

Virtual meeting of WCPSC Trustees

Tuesday 8 June 2021, 20:00

Present : Mike Fisher, Liz Hatfield, Alison Oakley, Lionel Jones, Justin Bradley, Darren Whitt, Poppy Morley,

Apologies: Delia Baxter, Cullen Whyte

Agenda

1. Welcomes
2. Professional Development
3. Pay Reviews
4. Member feedback
5. Lessons Manager
6. AOB
7. Trustee-only discussions

1. Welcome

- Agenda agreed
- PM chair / LJ note taker
- Review of previous minutes - no issues
- *Action: MF to publish*

2. Professional Development

Draft policy circulated ahead of meeting. Trustee comments;

- Need to be clear whether the club will fund activities
- 'Casual' staff are not that casual
- Paper only talks about staff or coaches. Need clarity around definition of "staff", to make it clear it is not only for coaches
- Any way to limit to only working for Penguins, not help people get jobs with other local employers? MF - where the club contributes significantly to cost there is a signed agreement that the employee continues to work for us for a set period or repays contribution
- Need a line about passing info on to others when they return - MF, this is covered in the policy already
- Do we have any idea of the cost if everyone takes this up, and how to identify the value to the employees ?
- Do we need to have a right to refuse / right to appeal ?
- *Action: MF to add 'other extenuating circumstances' bullet point*
- Include a table to make things clear for each scenario
- What calendar does this cover - MF, Holidays work Jan to Dec
- *Action: MF to clarify period in policy*
- Needs to be an expectation of give-back for beneficiaries to return to the club from taking advantage of this.

- *Conclusion: Agreed in principle, but needs further refinement. MF to make agreed amends ahead of resending to Trustees for information*

3. Pay Reviews

Paper provided by MF, including recommended proposals

Background:

All Performance Reviews were put on hold in April 2020 following the start of the pandemic. Furlough arrangements quickly came into effect and a lack of face-to-face meeting opportunities have meant we have only recently restarted reviews.

Current financial position is better than was anticipated when the March 2020 decision to hold performance reviews, cost-of-living and salary reviews was made.

There are still significant unknowns in whether we will be able to sustain a return to overall surplus in the medium term / long-term but late Autumn will be a time when lessons and competition income will be better understood.

Reserves can give us some confidence to look at Cost of Living increases linked to CPI.

The Year to Date finances are -£16,099 with free reserves now currently standing at £168,515

CPI

- ONS shows CPI is between 0.5 - 0.9%, why suggest 3% ? MF - Agree CPI is 0.9-1% now but at the start of 2020 was 1.7-1.8 with a combined picture of 2.6-2.8%. 1-3% gives an indication of the financial impact of those options
- Need to be mindful we paid top up furlough to 100% last year to permanent staff, when we could have done 80%.
- Need to make sure we value our staff, plus be careful about those paid hourly and those on contracts
- If agree that inflationary increase is appropriate, do we back date, what level of CPI do we offer?
- *Agreement - Backdate for all contracted staff to January 2020 - as a one off lump sum, and then consolidate into increase into salaries moving forward. Match the increase for those that had reviews in 2020 and use the current ONS CPIH figures, rounded to nearest whole number, for 2021. Expectation is around 2.5 - 3%*

Contracted hours for SS

- SS consistently doing more than her contracted hours and 7 days a week. Concerned about welfare if SS is working 7 days a week. MF - agree, will discuss with SS ASAP
- How many more hours is SS actually working above the 32 hours she is currently contracted for. MF - she consistently works full-time hours or more, but will discuss further as part of her performance review
- *Agreement - Move SS to full time contract - 37.5 hours*

General Pay rises beyond CPI

- Not sure this is a tenable position at this moment, given current finances
- We do have significant reserves, why reticence to use some of this ? MF - good question, but should be mindful of the reserves policy and that putting up salaries is an ongoing commitment, as opposed to bonus payments.
- What are current finances looking like ? MF - YTD £16k deficit , reserves £168k
- Need to wait until new enrolments on lessons are known. What is being done regarding investment of reserves ? MF - Not looked at options for putting reserves into investments
- **Conclusion - General pay rises beyond CPI not appropriate at this point of time**
- Is there paid admin time for casual coaches - MF, there is an expectation for some admin time in the hourly rate, which is above average hourly pay rates
- Some squad coaches do a lot more admin in preparing programs, etc, than others.
- Why not have line managers sign off extra admin hours for those doing the extra work. MF - Prefer to work on hourly rate for time on poolside due to admin simplicity, and use role descriptors and pay scale to ensure pay is fair, ie a coach leading a few squads is paid a higher rate than a sessional coach
- **Conclusion - Keep to model based on hourly rate for time on poolside and use role and scale to review pay**

Member feedback

- MF has shared a document of feedback from membership regarding new squads / fees
- Concerns seems to be more to do with pooltime than pricing, especially Junior Performance
- Is there any more pool time we can offer ? MF not with existing pools, would need to find other locations. Sarah is already doing some investigation, but any financial implications would need to be considered.
- Need to be aware there may well be others who have not complained yet but are waiting to see how others are treated. Can we look at squads / fees again to double check things are okay?
- Not sure we want to do a full review so soon.
- Do we need to see how well utilised existing sessions are to see if there is space in the existing programme.
- MF - Main focus would appear to be parents in Junior Performance not getting the volume of swimming they previously had.
- Do the coaches think the concern is reasonable ?
- Can we review in 6-8 weeks, in anticipation of possible revisions for September ?
- MF - Non-Covid timetable may not be too far away, which should also give more capacity
- **Conclusion - MF to respond to individuals, confirming we are aware of the issue and looking at expanding capacity when it is possible.**

4. Lessons Manager

- Connie has resigned, but just before she did this Samara Jones and Izzy Harrison were both interviewed for the lessons admin role. Intention is for both to share the role with oversight from Vicky as a short term solution while looking for a longer term Manager.
- MF - has confidence that, with experienced people fulfilling the temporary positions, we will manage the continuity with the programme. The pressure point is how long it takes to recruit a permanent replacement and the quality of the candidate
- Will the new person be recruited internally ? MF - It will be promoted internally and externally as there are no clear and obvious candidates internally to warrant not going external
- Well done to the lessons team, need to be thanked

- We need to be very cautious about this, EA are about to set up their lessons programme so will be looking for new teachers, some of the newly qualified level 2s are already picking up time with other swim schools. All the board need to get to some sessions and talk to supervisors and teachers directly.
- Conclusion - MF to work with getting the new team up to speed, will also have a meeting with the wider lessons staff in the next week. Agreed leaving gift for Connie, including leaving event at IBM

5. AOB

- LJ has contacted the Lido, they have agreed to offer space on their balconies for us to store things at no charge, with 24x7 access via electronic key fob. This will be semi-secure so can not be used for trophies, laptops or documents we can't afford to lose, but good for most of the stuff currently filling peoples homes. LJ needs agreement to purchase storage crates so we can maintain an inventory and know what is in each crate. Agreed
- MF - EA are happy for us to get a display cabinet in the new pool. LJ to see if he can progress things with Peter Symonds
- Is the new pool the correct length ? LH to get the required wording to MF for him to progress with EA
- MF - Cullen has resigned, do we want to look to recruit a replacement ?
 - MF may have some contacts from the university, is it okay for him to progress ?
 - DW - Co-opting is in the gift of the Board, so MF can progress and we can see what they offer. Agreed
- MF to put word of thanks to Cullen in next weekly notices
- We do not have a base, is there any merit in renting some office space - Basepoint ?
 - MF was a hope that we would get space at the new centre, Basepoint was considered in the past, but was not financially viable
- Any date for strategy meeting ? MF - Has asked for input, is pulling a scope and plan together, hopefully by the end of the week

6. Next meeting

- Tuesday 20th July, 8pm - PM's house, covid allowing