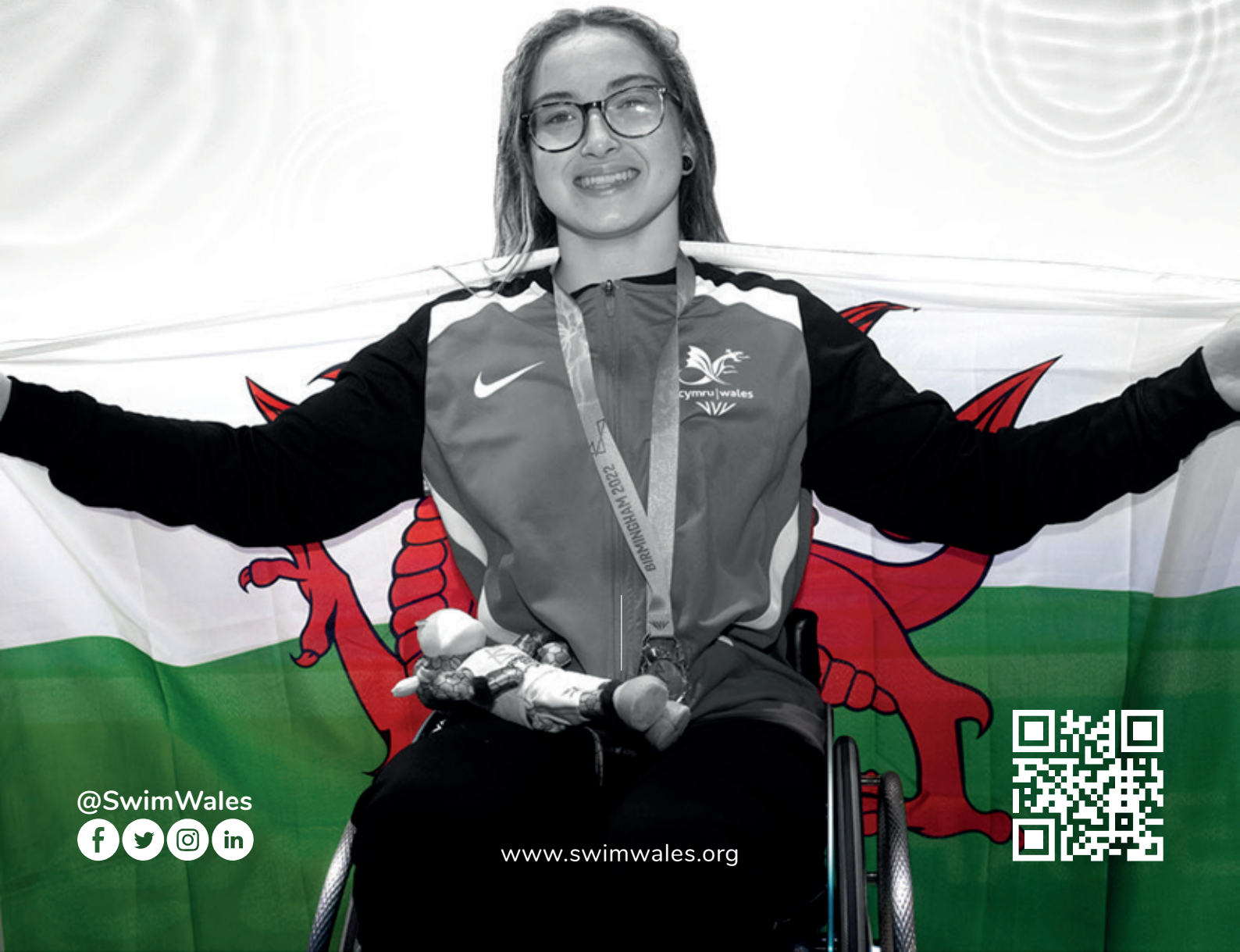




SWIM WALES®
NOFIO CYMRU

ANNUAL REPORT & ACCOUNTS

2022 – 2023



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ENJOY LEARN COMPETE
AQUATICS EVERYONE
FOR LIFE DELIVER
EXCELLENCE WORLD
LEADING PARTICIPATE
GWEITHGAREDDAU
GYFER PAWB AM OES
INSPIRING NATION

SWIM WALES

OUR VISION

Aquatics for everyone for life.

OUR MISSION

A world leading NGB delivering excellence, inspiring our nation to enjoy, participate, learn and compete in Welsh Aquatics.

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WELCOME FROM THE BOARD

We have seen Swim Wales go through some significant changes over the last few years, however one thing has always remained constant, and that is our unwavering commitment to our members, our participants and our partners.

Welsh aquatics is made up of 11 different 'user groups' and these groups have always been at the heart of everything we do. From the introduction of our vision 'Aquatics for Everyone for Life' in 2017, our sector advocacy work, through to the training of teachers and coaches across the aquatic workforce, everything we do has the aquatic community in mind.

This user-centric philosophy has never been more important than now. The sport sector in Wales and wider afield is going through some difficult times with post COVID recovery, the impact of cost of living and the global energy crisis. Many NGB's and sports organisations have seen significant reductions in revenue and investment and have been reducing their operations and services. We are delighted to say that Swim Wales have maintained strong levels of investment from both Sport Wales and British Swimming and we will continue to invest in our key strategic areas such as pathway growth, club development, sustainability, EDI and people development. In line with the overwhelming feedback that we have received from our members and users, we have implemented growth strategies that will see us offer new services ranging from club support & committee up skilling, through to improved safeguarding systems and coach development programmes.

As a board we remain committed to ensuring that alongside our commercial aims we also prioritise being good corporate citizens, and that these values run throughout Swim Wales, in our people, our procedures and our behaviours. Over the last 12 months we have been involved in two external governance audits, and came through some detailed scrutiny with positive accolades and recommendations for improvement. Over the next year we will introduce a record number of initiatives to ensure that aquatics in Wales is as sustainable as possible and that Swim Wales play a key role, as a sector leader, in helping all of our different user groups meet their own objectives.

We are proud to say that the executive team we have in place today is the strongest we've ever had, and that is something we are all very proud of. We continue to invest heavily in training at every level of the organisation, from our youth panel through to our volunteers, staff and directors. This will ensure that our team is the best in the Welsh sport sector, fit for purpose and ready to face the challenges in the years ahead.

Board of Directors
Swim Wales



SWIM WALES
NOFIO CYMRU

OUR BOARD

SWIM WALES BOARD

Swim Wales Chair **Allen Bewley**

Swim Wales Vice Chair **Ian Jones**

Chief Executive Officer **Fergus Feeney**

Independent Non-Executive Director **Sian Prigg**

Independent Non-Executive Director **Hema Luqman**

Independent Non-Executive Director **Victoria Hale**

Independent Non-Executive Director **Huw Lewis**

Independent Non-Executive Director **Nicola Rylett-Jones**

Independent Non-Executive Director **James Askey**

Independent Non-Executive Director **Patrick Murphy**

Swim Wales President **Keri Hutchinson (2022-2024)**

SWIM WALES BOARD SUB COMMITTEES

People Committee Chair **Sian Prigg**

Finance, Audit & Risk Committee Chair **Huw Lewis**

Membership & Marketing Chair **Hema Luqman**

Communications Committee Chair **Victoria Hale**



CHAIRMAN



Allen Bewley
Chairman, Swim Wales

CHAIRMAN'S REPORT

Although recovery from the long-term impact of the COVID-19 pandemic presented another challenging year for Swim Wales, our commitment to excellence, innovation, and collaboration in everything we do to meet the diverse needs of all our clubs and members, as well as our stakeholders, partners, donors, and investors remained consistent throughout.

Unfortunately, it was with great sadness that we announced the passing of two former Swim Wales colleagues, Robert James our previous, long-standing CEO, as well as our past President, Viv Perry. Both were visionary leaders who transformed our company and inspired many people with their passion for aquatics, they are sadly missed.

Undoubtedly, the main highlight of 2022 was our outstanding performance at the Commonwealth Games which were held in Birmingham. Given the age and experience of our athletes, to achieve 11 Welsh records and a plethora of both personal and season best times in spite of Covid disruption, was nothing short of incredible. The Games were a fantastic showcase for our sport, everyone delivered superbly and our reputation as the National Governing Body for aquatics throughout Wales was significantly enhanced.

Yet, these achievements would simply not have been possible without the dedication and hard work of all our staff, volunteers, board members, donors, partners, supporters, clubs and of course, our swimmers. I would like to express my sincere gratitude and appreciation to everybody for their contributions and commitment to our mission and vision.

But just what does it mean to be involved in aquatics in Wales? Well, it means more than purely winning medals or breaking records. It means being part of a community that values and respects everyone, regardless of their background, ability, or identity. It means being inclusive, accessible, and diverse in everything we do. It means being committed to excellence, innovation, and continuous improvement. It means being environmentally conscious and socially responsible. It means being proud of our heritage and culture and embracing our bilingualism. In short, it means being open to everyone.

That is why everyone is not just a word, but a concept that guides our actions and decisions. Our fundamental objective is to make aquatics an inclusive, and accessible activity for everyone across the whole of Wales, and to ensure that everyone has the opportunity to enjoy the benefits of aquatics, whether it is for health, fitness, fun or performance. We believe that inclusion is not only a moral duty, but also a strategic advantage, as it allows us to reach out to everyone, and to create new partnerships.

Looking ahead, we face many opportunities and challenges as we strive to deliver our strategic goals and objectives. We will continue to pursue excellence in everything we do, while ensuring that we remain responsive, relevant, and resilient in a dynamic and uncertain world. We will also seek to strengthen our collaboration and engagement with our diverse partners, as we believe that together we can achieve more than we can alone.

Thank you for your interest and support.

CHIEF EXECUTIVE



Fergus Feeney
CEO, Swim Wales

CHIEF EXECUTIVE'S REPORT

I take great pride in our collective achievements when I look back on the 2022-23 year. Together, after two years of disruption, we combined efforts to build back the solid foundations of aquatics in Wales - our club membership, our learn to swim programmes, our swim schools and of course our wider participation across Wales.

As the recognised National Governing Body for aquatics in Wales we celebrated a big year in 2022, our 125th Anniversary. It was an absolute honour to lead the organisation during this time as we reflected on our past achievements over the rich history of our organisation and all of its great people, from our volunteers through to our Olympians.

I also wish to express my appreciation to our extremely talented divers and swimmers who represented us in Birmingham at the Commonwealth Games, and in all other camps and competitions they delivered very successful outcomes across the globe.

I was delighted to kick off the development of our new strategic cycle and lead a consultation process that included 400+ stakeholders - aquatics clubs, members, facility operators, local authorities, NGBs, sport councils and leisure trusts to name a few. Strategy25 has developed into YMLAEN and there is more to come on this in the current year. We continued working hard to achieve our vision of 'aquatics for everyone for life' with a particular emphasis on facility protection and future-proofing our activities and sports. And again, we delivered on our financial targets, including record growth in our training and development business (See separate accounts).

PARTNERSHIPS

Our long-term mission at Swim Wales to become recognised as a sector leader in Welsh/GB sport. To do that we rely on a multitude of partners and over the past 12 months we continued to develop our partnership strategy, creating several new strategic partnerships across sport, health, higher education and equality & inclusion. We now have over 350 active stakeholders mapped supported by strong action plans and a solid communication strategy. By introducing a partnership approach we have vastly increased our capabilities as a National Governing Body and in turn the scale of our impact on aquatics in Wales.



INCLUSION

Over the last year, we have also significantly grown our diversity and inclusion network to support what we call 'inclusive pathways' across our activities and sport. We identified new partners and developed new relationships with representative groups such as the Black Swimming Association, Diverse CYMRU, Disability Sport Wales, World Para Swimming, and Transgender, Muslim Women groups and many other community groups and experts in this field. We are now positioned as one of Wales's leading activities and sports with over 15% of the Welsh population participating every single week, the opportunities to add to this with people from all corners of Wales is really exciting.

SUSTAINABILITY

Our 2022 achievements also included kick starting our ESG and sustainability commitments, by on boarding an impressive number of energy professionals to elevate our knowledge base in this area and help generate solutions for the aquatics sector. In 2023 we will launch 'AQUAZERO' a programme to support the Welsh Governments net Zero 2030 plan and ensure that the aquatics community in Wales has the skills and know how to make the necessary changes to our environments. Energy conservation in the aquatic sector is a big step towards energy independence, sustainable aquatic activities & sports, and then ultimately a carbon neutral world.

ENGAGEMENT

The people involved in Welsh aquatics drive everything we do, and we are committed to making extraordinary efforts to provide our workforce (volunteer and paid) with a best-in-class, inclusive work environment to deliver on their full potential. To keep our commitments to the aquatic communities we serve and represent, we also recognize that growing our learn to swim programmes, our club pathways and our talent pool is essential to our success. Our workforce has developed at an impressive rate, we began 2022 with a large deficit in swim teachers and coaches in Wales and by the end of the year, we had trained nearly 1500+ professionals in our sector. Over the last few years our national coaching programme has engaged with 300+ head coaches and assistant coaches we have been working towards building a sense of belonging while championing our culture and guiding principles.

COMMERCIAL

Our commercial plans continue to move forward with 60% of all income now self-generated through a range of well-established revenues streams. The global sponsorship deal with Speedo, our Sport Passport software company and our training & development business is without doubt our big successes of the 2022-23 year.

GROWTH

Despite the challenging macroeconomic context, I believe Swim Wales are well positioned to meet the challenges that we will face in 2023-24. We are strengthened by a healthy latent demand for aquatics as illustrated in the National School Sport Survey* and National Active Adult Survey* reflecting nearly 300,000 adults and children who want to be more aquatically active or start swimming for the first time. While we remain cautious, we can be optimistic about our future as we focus on building the links between learn to swim and our clubs and providing opportunities past competitive swimming into mainstream recreational aquatics.

I am extremely grateful to everyone who supported us throughout this eventful and historical year, in particular our great member clubs, committees, regions, volunteers and participants. To the Swim Wales board for providing invaluable guidance and to our talented staff for helping us deliver our vision each and every day.

I look forward to the year ahead and am excited about what we can achieve together.

AQUATICS & INCLUSION



“
IN SEPTEMBER, WE HOSTED
AN EQUALITY, DIVERSITY,
AND INCLUSION WORKSHOP
FOR ALL OF OUR AFFILIATED
MEMBERS, PARTNERS,
STAFF, AND BOARD
”

MASTERS ARTISTIC DIVING OPENWATER WATER POLO

During the last financial year (2022/23), the Aquatics team welcomed a number of new people into the team, who have already made a significant positive impact on both our team and the work we do.

One year after the launch of the new Swim Wales membership system, we assessed its performance and made necessary adjustments to enhance the user experience. Notably, we have revamped the structure of all associate memberships, resulting in a 12-month validity period from the date of purchase. Our team is actively overseeing the impact of these modifications and anticipates extending this adjustment to all membership types in preparation for the upcoming financial year.

The year 2022-23 marked the welcome return of our full events calendar following a number of turbulent years. It has been truly uplifting to witness Welsh athletes participate, enjoy, and thrive, whether it is in the pool, lake, or at our national awards. It has been truly refreshing to observe entry figures for all our National Events surpassing their capacity, reflecting the remarkable recovery of the aquatic community.

In December, we held the virtual Swim Wales National Club Awards 2022 to celebrate our incredible Welsh Aquatics community. The Awards recognised athletes, coaches, volunteers, and clubs who have made an outstanding contribution to Welsh aquatics over the last year. We are looking forward to our return next year with an in-person awards evening that promises to be bigger and better than ever before.

We continued to see an increase in Learn to swim schools and providers completing the Learn to Swim Accreditation. Becoming an accredited provider recognises excellence in governance, and

sustainability but most importantly demonstrates that the provider is delivering a positive and safe experience for all.

Learn to Swim operators continued to report increasing numbers within their programmes, with many reporting full programmes and lengthy waiting lists. Collaboratively with our partners, we addressed any challenges the increased demand presented, particularly concerning workforce and training needs.

Amongst the challenge, the growth across LTS initiatives continues to present an exciting prospect to significantly increase participation and engagement across all aquatic clubs. In November the recruitment of our new Pathway & Sport Development Manager, provided the opportunity to review our aquatic landscape, identifying areas of development for each aquatic sport but enabled learning for how good practice can be shared and implemented across Aquatics in Wales.

Building from the success of our partner, clubs, and operator calls during the pandemic we continued to host virtual engagement sessions bi-monthly. These sessions have proved to be highly valuable in maintaining consistent communication with our clubs and partners to share learning and best practice. Guest speakers were invited to attend some sessions to diversify our discussions but have also offered invaluable guidance on addressing the immediate and forthcoming challenges within our sector, this will continue into the future.

In addition to conducting a series of virtual engagement sessions in September, the Swim Wales Aquatic team and CEO successfully concluded a comprehensive partner and club engagement Roadshow across Wales. The roadshow provided a platform to share our new strategy vision, but it also facilitated the collection of valuable

feedback prior to its launch. I would like to take this opportunity to thank those who attended and contributed to the discussion.

In line with our vision 'Aquatics for Everyone for Life' we are committed to effecting a cultural transformation, firmly embedding equality, diversity, and inclusion at the core of the organisation. We believe everyone regardless of their protected characteristic should have the opportunity to be aquatically active evidencing our understanding of our lawful requirements.

Over the last year, we have been working with a range of different community groups across Wales, listening to their needs and breaking down barriers to increase access and ability to regularly take part in aquatic activity.

In September, we hosted an Equality, Diversity, and Inclusion workshop for all of our affiliated members, partners, staff, and board. The response to the workshop was extremely favourable and we will continue to support our members, clubs and partners as we move forward. As we set our sights on the upcoming financial year, a number of exciting projects are already in development, which will drive innovation and elevate our organisational impact.

I would like to take this opportunity to thank our amazing aquatic community for all of their continued support over the last year, with an extended thank you to all club and event volunteers and officials that help drive our sport forward.

Diolch yn fawr,

Sioned Williams
Head of Aquatics & Inclusion



BUSINESS DEVELOPMENT

“

OUR NATIONAL EVENTS MADE A WELCOME RETURN TO NORMAL OPERATION WITH FULL SPECTATOR GALLERIES AND A FULL QUOTA OF COMPETITORS AND ENTRIES

”

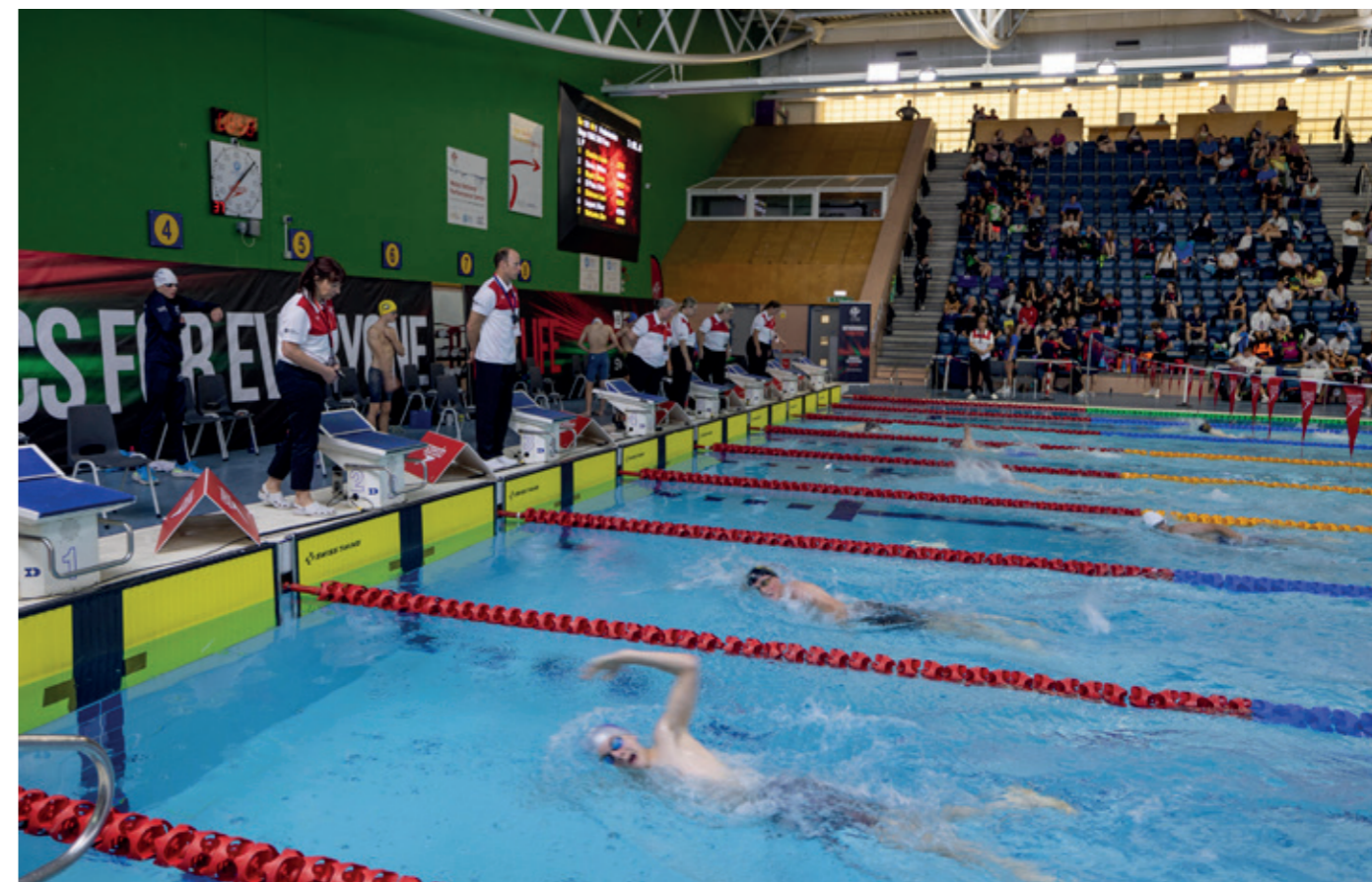
After successfully navigating the unprecedented challenges faced by operating through a global pandemic, Swim Wales' commercial activities faced another test in 2022/23.

We approached the last 12 months with caution due to concerns about the impact the energy and cost of living crisis would have on our partners, and the effect this would have on our commercial streams.

Although this threat remains prevalent, we are pleased to report that it did not impede on Business Development results for this year. Business Development returned very encouraging results with Training and Development, Learn to Swim Awards and Merchandise thriving and performing beyond our expectations.

Businesses and facilities continued to remain open throughout the year, ensuring that our income streams flourished whilst we worked collaboratively with our partners, namely local authorities, trusts, swim schools and other providers. Positive feedback from our customers has highlighted their recognition of the value we provide as the National Governing Body.

In comparison to the 2022/23 plan, Swim Wales improved commercial revenues by 19% and improved contribution by 22%. Business Development revenue exceeded £550,000, a significant 10% increase year on year, through our four core revenue streams. The national shortage of swimming teachers remains a significant challenge for our customers. Swim Wales have continued to explore



opportunities to collaborate with providers to help recruit and retain teachers and we are showing flexibility to ensure that we navigate through this issue as a collective.

Our Training and Development offer is evolving with the introduction of E learning. There is a sizable appetite for this method of learning, which considerably eases the pressure of classroom attendance at leisure centres for learners. Through analysis and research, it is evident that it is not a 'one size fits all' approach with education, so we continue to offer different methods within our portfolio, from face-to-face learning to the growing blended learning option. The flexibility and range of tuition options have increased the attainment rate. Our teacher and coach courses remain extremely popular in this very competitive market and we have introduced a number of new courses to our portfolio including: Assistant Diving Coach, Water Polo Skills, Water Polo Coach (Level 2) and Open Water Safety Course.

Our national events made a welcome return to normal operation with full spectator galleries and a full quota of competitors and entries ensuring that our established and ever popular event merchandise range retailed successfully. Our 'new normal' method of pre-event e-commerce through the new Swim Wales website has proved effective and efficient.

Customers have increased the number of assessments within their Learn to Swim programmes in comparison to the previous year. This, together with our financial result on learn to Swim Awards, and with waiting lists reducing, are our biggest indicators of a resurgence of Learn to Swim throughout Wales. Business Development are reviewing our Learn to Swim Wales Awards to ensure they stay relevant in this digital era.

The sponsorship environment remains difficult throughout the aquatic world. We are delighted with the ongoing support from Speedo UK Ltd as well as a host of partners that continue to support and work with our organisation. Sponsorship has allowed Swim Wales to redress our national events with an updated exciting new look and feel. Moving forward, there will be a greater emphasis on sponsorship collaboration with British Swimming, Scottish Swimming and Swim England, working towards securing partnerships with international brands.

We will continue to engage with all partners in 2023/24 developing our products and services that will satisfy their needs and requirements. Thank you for your support.

Jon Fletcher
Head of Business Development



ELITE & PERFORMANCE



“ ”

OVER 100 ATHLETES HAVE RECEIVED SUPPORT AND DEVELOPMENT THROUGH THE SWIM WALES NATIONAL SQUAD PROGRAMME OVER THE PAST 12 MONTHS

The 2022/23 financial year started positively with many Swim Wales athletes gaining selection for the major senior international competitions of 2022. A total of 23 athletes (16 swimmers, four para swimmers and three divers) were selected by Commonwealth Games Wales (CGW) to represent Team Wales at the 2022 Birmingham Commonwealth Games. four athletes gained selection to represent Great Britain at the FINA World Aquatic Championships in Budapest, and four gained selection to compete at the LEN European Championships in Rome.

The first major international for 2022 took place in June at the FINA World Aquatic Championships in Budapest, Hungary. The Welsh swimmers produced some outstanding performances with Matt Richards winning a bronze medal as part of the men's 4 x 200m Freestyle relay squad, Medi Harris making two individual finals (50m and 100m backstroke – 7th in both) plus a 4th place finish in the mixed 4x100m medley relay; Daniel Jervis qualifying for the 1500m Freestyle final (finishing 7th); and Hector Pardoe gaining 11th place in the 10km open water event.

Focus quickly shifted to the Commonwealth Games in Birmingham, which took place from the 28th July to the 8th August.

The first medal of the Games for Wales in the pool came from Lily Rice in the women's S8 100m backstroke, the Pembrokeshire County para swimmer producing an outstanding performance to win bronze. This was quickly followed up by Medi Harris in the women's 100m Backstroke, who continued her outstanding form to take bronze behind Olympic medallists Kaylee McKeown and Kylie Masse on a night to remember in Birmingham. Unfortunately no more medals followed, however the outstanding overall performance of the team is perhaps best reflected in the statistics that lie behind the medals. Out of a total of 36 event entries, the team achieved a total of 20 top eight finishes (final qualification), 13 top six finishes and 6 top four finishes. When taking heat relay swimmers into account, this results in 16 out of a team of 20 achieving a top six finish at the Games (80%), and 20 out of 20 achieving a top eight finish (100%). In total the team achieved an incredible 11 new Welsh National records over the course of the six days in Sandwell.

From a diving perspective, a record three athletes represented Team Wales across three event disciplines. In all three events Welsh divers progressed from prelims to finals, with Lucy Hawkins finishing 12th in the women's 10m platform, Aidan Heslop placing 8th in the men's 10m platform, and Ruby Thorne and Aidan Heslop finishing 8th in mixed 10m synchronised.

The final major event of the summer took place at the LEN European Aquatic Championships which took place in August in Rome. Three Welsh swimmers and one high diver represented Great Britain and the event proved to be highly successful with Welsh Swimmers winning three Gold medals (Medi Harris 4x100m free relay, Matt Richards 4x200m mixed free relay, Kieran Bird 4x200m mixed free relay), three Silver medals (Medi Harris 100m Backstroke, Medi Harris 4x200m free relay, Matt Richards 4x100 mixed free relay) and two Bronze medals (Matt Richards 4x100m free relay, Medi Harris 4x100 mixed medley relay). Aidan Heslop finished 6th in the men's high diving event in Rome, but rounded off his season on the podium at the Red Bull High Diving World Series final in Sydney to take his final World Series placing to 2nd, a remarkable achievement for a diver in his first full season on the tour.

From a performance pathway perspective, over 100 athletes have received support and development through the Swim Wales National Squad Programme over the past 12 months, ranging from domestic camps focusing on skill development, physiological testing and holistic education, through to international training and competition opportunities. The Swim Wales National Squad programme continues to play a critical role in supporting Wales' elite athletes performing on the World stage, while at the same time developing and inspiring the next generation of international swimmers and coaches.

The professional development of coaches across Wales has continued to be a strategic priority. Swim Wales' Coach Development programmes have provided 30+ development opportunities to nearly 40 coaches over the twelve month period ranging from bespoke workshops and international experiential learning to practical learning opportunities across the National Squad Pathway. There has also been significant collaboration with British Swimming and the other Home Nations to develop and launch the Optimal Coach Development Framework.

Following the successful completion and approval of the UK anti-doping (UKAD) assurance framework in April 2022, Swim Wales continue to be committed to promoting clean sport and providing appropriate education. During 22/23 Swim Wales, in conjunction with UKAD, have delivered an anti-doping education programme across all levels of the National Programme pathway to both athletes and staff.

In September 2022, Swim Wales initiated an independently facilitated 'performance system review' to engage with key stakeholders and partners such as athletes, coaches, clubs, Sport Wales and British Swimming in order to ensure continued evolution and continual improvement of the performance system in Wales. The insights and learnings collated through the review has led to the development of three key focus areas that the Performance Team will look to drive forwards over the coming years – improving the competition pathway, evolving our high performance training environments, and introducing regional development programmes to underpin the National Squad Programme.

As we look forward towards the 2023/24 financial year, there are already encouraging signs of an exciting and successful year to come as Welsh swimmers and para swimmers have gained selection to represent Great Britain across all of the major international events of 2023 including the FINA World Aquatic Championships, World Para Swimming Championships, LEN European Under 23 Championships, LEN European Junior, and European Youth Olympic Festival. Additionally 10 swimmers have also gained selection to represent Team Wales at the Commonwealth Youth Games in Trinidad and Tobago which will serve as a great opportunity for the best junior swimmers in Wales to gain vital multi-sport Games experience.

I would like to take this opportunity to wish these, and all the aquatic athletes across Wales, all of the very best for the competitions ahead and to personally thank all of our key partners – British Swimming, Swim England, Scottish Swimming, Sport Wales, Team Wales and our facility providers for their support and collaboration. Finally, I would like to thank all of the athletes, coaches, team managers, sports science practitioners, and club volunteers across Wales who have given so much to make this last year such a success.

Ross Nicholas
National Performance Director

12

Swim Wales athletes on the British Swimming / British Para Swimming World Class Programme for 2022/23

23

Athletes gaining selection to represent Team Wales at the Birmingham 2022 Commonwealth Games

2

Medals won at the Birmingham 2022 Commonwealth Games

21

Top 8 finishes at the Birmingham 2022 Commonwealth Games

6

Swim Wales athletes selected to represent British Swimming at the 2022 FINA World Aquatic Championships and/or LEN European Championships

9

Medals won by Swim Wales athletes at the 2022 FINA World Aquatic Championships and LEN European Championships



SWIM WALES®
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COMMUNICATIONS

“

SWIM WALES HAS FIRMLY POSITIONED ITSELF AS A DRIVING FORCE IN NOT ONLY THE WORLD OF SWIMMING AND AQUATICS, BUT SPORT AND HEALTH THROUGH OUR PROACTIVE COMMUNICATIONS STRATEGY AND POLITICAL ADVOCACY.

”

We witnessed the true power of strong communications within the world of Welsh aquatics during the 2022-2023 financial year. We have celebrated our elite athletes making waves on the world stage and battled to keep our grassroots facilities afloat. As we reflect on the achievements of the past year, this communications summary aims to highlight some of those significant milestones.

Swim Wales has firmly positioned itself as a driving force in not only the world of swimming and aquatics, but sport and health through our proactive communications strategy and political advocacy.

CWG SUCCESS

Following the resurgence of Covid-19 at the end of the previous year, the Birmingham Commonwealth Games came at the perfect time to celebrate our sport with a near home crowd in attendance to watch our Swim Wales athletes take on our rivals from near and far. Working closely with our Performance team, we took our audiences on a journey with our athletes, through their selections, all the way through to the Sandwell pool and podium. For some, there was no fairy-tale ending, as was the case with Alys Thomas who was forced to retire through injury after the Games.

However, together, we saw the Games and aquatics capture the nation's attention. Medi Harris lived up to her rising star status to claim a brilliant bronze in the 100m Backstroke in a final filled with the globe's best swimmers.

Lily Rice had already been in the spotlight for becoming the first female in Europe to backflip in her wheelchair, but her third placed Backstroke finish garnered media attention that she could never have imagined. Both of our medallists, within a team who earned plaudits for their togetherness and performances, continue to inspire the next generation to get into water.



#SAVEOURPOOLS #ACHUBEINPYLLAU

As people were motivated to get back into the water after the pandemic and Commonwealth Games, the future of aquatics was once again plunged into uncertainty due to the energy and cost of living crises.

As the National Governing Body for aquatics, we refused to sit back and wait. In response to the existential threat facing our partners, clubs and the health and wellbeing of the nation, we launched the #SaveOurPools #AchubEinPyllau campaign.

With three quarters of council facilities classed as 'insecure' and the steep decline in our young people's ability to swim, it was imperative that our organisation advocated for our sport. Alongside Swim England, Scottish Swimming and Community Leisure UK, we launched a two-pronged campaign that aimed to spread our messaging far and wide and force change at Government level to ensure our pools were protected.

The Save Our Pools petition calling for funding gained more than 7,500 signatures in a two month period and the campaign reached more than a quarter of a million people. The campaign has since been referenced in the Senedd budget debate, and has been the centre of multiple national television, radio and newspaper reports.

The success of Save Our Pools was highlighted by its nomination for a prestigious Welsh Sports Association Sports Industry Award.

CRISIS COMMS

There was a genuine threat to the company's reputation as our Crisis Communications plan was stress tested at the abandoned Swim Wales National Championships 2023. Through no fault of our own, the Championships were first moved from Swansea to Cardiff and then cancelled due to issues with the facilities at Cardiff International Pool.

The team pulled together to proactively respond to the situation, putting our members first by communicating clearly and openly with those already at the meet, and those who planned to attend. Despite a handful of negative headlines, we negated any significant reputational damage through our communication, and the offer of an extra event in Liverpool.

ENGAGEMENT

Our regular engagement calls have continued with success. Every two months our operator partners are given insight from experts in fields that they wish to hear from, and our clubs are brought closer to the NGB through an open, hour-long update where they have the platform to work collaboratively and seek help.

We have also enhanced our systems, utilising new ways to speak to our members and wider audiences through our JustGo membership system.

The future is bright for the Swim Wales brand as we look ahead to the launch of our new YMLAEN Strategy, which will align our messaging to showcase the breadth of positive work undertaken by our team.

James Candy
Communications Manager





EQUALITY, DIVERSITY & INCLUSION

GOVERNANCE

“ SWIM WALES ARE WORKING ON A PLAN TO SUPPORT IMPROVED GOVERNANCE ACROSS OUR AFFILIATED ORGANISATIONS ”

Promoting Equality, Diversity & Inclusion remains a key focus for our organisation. While we take pride in the significant strides we have made in this area at Swim Wales, it is evident that more action is required to make our sport accessible to everyone to turn our vision of 'Aquatics for Everyone for Life' into reality.

We have supported over 50 women from Black, Asian and minority ethnic communities to learn how to be safe and competent swimmers. Additionally, we have also supported men and women in the Cardiff area to become lifeguards and swimming teachers, which we hope will inspire the next generation of our aquatic workforce.

At Swim Wales, our ultimate goal is to create a safe, welcoming, and inclusive environment where everyone has the opportunity to engage in aquatics. Participating in swimming, diving, and other aquatic activities provides a whole host of benefits for a person's physical and mental wellbeing. To ensure that everyone can learn, participate and compete in water, we are committed to creating an environment where diversity is celebrated and everyone is treated with respect and dignity.

As well as providing new opportunities and breaking down barriers, we believe to fully embed an inclusive culture we need to educate the aquatics community, and make everyone realise that they have a role to play. In November, we hosted our first Equality, Diversity and Inclusion workshop to our members and partners. The session was hugely successful with over 100 attendees. As we move forward, more EDI workshops and webinars will be hosted by Swim Wales on a number of important topics.

We know from working collaboratively with our partners that the desire to become aquatically active has never been greater, and are now working tirelessly with our partners to break down barriers and create new opportunities. Over the last year we have had great success in Newport, Cardiff and Swansea on targeted projects.

Although progress has been made in this area, we plan to make big strides over the next 12 months. We will be launching 'Cynnwys' Swim Wales's first Equality, Diversity and Inclusion framework in the near future. The framework will not only outline our strategic outcomes and objectives over the next few years, it will also keep us as an organisation accountable.

Together, we can build a community that embraces diversity and promotes active, healthy lifestyles for all.

Sioned Williams
Head of Aquatics & Inclusion

In my report last year, I wrote about Governance & Leadership Framework for Wales (GLFW), and in late 2022 Sport Wales selected Swim Wales for a Governance review. Sport Wales appointed an external consultant to work with Swim Wales Head of Governance to assess the governance across the organisation.

governance: Collaboration, Passion, Ambition and Innovation. The consultant finalised his report with the following words – "Swim Wales are to be commended on their clear prioritisation of governance across the organisation". We were very proud to read this, which was achieved thanks to a committed team effort.

The assessment ranged from submitting policies and procedures for review, board meeting observation then a final assessment meeting.

Swim Wales are working on a plan to support improved governance across our affiliated organisations and in 2023/2024 will be rolling out a leadership framework for club leaders enabling us all to be well equipped and more informed in our roles.

We evidenced how Governance is threaded through to the core of all we do. How the seven key principles in the Governance and Leadership Framework for Wales are considered. Our commitment to improve diversity in our organisation and across our sport. The consultant reported 'four clear values evidenced across Swim Wales

Zita Cameron
Head of Governance (Swim Wales Safeguarding & Welfare Lead)





SAFEGUARDING



“
IT GIVES ME GREAT PLEASURE TO SAY
THAT SWIM WALES MAINTAINED ITS L3
SAFEGUARDING CHILDREN IN SPORT FOR
ANOTHER YEAR.
”

“
IN MAY 2022, WE AGAIN MET THE
HIGHEST ASSESSMENT STANDARD;
ACHIEVING SUCH AN ACCOLADE
IS ACCOMPLISHED THROUGH
COLLABORATION BOTH INTERNALLY
AND EXTERNALLY.

”

Safeguarding plays a strategic role in the sporting landscape, Swim Wales Safeguarding Team work directly with Club Welfare Officers completing their induction to role to implementing and maintaining good safeguarding practices. It is through this collaborative work we continue to be focused aiming to minimise the risk of abuse and ensure that Aquatic sport stays safe and enjoyable for all those involved.

In 2013 following, a rigorous assessment process we evidenced to both Sport Wales and the Child Protection in Sport Unit our procedures and processes met their expectations. Every year since, we have been assessed, ensuring we still meet the standards expected through continuous improvement. In May 2022, we again met the highest assessment standard; achieving such an accolade is accomplished through collaboration both internally and externally.

Children and young people are our future, hopefully, one day they will sit where you and I now sit, every reason why we should provide development opportunities within Aquatics for children to be involved and listened to. We have witnessed so many great stories of good practice across our clubs evidencing opportunities for children, e.g. Children/young people committees with a Terms of Reference, Young People Social Committees, Young People Awards Committees, additionally young people attending Swim Wales Leaders course so they learn more about roles and volunteering in Aquatics in Wales.

The depth some clubs go to, to provide a voice for young children, has been overwhelming and through the Welfare Officer Forums the opportunity to share best practice across all areas will continue.

Have you ever asked the children in your club if they know who to talk to if something is worrying them? Do they know how to contact the Welfare Officer? Do they feel safe and free from harm? Three such simple questions that would mean so much to a child to be asked.

Adults at Risk, The Ann Craft Trust (ACT) is the chosen contractor for sport in Wales to work with NGB's – we all have equal responsibility to implement good practice for safeguarding adults involved in Aquatics. NGB's in Wales are being introduced to an assessment process by ACT, similar to the CPSU annual assessment, ensuring we have procedures and processes in place and understand what the law says about safeguarding adults. Swim Wales will be providing learning opportunities in the future ahead of mandatory training requirements. <https://www.anncrafttrust.org/>

Zita Cameron
Head of Governance (Swim Wales Safeguarding & Welfare Lead)



ACCOUNTS FINANCE REPORT

The financial year ending 31st March 2023 (2022/23) continued to be a year of rebuilding and strengthening for the future after the prior two years which was significantly impacted by the coronavirus pandemic.

The year ended on a £27.9k operating surplus, compared to a £135k surplus in the previous year. The 2022/23 result was primarily due to increased self-generated revenue.

Swim Wales continued to build on revenue streams that could be serviced online including training and development, merchandise and badges and certificates. In 2022/23 Grant income made up 52% of total income, the balance of 48% came from self-generated revenue such as training & development, events, membership fees, badges & certificates and merchandise.

2022/23 was an exceptional year for growth in key areas. Our Badges & Certificates cost centre saw a 78% increase on 2021/22, merchandise saw an increase of 16%. Our overall income has fallen from 2021/22 but these results were inflated in comparison to 2022/23 as this included £108k from business Interruption Insurance and a gain of revaluation of investment property.

The first national indoor event to return with spectators was the Summer Open in August 2022, the return of spectators to events helped contribute to the additional £47k revenue generated on prior year and £59k increase for Regions.

Swim Wales successfully applied for the Sport Wales Cost Of Living Fund which is to be used in connection with cost of living pressures in our sport. This was received in March 23 and has been moved to deferred income, this grant needs to be used by March 24.

In 2022/23 Swim Wales saw further organisational restructure within the Aquatics & Inclusion department, with a new Membership Manager and a new Events Manager being appointed. This was part of Swim Wales strategy to increase income from these two business areas, in order to become less reliant on Sport Wales funding.

However the financial year 2023/24 will bring fresh challenges with the cost of living crisis which could see self-generated income streams being significantly impacted.

Emma Powell
Head of Finance & Administration

STATISTICS

INCOME	2,218,241
COSTS	2,198,099
SURPLUS	27,912
HEAD COUNT	24 EMPLOYEES



ACCOUNTS INCOME

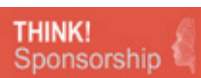
	31/03/2023	31/03/2022
	£	£
INCOME		
GRANTS		
Sport Wales	1,003,279	1,260,823
Other Funding	149,925	126,979
	1,153,204	1,387,802
AQUATIC DEVELOPMENT		
Membership	244,220	212,515
Events	170,427	117,016
Regional	86,377	27,741
Diving	10,992	13,296
Water Polo	31,397	42,190
Open Water	0	2,960
Pathway	362	0
	543,775	415,718
BUSINESS DEVELOPMENT		
Merchandise	27,370	10,001
Sponsorship	15,240	5,417
Badges and Certificates	89,950	50,503
Education	366,869	347,650
	499,429	413,571
NATIONAL PERFORMANCE	9,891	24,667
BUSINESS INTERRUPTION INSURANCE CLAIM	6,631	53,390
GAIN ON REVALUATION OF INVESTMENT PROPERTY	0	55,000
OTHER INCOME	13,081	13,269
	2,226,011	2,363,417

ACCOUNTS EXPENDITURE

ACCOUNTS BALANCE SHEET

	31/03/2023	31/03/2022
	£	£
EXPENDITURE		
AQUATIC DEVELOPMENT		
Staffing	124,293	143,845
Membership	34,800	48,050
Events	187,853	136,811
Regional	63,589	109,737
Diving	10,992	26,154
Water Polo	44,748	42,084
Pathway	124,290	129,458
Open Water	-	14,225
	590,565	650,364
BUSINESS DEVELOPMENT		
Staffing	23,704	38,028
Merchandise	13,737	17,005
Sponsorship	14,898	1,575
Badges and Certificates	23,208	12,226
Education	265,682	213,515
	341,229	282,349
NATIONAL PERFORMANCE		
Elite Programme	351,922	307,391
Elite Staffing	378,634	401,813
Elite Athlete	49,000	83,582
	779,556	792,786
OVERHEADS	486,749	502,899
	2,198,099	2,228,398
NET	27,912	135,019
(Deficit / Surplus for the year before taxation)		

	31/03/2023	31/03/2022
	£	£
FIXED ASSETS		
Tangible assets	29,062	23,810
Investments	1	1
Investment property	410,000	410,000
	439,063	433,811
CURRENT ASSETS		
Stocks	10,006	8,804
Debtors	246,808	330,338
Cash at bank and in hand	570,773	650,843
	827,587	989,985
CREDITORS		
Amounts falling due within one year	480,816	653,915
NET CURRENT ASSETS	346,771	336,070
TOTAL ASSETS LESS CURRENT LIABILITIES	785,834	769,881
CREDITORS	(25,000)	(35,000)
Amounts falling due after more than one year		
PROVISIONS FOR LIABILITIES	(4,994)	(4,994)
NET ASSETS	755,840	729,887
RESERVES		
Revaluation reserve	107,207	107,207
Fair value reserve	55,000	55,000
Income & expenditure account	593,633	567,680
	755,840	729,887



We would like to say a big thank you to our partners who have made this past year a great success.

Thank You! Diolch!

SWIM WALES
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Sketty Lane,
Swansea,
SA2 8QG

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SWIM WALES
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CYNNWYS