

Notes from Trustee Meeting

Monday 13th July 2021

Meeting held at Poppy Morley's house, with some members joining by video call

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

Apolgies: Delia Baxter

Staffing

MF Update: Sarah has tendered her resignation as Head Club / Development Coach. Following a break, she may be happy to do some casual coaching and specific pieces of work.

Trustee comments:

Disappointed that Sarah has stepped down. She has been an asset to the club for many years in one form or another.

Should look to keep her engaged in any way we possibly can, especially areas like disability provision.

Sarah has indicated she is still keen and passionate about working with swimmers.

MF to work with Sarah on a communication to other staff and members.

Steve Greenfield was suggested as someone who could facilitate the 'club' Lead Coaches. This would be an interim solution to go through strategy development, which would inform the coaching structure and in turn future recruitment.

Action: MF to speak in confidence with Steve about the possibility.

Finance

MF Update:

Early March Trustees accepted projected monthly losses of c£,5000 over a 12-15 month period to try and recover to a sustainable position. We are updating the Year-to-Date Profit and Loss to include June and will send that around when complete, but as a reminder at the end of May we were £-16,099 and therefore had £168,515 available in free reserves.

Timetable

MF Update: We have been given a provisional date of the 16th August to move to a non-Covid timetable by EA. Zoe has flagged that timetable 4.5 doesn't now work and has rewritten a version 5 timetable with Oli.

In summary, in comparison to 4.5 the squad sessions that did fit into the WSLP timetable no longer fit and we require extra 2.5 hours of bookings at Oaklands. This does include 2 hours extra for Junior Development though, which was one of the issues of the current timetable, and it also includes some other beneficial tweaks to other squads.

Some of the required change has come from an expansion in the upper squads, that then require more space within the LC set-ups in the mornings. This creates some displacement with knock-on implications to the timetable. The primary implications are; a further compromise on the size and quality of the Masters programme, and an increase in projected monthly losses.

The reasons given for the additional numbers in the upper squads and changes to timetabling are;

- *Swimmers are coming to Winchester-based 6th form Schools and the University so are not people we want to turn away. They are what the programme needs for us to establish the promised links with our local education centres*
- *Any successful performance programme prioritises the Elite/Performance timetable first and works down the club from there*

With regard finances, I have used timetable version 5 to relook at the monthly projections based on the model previously used. It has been updated and looks a lot less favourable. We had previously got the model showing losses under £1,000 a month in the last version shared. A number of the costs in the model have now changed significantly, including;

- Extra pool time for version 5 versus 4.5 (adds c£850 a month even after factoring in increase in squad fee for Junior Development)
- WSLP moving back to pre-Covid timetable with significantly more LC set-ups
- Oaklands increase in hire prices
- Kings significant increase in hire prices (there will be significant increments staged over the next two years)
- The pay increase for Level 2 teachers is now more keenly felt as we have just had more teachers qualify through the course we hosted
- Staff salary inflationary increases
- Slightly less lessons income

It won't be a highly accurate model, especially in the short term as it doesn't currently factor in the loss of Sarah's salary. We are also expecting WSLP to increase the prices significantly next April to the levels originally quoted. We will also need to see if we can retain our lessons swimmers into the Autumn term (the first start-of-term that EA will also have been available to our members).

Trustee comments:

Following the meeting with EA last week, updated financial modelling and input from Trustees, it was agreed that the current approach to timetabling, ie Version 5, is not viable in its current form.

Remodelled finances suggest we are looking at -£9,100 a month due to significant increases in costs of hire at all venues, along with staff and teacher pay. This is a figure that is beyond an acceptable level of losses, which was previously agreed at 5k over a 12-15 month period from April.

Trustees also noted that we are still very much in a compromised position and there shouldn't be expectation that we can have the timetables we may all want.

Finances aside; there was a strong feeling that, in direct reference to the current strategy, we are a community club with a performance strand and need to be confident that in increasing the size and resource allocation to upper squads we are not compromising the development / club pathways. Timetabling should be coach-led and agreed by both Head Coaches, and working within the parameters set out in the strategy and current financial situation.

It was agreed that;

- Extra pool hire is not possible* given the financial situation
- There are no priority squads in timetabling, all squads and members are equal
- To facilitate 2. above, pool time allocation to squads will need to remain consistent with version 4.5
- If there are to be compromises in individual squad programmes, they should be fair and proportionate

*unless it is to address the specific needs of Junior Development, who have a shortfall of hours, but should still be done in the most efficient way possible.

If there are changes to a squads training hours, then Trustees have the opportunity to, and should, revisit the training fees associated with these.