
Council

Minutes

Tuesday 10 March 2020 at 18:06

at British Skydiving HQ, Leicester LE2 9TF

Present:	Craig Poxon	-	Chair
	Paul Applegate		
	Mary Barratt		
	Mark Bayada	-	MDC Chair
	Adrian Bond	-	Vice Chair
	Jack Davies		
	Kate Lindsley		
	Natasha Higman	-	Treasurer
	Simon Soper*		
In attendance:	Liz Ashley*	-	Editor, Skydive the Mag
	Tony Butler	-	Chief Operating Officer
	John Hitchen	-	Vice President
	Lise Moore	-	Finance Manager
	Jeff Montgomery	-	Safety & Technical Officer & STC Chair
	James Potts	-	Compliance Officer
	Martin Shuttleworth	-	Secretary-General (Secretary)
	* virtually, by Microsoft Teams		
Apologies for absence:	Sam Lee	-	EPC Chair
	John Smyth MVO	-	Vice President and Delegate to the International Skydiving Commission (ISC)
	Sue Stanhope		
Observer:	Wes Guest	-	EPC Member

Item Minute

07/20 Welcome

The Chair welcomed new Council members Mary Barratt, Kate Lindsley and Simon Soper to the meeting, and Lise Moore, who had joined the staff on 5 February as Finance Manager.

08/20 Register of elected members' interests

This had been circulated with the agenda. It would be uploaded to the website.

09/20 Minutes

Minutes of the meetings on (i) Tuesday 26 November 2019, and (ii) Saturday 25 January 2020 had already been approved electronically by Council as a correct record.

10/20 Matters arising

There were no matters arising as the immediate-past Chair had helpfully assured that all business from the previous year had been completed.

11/20 Composition of Council

The resignation of Nick Bunting as an independent Council Member on 10 January had created a casual vacancy in an independent seat with a remaining tenure of two years from the AGM 2020. Council referred this vacancy to the Nominations Committee with a request that the individual to be selected for recommendation for appointment by next year's AGM should be co-opted to this year's Council as a non-voting member.

Refer to the Nominations Committee

The Nominations Committee comprised, per Article 19.10, 'the Chair, the COO, at least one independent Council Member together with such other person as the Council sees fit.' Currently 'such other person' was Tash Higman. The Chair suggested, and Council agreed, that this arrangement should be formalised with a specific period of tenure, of which three years (mirroring the tenure of a seat on Council) appeared to be most appropriate.

COUNCIL ELECTED Tash Higman as a member of the Nominations Committee for three years, 2020-22 inclusive. Proposed by Jack Davies, seconded by Adrian Bond, carried unanimously.

12/20 Finance & compliance

12.1 Management accounts

The paper for this item, which had been circulated with the agenda, noted that a backlog in routine financial work had arisen during the period of temporary staff cover in finance between the retirement of Jon Gretton, Finance Manager, last November, and his successor Lise Moore who had started in February. This, together with the switch last year to the Sage accounting system, meant that more time was needed to bring the management accounts and membership statistics up to date.

COUNCIL AGREED to a recommendation from the Chair and Treasurer that, given these exceptional circumstances, not to require draft management accounts and membership statistics to be presented to this meeting, as they may provide an incomplete picture. This would give the Finance Manager time to catch up with the backlog she inherited and to present figures from Sage at the end of March.

12.2 Membership statistics

A graph with plots of full membership numbers by month since 2011 was displayed on screen. This year's total as at the end of February was the second lowest on the graph, and the lowest since 2011. This was further considered in camera (minute 12.6). The Chair said that the generally wet and windy weather so far this calendar year, there had been few jumping days at most Drop Zones. The coronavirus pandemic was leading to control measures that might have an impact on jump numbers, and therefore an economic impact on our sport just as on any sport and recreational activity, and these could be significant or even severe. See minute 17.

The COO said information had been issued to Affiliated Parachute Training Organisations and uploaded to the British Skydiving website about sources of information and advice on Covid-19. This had been prepared by Dr John Carter, Medical Adviser, and hard copies were available at the meeting. He cautioned that we should prepare for the possibility of a significant downturn in activity, and therefore in income, in 2020. He also suggested that Council should maintain even tighter control of expenditure as we, as with many organisations in our sport and other sports, entered a period of possibly unprecedented general financial and economic uncertainty.

12.2 Budget

The Treasurer reported that she was working on recasting the budgets allocated to the former committees under the old committee structure that finished at the AGM, for the current financial year (to 30 June). This was to provide budgets for the new committees for the remainder of the current financial year. It would also assist Committee Chairs in formulating budget requests to the Finance Committee for the new financial year starting on 1 July 2020. The Finance Committee would then recommend budget allocations to Council with the rationale of investing in those areas most likely to deliver the Strategic Objectives set out in the British Skydiving Strategic Plan 2018-22.

The Treasurer said she had put together a matrix when she had been Judges' Coordinator to estimate the average cost of an average judge travelling to an average competition. This was done by calculating the cost of all the judges in a discipline travelling to all the possible host DZs and calculating the mean costs per judge. As this reflected a spread of residences and Drop Zones, this average could be used as a proxy to estimate travel costs for competitions and roadshows.

12.3 Arrangements for a new Finance Committee

The Treasurer Chaired the new Finance Committee and Adrian Bond, being the other Council Member serving on it, was Vice Chair. Debbie Carter, who had been Treasurer for 28 years until the AGM, would be a volunteer member. A volunteer from the membership who had relevant competence and had offered their services as a result of our call for volunteers last December but had not responded to recent contact from the Treasurer offering him a seat on the Finance Committee. The Treasurer said the committee would therefore be constituted without expecting that member to join. The Finance Manager would be Secretary to the

Finance Committee. The currently-still-quiescent IT Strategy Group, which under the old committee structure had reported to the former Development Committee, would now report to the IT Strategy Group.

[Secretary's note: The Treasurer reported on 18 March that she had now heard back from the member volunteer with skills relevant to the Finance Committee.]

As with other committees, the Finance Committee would seek to organise its meetings around an annual calendar of work, in this case our financial year, committee year (AGM to AGM) and membership year.

The Treasurer envisaged that the Finance Committee would most often be likely to meet virtually, although a physical meeting with the auditors was likely to be necessary once the annual financial audit had been completed in July. The Treasurer's intention was to put the draft statutory accounts to the Council meeting on Tuesday 15 September (papers due for issue on Friday 4 September) for agreement to publish the accounts to members for approval at the AGM.

The Finance Committee would also make a recommendation to Council on an updated financial reserves policy.

12.4 Compliance Officer's Report

The Compliance Officer's Report had been issued with the agenda. It covered the period from his official start on 1 November 2019 to 29 February 2020 inclusive. The role, which was contracted, was for a nominal 3+ hours per week which was expected to be significantly higher at the start of the role because of induction, which would continue, and work on policies and procedures. So far, the time taken had been between 20 and 30 hours a month, which averaged between 5 and 7.5 hours a week.

The report covered (i) case work, of which there had been little; (ii) work on updating the grievance procedure (see minute 12.5), (iii) drafting customised data processor agreements with processors of personal data under British Skydiving's control, and (iv) using the Record of Processing Activity (ROPA) which had been drafted by external consultant Steve Connors of Haines Watts as the cornerstone to our data processing and retention including to formulate a data retention matrix. The Compliance Officer was also involved in a review of good data security policies, practice and procedures using an information governance map provided by Haines Watts. Induction sessions still to be held included a briefing on safeguarding by Sara Orton, Safeguarding Adviser, and visit/s to Drop Zones to see the sport in action and experience its culture.

The Compliance Officer had a meeting on Wednesday 12 March with Graham Spicer (Client-side PIMS consultant), Steve Connor, the COO and the Secretary-General to discuss data compliance of the Personal Information Management System (PIMS), this being a significant change to the old membership database it had replaced.

There were no questions, The Chair thanked the Compliance Officer for his report.

Report noted

12.5 Recommended variations to grievance procedure

A paper by Yassi Müller (Chair, Disciplinary and Grievance Procedures Working Group) had been issued with the agenda. The Group had held a virtual meeting to consider the review by the Compliance Officer of correspondence on a grievance case from last year (minute 85.5 of the meeting on 25 November 2019 refers). The Working Group, together with the Compliance Officer, had made recommendations in the paper for a few variations in the wording of the grievance procedure to enable it to operate more effectively.

COUNCIL AGREED to the recommended variations to the grievance procedure set out in the Working Group's paper. Proposed by Tash Higman, seconded by Paul Applegate, carried unanimously.

The meeting went in camera, with staff and John Hitchen, a Vice President, remaining.

12.6 Management accounts

Further to item 12.1, the Treasurer gave further information about the backlog in routine financial work that had arisen during the period of interim cover, together with measures taken to ameliorate it and catch up.

12.7 Bank mandate

COUNCIL AGREED that the Treasurer should have the same signing limits as the previous Treasurer, which included countersigning all payments by cheque over £1K.

12.8 Business and financial risk register

The Treasurer had kindly developed this document over the past year or so. She outlined the background to it and explained how she had focused over several Council meetings last year on one group of risks at a time, together with risk mitigation measures. Discussion of risk control measures had enabled them to be documented in the register and this had generally resulted in risk areas categorised as red (unacceptable) coming down to orange, yellow or green, using the best mitigation tools at our disposal for each area of risk. The Treasurer asked all Council Members to review the register each time an updated version was issued.

The risk of inadequate cashflow attached to the time of year before renewals started. It had manifest itself this year due to a combination of factors including outstanding payments owed to British Skydiving and renewals through PIMS not starting until 1 March rather than on issue of the February Magazine in the middle of that month, as with the old paper-based renewals system. Cashflow planning had been an area that had not been adequately addressed during the interregnum between staff Finance Managers. The Treasurer said the mitigating actions had been insufficient and we needed to have more cash available at shorter notice, particularly at this time of year. The Treasurer said she was always happy to add to the risk register better to capture all business and financial risks.

Coronavirus/Covid-19 (minute 12.2) would be added as a newly identified risk, with a high likelihood of manifesting itself as a business and financial hazard.

The Treasurer said the current business and financial risk register was maintained in the root directory of the Finance folder on SharePoint. She would share a link once it had been updated.

The meeting resumed in open session.

13/20 Strategic Plan 2018-22

13.1 Launch of the new Personal Information Management System (PIMS)

The COO reported orally on the introduction of PIMS. He thanked Graham Spicer, our client-side PIMS Consultant, for his invaluable help all the way through the specification and development process including at the recent go-live of the member area on the British Skydiving website. As with any new program, there were some bugs to sort out. However, he said the online system for ratings renewal, which relied on the diligence of the approvers, appeared to be working well. Joint members were, unfortunately, unable to renew online and would therefore need to complete a traditional form this year. It was still early days but there had been more online renewals in the first day of availability of the new system than in the first week of the old system that PIMS had succeeded. The COO said there may be an issue with some Affiliated PTOs not encouraging Temporary Members to join online; these PTOs were identifiable from the system, and he would liaise with them to see if there were any issues we could help to address.

Jack Davies asked if the source code of PIMS was available to British Skydiving. The Chair said it was not open source but a proprietary software system of Eudonet (UK) Ltd marketed as OM.Net. It comprised modular building blocks customised for the needs of each of their various membership association clients.

Phase II of PIMS, which was planned to begin shortly, included the development of online incident reporting.

13.2 Consolidation of the British Skydiving brand

The Communications Manager reported orally on the positive reaction to the new British Skydiving brand especially from those outside the sport, who appreciated the improved brand clarity to carry our messages. The new brand had brought us a clear identity better to progress our vision with our clear strategic focus. It made for more effective engagement with the wider world of the media and the public outside the skydiving bubble.

13.3 Embedding the new committee structure

The Secretary-General reported orally. The new Élite Performance Committee (formerly Competitions) had met on Tuesday 11 February and minutes of that meeting had been issued to Council (see minute 14.3). The new Member Development Committee (MDC) had met for the first time this afternoon, and there would be an oral report to Council from the MDC Chair (minute 14.4). It was not the intention of MDC to meet regularly on the afternoon of Council

meetings, and EPC and MDC had agreed on a schedule for the rest of the year whereby they would both meet on the same day a few weeks' ahead of Council, with MDC starting at 12:00 noon followed by EDC at 15:00. This would enable any Technical Excellence Advisers (TEAs) who had been invited, to attend one or both meetings on the same day, as appropriate to relevant items of business on one or both agendas. See minute 14.4 (v) for MDC and EPC meeting dates for the remainder of 2020.

This would leave the late afternoon before quarterly Council meetings available for induction, networking, training, information or strategic planning sessions as appropriate, for those Council Members who could arrive ahead of the formal meeting start time of 18:00. See minute 12.3 on arrangements for the new Finance Committee.

Jack Davies asked whether there would be a review of the Safety & Technical Committee (STC) and its Riggers' Subcommittee. The Chair said this had always been the intention, but these technical committees had been ring-fenced from the review of the rest of the committee structure so that not everything would be subject to possible change at the same time. The Chair said the intention was to turn our attention to this later in the year.

Include in agenda for next meeting

13.4 Delivery of the Strategic Plan in key operational areas

The new committees would cover (i) finance and IT (the Finance Committee and its IT strategy Group); (ii) safety and training (STC); (iii) elite performance (EPC); (iv) member development (MDC); (v) aviation and airspace regulatory monitoring – COO and Tony Knight, Aviation Adviser; and (iv) governance and compliance – Council, Secretary-General and Compliance Officer, assisted by external advisers on governance and compliance, including safeguarding.

In relation to aviation and airspace issues, the COO reported that some of our Affiliated PTOs were being issued by CAA with very short-term operating permits even though they had normally been issued with annual permits for many years and often for the same aircraft. Tony Knight (Aviation Adviser) was taking this up with CAA.

14/20 Reports from Committees of Council

14.1 November 2019 committee meetings

The minutes of the following committee meetings, confirmed by electronic approval of the voting members of those bodies, had been re-issued with the agenda: the Communications, Competitions and Development Committee meetings held on Tuesday 26 November 2019. There were no outstanding recommendations from these meetings, whose minutes had fed in to meetings of the new committees (EPC and MDC) and to a 'Communications Catch-Up', minutes or notes of which had been circulated to Council (see minutes 14.3 and 14.4).

14.2 Safety & Training Committee (STC)

Council noted the minutes, which had been issued with the agenda, of the meeting of the Safety & Training Committee held on Thursday 6 February. There were no variations to the Operations Manual and no recommendations to Council.

14.3 Elite Performance Committee (EPC)

Council noted the composition of EPC as: Sam Lee (Chair, elected by Council), Mark Bayada (Vice Chair), Mary Barratt, Simon Soper, Wes Guest, John Smyth (ISC Delegate - co-opted, non-voting), Liz Warner (Judges' Co-ordinator - co-opted, non-voting).

EPC sought strategic guidance from Council on what the sponsorship (funding / performance investment) should be with limited funds; that is, either either to focus on (i) the very few potential medal-winners; (ii) closing the gap to the top international teams; or (iii) participation at national and international level.

Mark Bayada (Vice Chair, EPC) said EPC needed clear strategic guidance on precisely why we were investing in our athletes, and what we expected back from them in return. This also involved MDC, which now had responsibility for overseeing member development, which included skills coaching roadshows, on which MDC had established a review working party. He said it would be important for us to take into consideration arrangements for funding in other sports by their own by National Governing Bodies (NGBs).

COUNCIL AGREED to establish a working party to make recommendations to Council on the criteria for funding/sponsorship/performance investment in our elite athletes. The composition of the Working Party was: Chair of Council, COO, Treasurer / Finance Committee, Chair EPC, Chair MDC, and Governance Adviser (Amanda Bennett) in respect of approaches to

funding in other sports by their own NGBs. The secretaries of EPC and Council/MDC would also be involved.

The Chair said that funding arrangements for athletes would be further complicated by the need the COO had highlighted (minute 12.2) to maintain even tighter control of expenditure, which would be reflected in setting a budget for performance investment going forward.

Mark Bayada believed that the working party should look at the World Champions in the various skydiving disciplines, and how much it had cost to get them there. He said an issue we might consider referring for consideration by the International Skydiving Commission (ISC) was the need for a level playing field, and whether this might possibly be achieved by introducing different event categories for professional and amateur skydivers.

Reporting on the minutes of the EPC meeting held on Tuesday 11 February, which had been issued with the Council agenda, Mark Bayada (Vice Chair, EPC) highlighted:

- (i) that the cost of the Nationals was spiralling, including in particular judging of the CP Nationals, which involved bringing in judges from overseas;
- (ii) that, so far as he was aware, EPC was recommending to Council the Head of Delegation and Team Managers for the Mondial 2020 as discussed at the EPC meeting, which was subject to consideration by EPC of any further applications received subsequent to their meeting. Mary Barratt declared an interest and left the meeting, and the Chair declared this as an in-camera item, for which the staff and John Hitchen, a Vice President, remained.

COUNCIL AGREED what it understood to be EPC's recommendations that, for the Mondial 2020, our Head of Delegation would be John Smyth MVO, and our team managers Mary Barratt and Ian Marshall. However, if the EPC Chair or Secretary, neither of whom was here at the Council meeting, reported that this did not remain EPC's position, in which case any revised recommendation of EPC would be put out to Council for approval by an e-vote.

Action: EPC Chair / EPC Secretary

The meeting resumed in open session.

14.4 Member Development Committee (MDC)

The agenda of a meeting of MDC held this afternoon had been issued with the Council agenda. Mark Bayada (Chair, MDC) gave an oral report in which the following points were recorded.

- (i) Mary Barratt had been elected as MDC Vice Chair.
- (ii) Budget – The Treasurer would advise. See minute 12.2.
- (iii) Because MDC had such wide terms of reference (see Appendix to the minutes of the Council meeting on Tuesday 26 November 2019), it would work through the establishment of ad hoc working parties and task and finish groups on specific strategic objectives, which would formulate recommendations for consideration by the committee.
- (iv) MDC had established working groups on:
 - Review of Coaching Qualifications Working Group**, chaired by Martin Soulsby (a Vice President), for which the proposals set out in a paper by Martin Soulsby would require a budget allocation of £2.5K, of which a first tranche of £1.8K would be required for the initial stage. The Group needed to be kept small, at least to start with, and would comprise the COO, STO and Ben Samuel, who was an MDC Member.
 - Equality, diversity and inclusivity Working Group**, which would focus first on gender. This would be chaired by Mary Barratt and would comprise Kate Lindsley and Ben Samuel.
 - Skills Coaching Roadshow Working Group** which would comprise Mark Bayada, Mary Barratt, Paul Applegate and Jack Davies. To answer the question, are roadshows delivering value for money?
- (v) Six nominations had been made for the British Skydiving Taz Causer Skydiver of the Year Award 2019. Council at its meeting on 26 November 2019 had decided to make no award for the year (minute 85.3) in order to preserve the standard of the award. Council had also made no award in 2011, 2014 and 2016. The decision to make no award had led to criticism from some members on social media. Explanation of the

award specification criteria by way of examples of the standard to be reached to trigger the Award, were referred for consideration by the Communications Manager. Also, expectations about the status of nominees needed to be better shaped. The convention in airsports awards was that nominees were not announced, with the intention of not raising expectations so that, if an award was made, it should surprise and delight the recipient.

Action: Communications Manager

- (v) See minute 13.3 on scheduling of MDC and EPC meetings. The date of future meetings were Tuesdays 5 May, 4 August and 23 October 2020, at 12:00 noon for MDC followed by 15:00 for EPC, at British Skydiving HQ, Leicester LE2 9TF.

Part of the mediation settlement agreement with Team NFTO at Sport Resolutions had been NFTO's agreement to their sponsorship monies from British Skydiving to be reduced by £5,912. These funds were to be used to develop a programme to encourage greater female participation in the sport in conjunction with NFTO. Kate Lindsley had proposed, and the former Development Committee and the STO had agreed in principle, to hold an instructor course, hosted by Skydive Langar. It would be designed particularly to appeal to women, with women instructor-examiners involved in delivering the course and examining candidates, together with the STO in his normal role as course director. MDC had agreed that, subject to the agreement of NFTO as team, the ring-fenced funds could be applied to this course (which would not necessarily use up all of the ring-fenced money), and it would include a preliminary weekend session with the involvement of an inspirational woman skydiving instructor from the US. Although not formally a part of the instructor course, the preliminary weekend would be delivered under a British Skydiving banner.

14.5 Communications Committee

14.5.1 Dissolution of the Communications Committee

Notes on a virtual 'Communications catch-up meeting' held on Tuesday 18 February, had been issued with the Council agenda. The notes included an appendix by Adrian Bond, Vice Chair of Council and Interim Chair of the Communications Committee, in which he set out proposals that had been discussed and supported by the Catch-up meeting for arrangements to supersede the Communications Committee.

COUNCIL AGREED on new arrangements, as set out in the above notes, to make new arrangements for the work of the Communications Committee, which it dissolved. Going forward the Member Development Committee (MDC) would take oversight of member communications within its remit, the Communications Manager also covering public relations, media and visibility of the sport to the wider public; and the a new Editorial Advisory Panel would be established that was expected to meet infrequently. Adrian Bond would continue as organiser of Skydive the Expo and Chair of the Expo Working Group, reporting to the COO. Proposed by Adrian Bond, seconded by Tash Higman, and carried unanimously.

14.5.2 Skydive the Expo

The notes on the 'Communications catch-up meeting' also included an appendix comprising notes on a debrief meeting on Skydive the Expo 2020.

In addition, Adrian Bond had prepared a comprehensive report on Skydive the Expo 2020 which had been issued with the Council agenda. This had been promoted as a two-day event for the first time (with Industry Day on the Friday and Member/Consumer day on the Saturday). It had been the biggest and most successful Expo to date with a 12.5% increase in attendance year-on-year, attendance up to 901. Bar service and service from the venue in general had improved significantly. This had been year one of a three-year contract with the venue.

The dates for the next Expo were Friday 29 and Saturday 30 January 2021. Adrian Bond reported that the Parachute Industry Association (PIA) had recently announced the dates of its next Symposium as 1-5 February 2021. It did not, however, clash with the plenary meeting of the International Skydiving Commission (ISC) which would be held in Bucharest, Romania from 19-24 January 2021.

Council discussed the pros and cons of a possible change of date of the Expo.

COUNCIL AGREED not to change the dates of Skydive the Expo 2021. Proposed by Tash Higman, seconded by Jack Davies, carried by a vote of six in favour and one against.

Adrian Bond asked Kate Lindsley kindly to liaise with the Communications Manager on potential speakers to consider inviting to present seminars at the Expo 2021.

Action: Kate Lindsley

Adrian Bond reported that:

- (i) Warners (producers and distributors of Skydive the Mag) had offered to sponsor a British Skydiving award. The COO suggested the Instructor of the Year Award.
- (ii) The video and streaming contractors for the Expo, EpicTech Media, had come to the end of their current contract and were looking for a significant increase in contract fee for a further three-year period. Adrian Bond had sought quotations from alternative suppliers and was also negotiating the possibility of a lower price increase with EpicTech.

The Chair thanked Adrian Bond for his continuing sterling stewardship of Skydive the Expo.

15/20 Report on the Royal Aero Club

A report from Martin Soulsby (British Skydiving Vice President and Delegate to the Royal Aero Club) had been issued with the agenda. RAeC had been successful in its lobbying, with National Airspace Controls from other countries, to bring FAI to a new focus on essentials and to operate within its resources.

The annual RAeC Medals and Awards Ceremony would be held on the evening of Tuesday 19 May at the Royal Air Force Club, Piccadilly, London W1. Tickets were on sale and a ticket order form had been issued with the Council agenda.

[Secretary's note: Subsequent to the meeting, RAeC has advised that this event is likely to be postponed because of the coronavirus pandemic, provisionally until the autumn.]

16/20 Application for Re-Affiliation - Peterlee Parachute Centre Ltd

This application was expected but had not yet been received. The COO did not foresee that there would be any technical issues in relation to the expected change of ownership. Council agreed to consider the application when received, together with the recommendation of the technical staff (COO & STO), by e-mail and to hold an e-vote on approval.

17/20 Coronavirus/Covid-19

The COO said that, in addition to the notice to Affiliated PTOs of sources of information and advice on coronavirus (minute 12.2) prepared by Dr John Carter, Medical Adviser, Dr Carter was also drafting more specific information and advice for instructors. It was planned to issue this later this week.

18/20 Dates of future meetings

Tuesdays at British Skydiving HQ, Leicester LE2 9TF: 16 June, 15 September and 24 November.

The meeting closed at 20:50 (duration 2:44).