report - this would ideally be 14th January - JB and LJ will meet with MF that day / evening

## **FINANCE REPORT**

- Not completed in time for meeting. Not expected to be any significant deviation from budget. Will be distributed to board shortly - queries to CW / LJ
- Some discussion about Open Meets fees. Open Meet fee due to change from 1st January - with different fees for different types of meet. Also Late entry and Late amendment fees will be charged of £10 - approved by board.

## **SAFEGUARDING**

- No new incidents on log
- One new incident in SCM with something that had happened at Club Champs - rules for pools need updating - ACTION - MF
- CS highlighted that member of staff at ATR had made a comment to a parent. Rules for ATR need to be re-iterated to members. ACTION -MF
- CS raised issue of phones in changing rooms - broader discussion around having direct conversations with swimmers about safeguarding / conduct etc. ACTION - MF to discuss with safeguarding team

## **RISK REGISTER**

- Reviewed in meeting
- No significant changes
- Work to look at replacing Win College sessions likely to increase in New Year.

## **AOB**

- Winchester Sports Awards - MF looking at who will look at nominations
- SF highlighted comms have been excellent recently - press /social media.
- SF raised issue of photo storage - CS stated her husband can look at this and will feed back

## CEO REPORT

Author: Mike Fisher, CEO

### **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.

### **Training timetable and Squad restructuring**

In evolving the January time-table, the opportunity has been taken to review Performance Potential's size, position and purpose within the competitive programme. It had been flagged by squad members, coaches and others that it is not functioning well. The management and coaching team, with input from others, believed it to be in the interests of the swimmers and the club to disband this squad from January 2019 onwards.

Swimmers within the current Performance Potential squad will either be invited to join the Excel squad or the Senior Challenge squad. Criteria for both of these has been made available to PP members and discussed at one-to-one meetings with their coach. Recognising the sensitivities around the decision, we have held two squad meetings explaining the rationale and maintaining an open dialogue with parents and swimmers. Feedback from these meetings has focussed on Senior Challenge not being a viable alternative to PP if they don't make Excel, or don't want to be in Excel. This is due to a combination of the volume of swimming available, the length of each session and the perception of quality. These areas will continue to have attention to ensure there is a meaningful coaching programme on offer. A few parents have indicated that if they are ultimately offered Senior Challenge, they will leave the club. Final decisions on squad moves will be w/c 17 December. The approach to doing this has been discussed with parents and preferences raised. This continues to be a sensitive subject and we are treating it as such.

The structure at the top of our performance pathway will also change very slightly, having an extended group at the very top, Excel+. This group will be a handful of swimmers that are part of Excel but will access additional or different opportunities appropriate to their stage of development and performance. Final criteria and offers are yet to be finalised.

The Christmas and January-onward time-tables have been released several weeks ahead of changes coming into effect, providing a meaningful opportunity for families to plan their schedules.

### **Staffing / Club Personnel**

Twenty-one applications for the role of Head Performance Coach have been received. Short-listing has been completed on Friday 7 December and interviews are due to begin on the 11 December. The interview panel is Mike Fisher, Sarah Standen, Steve Greenfield and Sue Falconer. An extended group will be consulted that includes Rosa Gallop and Lindsay Dunn from Swim England and Sue Osborne as a squad rep.

A contract for Sarah Standen is being finalised. This will be a rolling one-month contract as Lead Club Coach, with a one month notice period. There have been open discussions with Sarah about the process of securing

the Head Performance Coach ahead of an open recruitment process of Head Club Coach, which Sarah will be very suited to. Sarah is doing a great job, and is working hard with the coaching team to ensure we have robust training programmes, squad criteria and improved communications.

A Safeguarding Course is taking place at Kings School on Sunday 9<sup>th</sup> December, organised by ourselves and predominantly for our club – though spaces to other swimming clubs / providers have been offered. The tutor was selected based on their background knowledge and experience of swimming. The training will help upskill our team and ensure we are compliant with safeguarding requirements.

Team Manager training for club personnel is taking place on 6 January, 3.30-5.30pm. This will be delivered by Alison Oakley and Sarah Standen and will further our ability to provide the number and quality of Team Managers to support the competition schedule.

A Lead Coaches / Squad Reps meeting has been provisionally scheduled for the 13 January, 2-3pm. This session will be an opportunity for the new squad reps to meet Lead Coaches, learn from experienced squad reps and share ideas or concerns.

## **Performance**

With the support of our many volunteers and organisers, a successful Club Championships programme has been delivered. This event delivers on the priorities identified in our Strategy particularly member engagement and quality swimming. The strategy metrics will be updated in due course but 1414 swims and 33 Club Championship records broken suggests it's been a very positive event. A 'wash-up' meeting will be held imminently to identify the most successful components and areas for improvement.

Twenty-eight swimmers from the performance squads attended the Team Bath meet, at Hengrove Bristol, as the first targeted team performance meet of the year. The meet was selected partly because of its position in the Winter Nationals qualifying window. Charlotte Prince Raynor and Oskar Priesman gained qualifying times for the event. There were many excellent swims, with a total of 127 PBs accumulated from all 28 swimmers. The meet, with the team led by Jacob, was considered a great success.

As a club we are continuing to be part of the Hampshire Institute of Sport scheme in Partnership with the University and Energise Me and have a draft plan in place. There will be a focus on turns and potentially starts, with holistic testing and support from the middle of February to the end of March 2019. Biomechanics, flexibility and power output analysis, and psychological assessment, will help inform a training block between testing sessions. Discussions are taking place with Energise Me with regards to extending access to the Hampshire Talented Athlete Support scheme to additional swimmers within our programme.

## **Community**

In partnership with Winchester Round Table, St Swithuns and District Sports, the club has organised the first of its Swimming Lesson and Multi-Sport Camps for January 2019. These are specifically designed to provide an opportunity for the Highcliffe and Winnall communities as part of our 'Swim for the Future' playscheme programme. Up to 20 primary-age children from each area will be attending the two days of camps at St Swithuns.

'It is a fantastic opportunity and very generous. Much appreciated.' Nicky Osborne, Head Teacher, All Saints School, Highcliffe

A draft Swim for the Future (Schools) programme is in place, that will invite Harestock, Winnall, Stanmore, All Saints and Osborne School over to Kings School during the Summer term. The pool time has been secured and the invites are to go out imminently.

In January the club will be delivering school swimming to South Wonston school, and are due to run a remedial Swim for the Future programme for Kings School students. This will target students who are yet to make the 25m swimming threshold to boost their confidence and ability to join in school provision.

#### Lessons

As part of completing the benchmarking exercise for the Strategy, a 3-minute survey with our Lessons Membership was conducted. Questions that help identify why people choose us, would they recommend us, what improvements they would like to see and who has impressed them, were asked. This rich data, once analysed, will provide a sound basis to develop marketing materials / strategies, make improvement plans, track progress, and recognise staff. The response rate to date is 199.

#### Q2 How likely is it that you would recommend Penguins Lessons to a friend or colleague?



Detractors (0-6)	Passives (7-8)	Promoters (9-10)	Net Promoter Score
17%	33%	50%	33
33	64	98	

NPS is a typical benchmark companies measure to evaluate and improve customer loyalty. NPS is different from other benchmarks, such as customer satisfaction, in that it measures a customer's overall sentiment about a brand, rather than a perception of a single interaction or purchase.

Given the NPS range of -100 to +100, a 'positive' score or NPS above 0 is considered 'good', +50 is 'excellent' and above 70 is considered world class.

## IT - Website Update

Whilst the specific time is difficult to determine, at some point the website has been compromised. This could have occurred in several ways, though it is likely that a plug-in, installed as part of the legacy environment, had been compromised and supported fictional linking to externally-hosted content. No inappropriate content has sat within the WCPSC website.

A number of actions have been taken to address the issue, including;

- removing pages from web searches
- increasing protection on the site through adding https/ SSL
- increasing the level of security around access and protection
- running vulnerability analysis on the 300 pages of the site and rectifying /patching areas that were flagged as potential risks

Vulnerability analysis now shows:

- Severity 5 "Urgent" : 0 (0 New, 0 Reopened, 0 Active, 0 Fixed)
- Severity 4 "Critical" : 0 (0 New, 0 Reopened, 0 Active, 1 Fixed)
- Severity 3 "Serious" : 1 (0 New, 1 Reopened, 0 Active, 6 Fixed)
- Severity 2 "Medium" : 8 (0 New, 8 Reopened, 0 Active, 136 Fixed)
- Severity 1 "Minimal" : 100 (7 New, 93 Reopened, 0 Active, 36 Fixed)

The site is performing correctly. The vulnerability analysis shows there are risks but these are normal for any website. There are no content vulnerabilities.

There are always going to be some level of risk to any public facing website that uses a foundation such as Wordpress and external plugins, for example the severity 3 issue that has been raised is common to all Wordpress sites.

Regular analysis is being run to establish if there are emerging risks and. Alerts have been set up on the service to ensure that any attack is flagged and further security features will be added.

## Facilities

Kings School have indicated that, due to new Hampshire County Council guidance, the bather loads at the school will be reduced to 67 per hour. This is a change from the current c80 at any given time. The change in policy will have a significant impact on our ability to service our Lessons membership, potentially cutting it in half. Urgent discussions are taking place with Kings School to check the accuracy of the new policy and the impact on our provision.

Late in November notice was received that River Park was closing for Christmas earlier than usual, resulting in the cancellation of some squad training sessions and the last Friday and Saturday lessons of term. This has put our reputation with lessons members and in excess of £3k of income at risk. Having made these points to River

Park, they have made slight changes to the closing period and offered further hire opportunities the following week for squad training. To manage the reputational and financial risk, missed lessons provision for 21 and 22 December will be rescheduled for the 4 and 5 January. This was considered an appropriate decision given that it is in alignment with when River Park start their own lessons back and because it is the Friday and Saturday ahead of the schools going back.

Sue Falconer and Mike Fisher met to outline the purpose and membership of a new Facilities group to help provide the capacity and expertise to ensure the new Bar End facility is fit for our, and the wider swimming communities, needs. The first meeting of this group should happen very soon.

### **SwimMark Essentials**

The SwimMark Regional Panel met on the 22 November and recommended Winchester City Penguins Swimming Club for SwimMark Accreditation on the condition the personnel records were updated, and that a simple budget forecast for 2019-20 was provided. Both have now been supplied, the latter was supplied based on this year with typical 4% uplifts included. A caveat was provided that explained our budget will undoubtedly evolve, factoring in modelled hire costs of the new Bar End facility.

The National Panel meeting is on the 12<sup>th</sup> December 2018 and we expect a decision very soon after.

### **Partnerships**

Have had a number of meetings / early discussions with University staff about developing a strategic relationship that provides a number of service exchanges. In broad terms we have discussed the following.

#### **University:**

1. Provision of a dedicated team of specialists that will be placed with the club on 1-year voluntary placements / contracts, under the supervision of experienced course leaders, namely;
  - a. · Sports physiology and biomechanics
  - b. · Sports psychology
  - c. · Sports nutrition
  - d. · Strength and conditioning
  - e. · Sports physiotherapy
2. Provision of Swimming Scholarships for talented swimmers on academic studies
3. Provision of pool time at new facility to service the needs of university swimmers, including swim scholars
4. Provision of 2 or 3 quality coaches each year to undertake paid work within the club's coaching programme

#### **Club:**

1. Provision of a managed, supported and safe placement opportunity for any specialist support provided to club



2. Provision of our experienced lead coaches to drive university coaching programme for BUCS teams and Swim Scholars
3. Provision of managed, supported and safe, paid employment opportunities for 2 or 3 coaches each year
4. The next step will be to facilitate a meeting across University, Club and Swim England staff to progress the concept.

#### **Club administration**

This continues to be a very busy period for those administering the business of the club / charity, including the priorities of;

- membership renewals and invoicing
- update of member details
- lessons re-enrolments
- pool provider meetings and renewal of leases and licences
- gala, event and meeting administration