

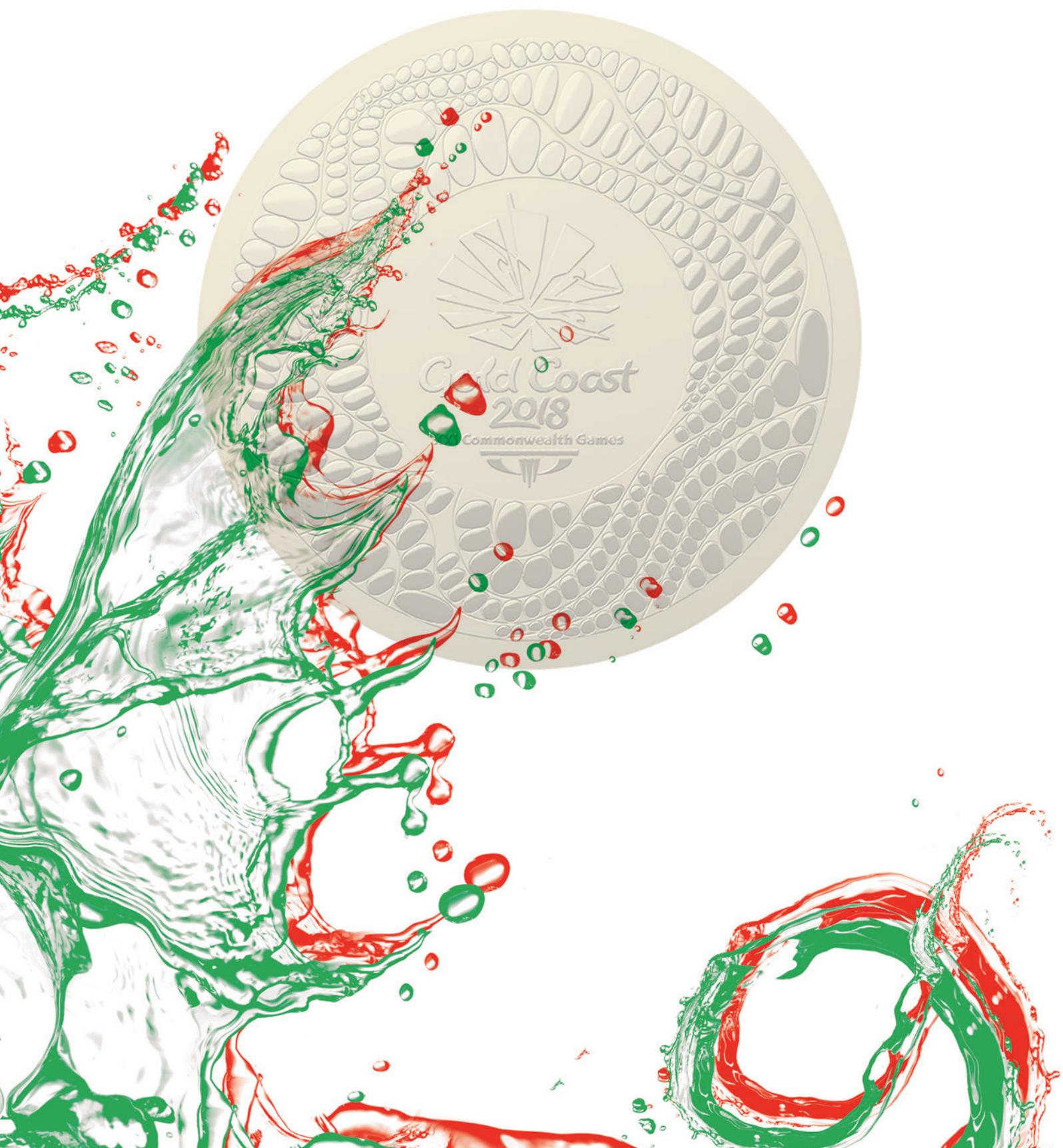
**Swim Wales | Nofio Cymru**

**Annual Report & Accounts**

**2017 - 2018**



**NOFIO CYMRU**  
**SWIM WALES**



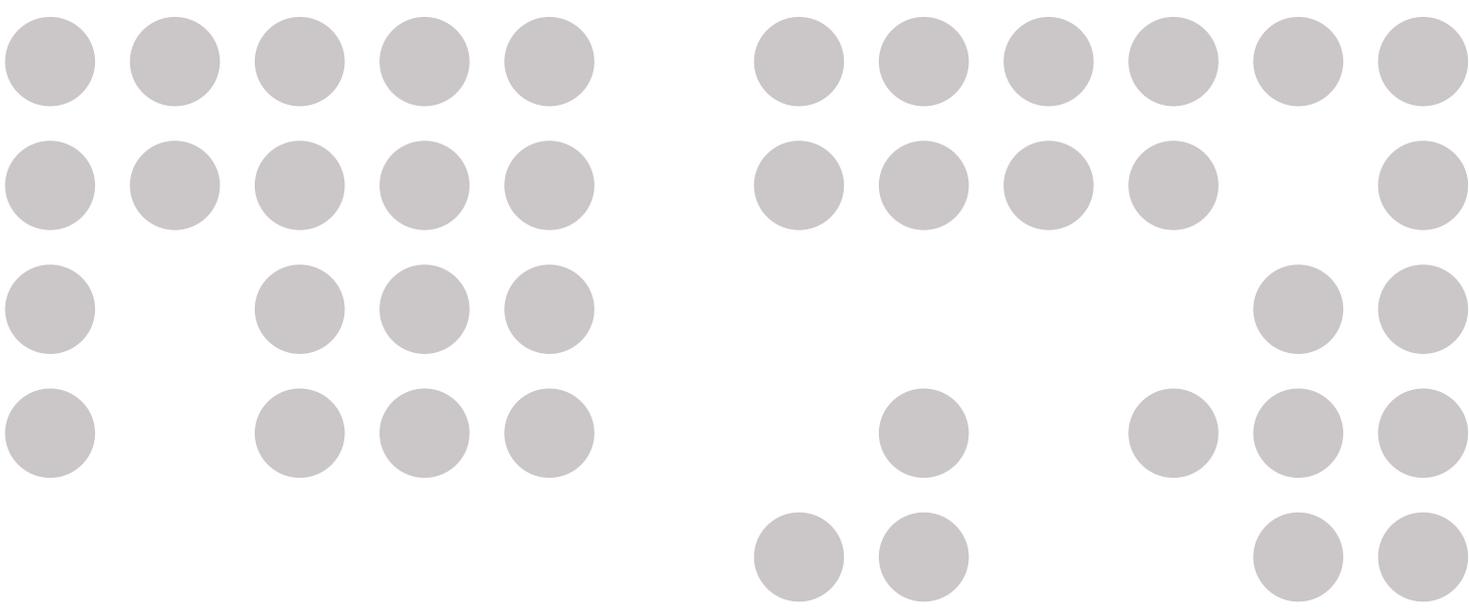
# Swim Wales Vision

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

May 2016

## Partners





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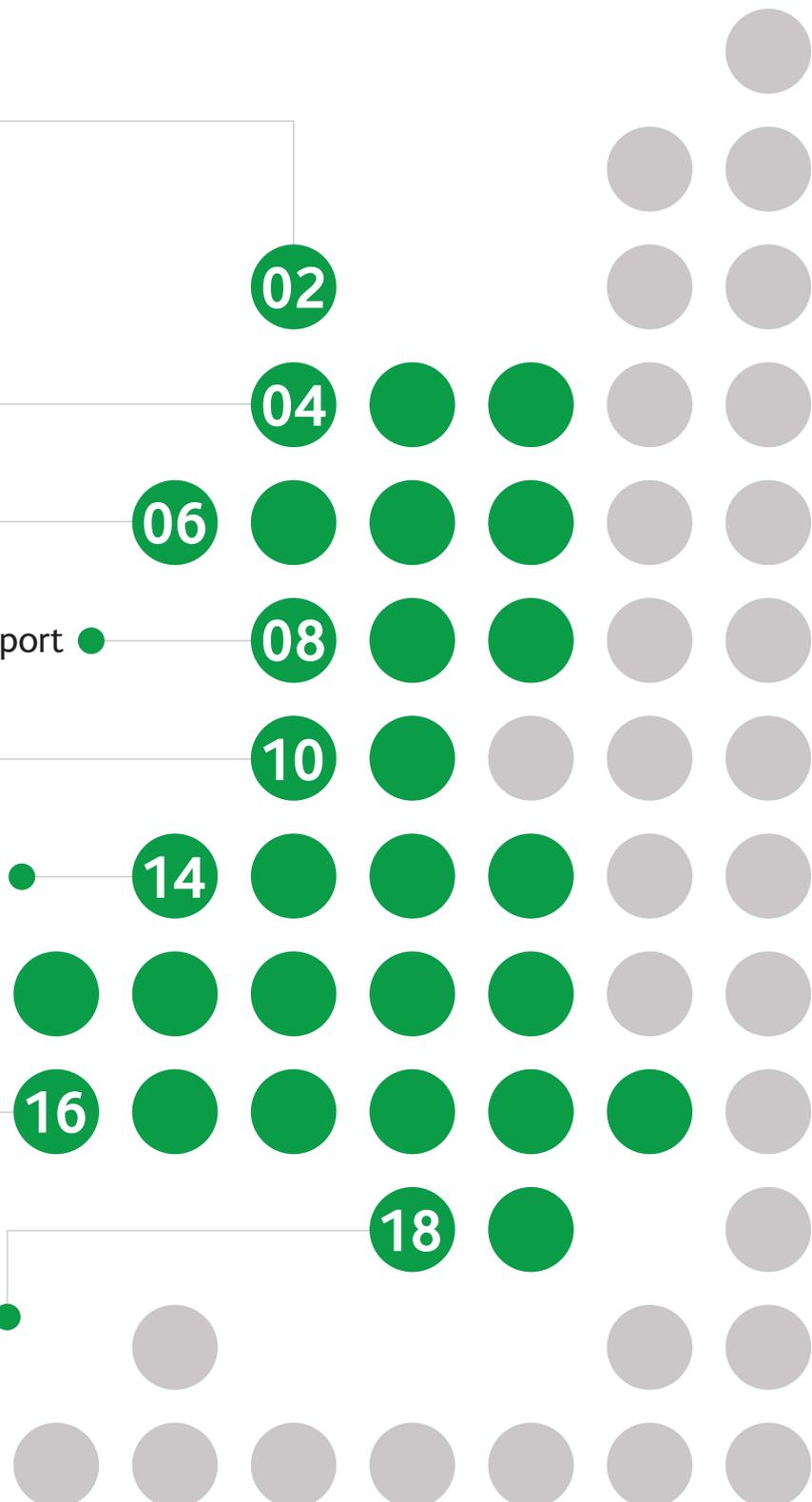
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# Chairman's Report

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Sport or sporting activities at whatever level they are played has to be organised. Be it in the local park, on the track, in the stadium or in the water. The administration of such sporting activities will involve teaching, coaching, training, officiating, selecting teams, deciding what the rules are and dealing with any disputes that may arise during such activities as well as organising and participating in competitions.

The body of people set up to organise, administer, manage and control all aspects of a particular sporting activity is known as the Governing Body. Any sport involved in international competition will also have an International Governing Body that administers the sport at an international level.

The fundamental role of Swim Wales as the National Governing Body (NGB) for all aquatic activities throughout Wales is to create a vision and define a strategic plan for the development and delivery of all aquatic activities, and determine how such activities will be implemented locally, regionally, nationally and internationally.

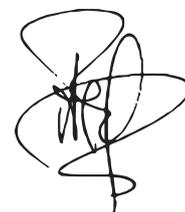
At Board level, our challenge during the year was to ensure that the skill sets of our newly appointed Non-Executive Directors were focused effectively on our policy to sustain resilience as well as drive the necessary reforms to improve our reputation and deliver outstanding performances at every level across Wales.

Of course, no business can function without revenue and aquatics is no different. Just under half of our annual funding comes from Welsh Government and Sport Wales. Unfortunately, this is not guaranteed from year to year which means to completely meet our obligations as a National Governing Body, we also need to continually focus on business and revenue generating activities thereby ensuring Swim Wales maintains sufficient financial flexibility to adapt to volatile core funding changes without damage to our essential operations and enabling us to properly sustain and grow aquatics.

It is important not just to achieve good results, but to do so in a way that treats all of our stakeholders, including internal staff, member Clubs, coaches, teachers, technical officials, a myriad of volunteers, sponsors, investors and donors – in a fair and transparent way.

Over the next 12 months we will further develop our strategy in order to deliver enhanced value to all of our stakeholders within a governance framework that provides stability, prudence and effective oversight.

My special thanks on behalf of the Board to everybody involved, at every level in every Club across the whole of Wales, as well as, to our internal staff for the hard work, dedication, commitment and contribution to everything we have achieved together this year.



**Allen Bewley**  
Chairman



# CEO Report

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Once again, it gives me great pleasure to present the Swim Wales 2017-18 annual report, and reflect on our organisation's achievements over the last year.

In general, I believe Aquatic sport in Wales is in very good health. We have record numbers of people participating in our sport on a weekly basis (350,000\*), youth development and school swimming is on the rise and we have just seen a record year for our Elite squads.

Engagement is improving across both clubs and Local Authorities through the creation of joint Development Plans. This is without doubt a key step in supporting more people to be active, safely, in water. We have worked closely in partnership with Welsh Government and Sport Wales to identify the 307 swimming pools in Wales where aquatic sport takes place in many forms. Later this year we will be publishing our own Facilities Strategy which will identify the needs of our sport going forward and inform any future capital investment decisions.

The last 12 months also saw Swim Wales play a key role in the national review of 'Free Swimming' funding. Wales was the first country in the world to introduce a scheme like this back in 2004, and the fund has contributed over £50m to date to encourage under 16 year olds and over 60 year olds to be active in the pool. I am pleased to say that the £3m investment from Welsh Government has been secured once again with Swim Wales at the heart of the delivery of a more efficient and effective programme for the years to come.

I am very proud of both our accredited member clubs and the dedicated volunteers that give so much valuable time to them. Our membership numbers stand at 80+ clubs, with club members reaching 10,000+ and growing. We now have 11 well established Performance clubs and I am looking forward to seeing it all come together to create a positive and safe environment for people of all ages to enjoy, learn, participate and compete.

Our relationships with external partners continues to build. We now have good links with key Departments in Welsh Government such as Sport, Health and Business through our involvement in several review teams, think tanks and consultation groups.

We enjoy a strong working relationship with our main funding partner Sport Wales. Our sport is a significant contributor to both community sport and National Teams and this will be key to the nation's Health and Wellbeing agenda for the next 5 years and beyond. At a UK level our contribution to British Swimming strategy and operational targets is going very well both in and out of the pool. It is a great time to be part of this unity with a new CEO and board members heading into Tokyo 2020.

As most people know by now, Swim Wales introduced a new cohort of directors back in November 2017. Aside from strategic direction and oversight the new skills and competencies that we introduced are really starting to help us deliver in new areas like communication, marketing, defining membership services and general governance.

In addition to this, the new operational structures that we introduced last year are starting to deliver results, especially in the areas of club development and governance. I am particularly proud of our senior management team and the way the team have embraced our 'customer first' approach to what we do at the National Governing Body, for us it is all about the participants, members, volunteers and swimmers.



I must pay tribute to our very special National Squad. A team of 12 swimmers, 2 para swimmers and 1 diver were selected by Team Wales for the Gold Coast last April, the results have been well publicised. Eight medals from the pool is our best performance ever, and on the back of the Commonwealth Games 7 Welsh swimmers made it into the GB squad for the 2018 European Championships with world class performances from individual and relay teams. This is testament to the very talented young people we have in our development and performance system supported by world class leadership, coaching and sport science staff.

Finally, I want to say thank you. Swim Wales can't deliver its mandate as the National Governing Body for our sport without so many people and organisations. I hope you enjoy reading this year's report, and I look forward to sharing more successes with you all over the next 12 months.

**Fergus Feeney**  
Chief Executive of Swim Wales  
British Swimming Board Member

\*Welsh Government Active Adult Survey 2018

# Aquatic Development Report

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As Head of Aquatic Development, I have had the pleasure of completing my first 12 months in post by the end of this reporting year.

The last 12 months have involved growing and developing an engaging and energetic team to support our ambition to inspire the nation of Wales to become aquatically active. From the 1st January 2018 we had a full team in place for the first time since I came into post.

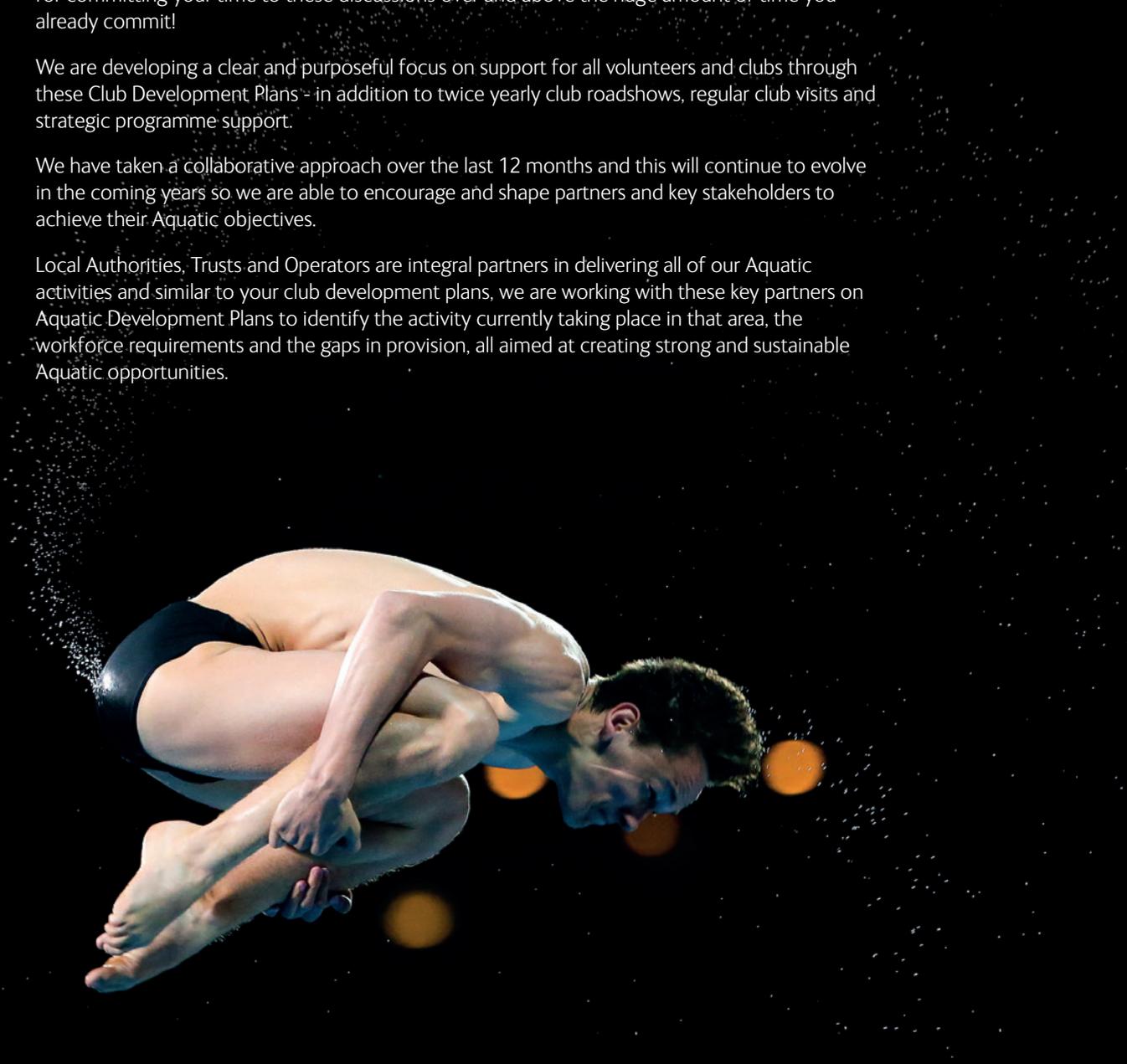
We have seen an increase in affiliated clubs and club membership during the year with 81 Aquatic clubs consisting of 10,036 overall club members.

2017 has seen continued engagement and the building of strong partnerships with you and your member clubs. It has been a fantastic insight into the day to day running of the life blood of our sport. The team has been committed to working with you to further develop your clubs, utilising your Club Development Plans to identify vision and strategy for your club. A massive thank you for committing your time to these discussions over and above the huge amount of time you already commit!

We are developing a clear and purposeful focus on support for all volunteers and clubs through these Club Development Plans - in addition to twice yearly club roadshows, regular club visits and strategic programme support.

We have taken a collaborative approach over the last 12 months and this will continue to evolve in the coming years so we are able to encourage and shape partners and key stakeholders to achieve their Aquatic objectives.

Local Authorities, Trusts and Operators are integral partners in delivering all of our Aquatic activities and similar to your club development plans, we are working with these key partners on Aquatic Development Plans to identify the activity currently taking place in that area, the workforce requirements and the gaps in provision, all aimed at creating strong and sustainable Aquatic opportunities.



2017 saw Swim Wales engage with over 1,000 children across Wales through the Swim Safe programme which is in partnership with the RNLI, RLSS & Swim England. Programmes were rolled out at Plas Menai in Gwynedd and Cardiff International White Water Centre. This continues to support the development of the Learn to Swim Wales framework where we continued to engage with all partners to inspire children to have fun, be safe and learn to swim.

Again, it has been another strong year for our Events team, with over 40,000 Swimmers competing in over 95 licensed events across Wales. Some of the highlights from 2017 included the Swim Wales Open Water Championships where 87 swimmers took the plunge at Parc Bryn Bach, Tredegar. 2018 will see Open Water grow again with the event heading to Bala for the first time and acting as a key part of the "Big Bala Bash" featuring Gemau Cymru and Welsh Triathlon.

With a national strategy for open water now in place, Swim Wales aims to develop the event again in 2018, developing regional competitions to feed into the National event, as well as creating more accessible Open Water opportunities for all across Wales. 2018 will also see us grow our offer for Masters and Seniors short course competition so if you're looking to compete, get in touch!

This coming year will see continued focus on the organisation of the development sports such as Water Polo, Artistic Swimming (formerly Synchronised Swimming), Diving, Open Water and Masters which all require considerable support and coordination to realise their potential in Wales. We have been proactive in developing working groups to help support and define specific strategies for these sports in order for them to reach and maximise their potential.

The success of 2017 has further highlighted the need for us to develop an engaging and innovative communications plan to ensure that every corner of the Aquatic community has the opportunity to be heard, seen and interacted with! 2018 will see us further establish our communications plan including; developing the website, growing our reach with live streaming of events and increasing our profile on Social Media. We can't do all this on our own so if you have a story to share, let us know!

Partnership and collaboration has been a key theme for us and will continue to be as we look to create our long term strategy for Aquatics in Wales. Through coordinated and engaging partnerships with our member clubs, members, local authorities and key stakeholders, we firmly believe that Swim Wales can continue to contribute significantly to a physical active mentally healthy nation.

I think you will agree, it's a very exciting time ahead for Wales!

**Simon Clarke**  
Head of Aquatic Development

## Aquatic Development

**10,036**

Club Members

**45,000**

Children in Learn to Swim  
Wales Programme

**218**

Local Authority leisure  
sites in Wales

**307**

Swimming Pools in Wales

**7**

National events delivered

**5,496**

Spectators

**3,039**

Swimmers

**14,113**

Entries

**76**

Volunteers

**250**

Officials



## Business Development Report

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It's been a very productive 12 months working on the newly formed Business Development/ Commercial business stream at Swim Wales.

One of the first things that we conducted last year was an audit on our past, current and future sources of income which was completed in Q1. It has been clear from the start that we have lots of commercial potential and the team and I have defined some ambitious plans for these revenue streams.

The main areas of growth continue to be in Sponsorship, Merchandise, Learn to Swim Wales Awards (Badges and Certificates), Training & Development and of course the Aqua/Sport Passport Software.

The last year witnessed a very challenging commercial climate, and with this in mind we made customer/membership retention and revenue protection a priority. I am pleased to say that key relationships and revenue streams have been maintained and improved in certain areas which are covered off in the annual accounts.

Sponsorship has long since been a source of revenue for sport in general. In the past Swim Wales have had strong partners with British Gas, Kellogg's and Speedo and we continue to do so with TYR as the current kit sponsor for the national squads; Year 2 of the 8 year contract has gone well. It is refreshing to work with a partner who wants to access grass roots sport and help develop our clubs as well as the elite side of our sport. The Swim Wales sponsorship 'asset pack' has now been developed and early indications are that there is a lot of potential reach in Welsh Aquatics something that prospective sponsors are looking for. Looking out over the next 12 months we have several sponsorship opportunities which I hope will encourage companies of all sizes to invest in Swim Wales.

Another area of key importance to us commercially is Digital Marketing and the use of technology platforms to enhance the appeal of our sport. This year we introduced Live Streaming for the first time and this was trialled at the Winter Championships. On the back of strong audiences we

then broadcasted the Long Course Championships on Facebook Live, which proved extremely successful with a staggering 50,000 views over the 4 days. The team and I are convinced that this area will help Swim Wales develop its brand exposure and reach out to a new audience both nationally and internationally.

It has been another exciting year for our Aqua Passport software. In the past 6 months we have engaged with a new digital partner, Swansea based Empyrean Digital, a vastly experienced company with similar digital products and the development and support we currently experience will further enhance our product. We currently have 140,000 users of Aqua Passport throughout Great Britain and this number has the potential to increase greatly over the next 12 months. I also envisage the development of Sport Passport, our multisport platform after several recent approaches from other sports. Aqua Passport International has also been introduced and we expect users from around the globe to enjoy this fantastic product.

Training and Development is a very important aspect of what we do at Swim Wales, and we are very proud to offer such a superb suite of teaching/coaching training courses and CPDs. This past year Swim Wales has delivered 53 courses to over 600 learners, 7% up on 2016/17. Efficiency will be the key for Training & Development in 2018/19, as well as for the rest of our business in the coming year, with an emphasis on listening to our customers and trying to cater for their needs, ensuring we are the first point of call for Aquatic training and development in Wales.

Following a strong piece of market analysis we have started to roll out combined Level 1 and Level 2 courses and these have been very well received. We have fantastic tutors in Wales and are very grateful for the very high standards they maintain and pass on to Wales' next generation of coaches and teachers.

The operating model for merchandise has changed over the past 12 months. Historically we have outsourced merchandise to a third party but have now taken this back in-house, beginning with the Winter Championships. Customer service is of paramount importance to Swim Wales and it was imperative that we should be in charge of our own destiny. At present this is a relatively small income stream, through event merchandise and a small amount of online sales. However, our merchandise is of high quality and we more than meet our customer expectations. The Water Dragon merchandise has been available at our events and online and should continue to grow. We look forward to an increase of sales through e-commerce working in collaboration with Empyrean Digital to improve our offer.

Learn to Swim badges and certificates have been a great success story during the past year. With relationships growing with local authorities and swim schools and also a popular new design of the product, progress has been staggering.

There has been an annual growth of the business, and we look forward to introducing ourselves to many more swim schools throughout Wales and growing this product further.

Building business relationships and introducing corporate partners is very important to Swim Wales in the next 12 months, as is maximising the income streams we already enjoy.

There is a lot of hard work ahead for this excellent new Business Development team, I am sure you will agree there is great potential to make huge commercial steps.

**Jon Fletcher**  
Head of Business Development

## Business Development

**45,000**

Sponsorship  
(cash plus value in kind)

**50,000**

Live Stream Viewers

**>600**

Training & Development  
Learners

# Swim Wales Performance

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The past year has once again seen significant developments across the Swim Wales Performance programme, and continued success on the international stage at both youth and senior level.

The international calendar in 2017/18 was incredibly busy and proved highly successful with Welsh athletes producing outstanding results in the highest levels of competition.

Five Welsh athletes represented Great Britain at youth level during 2017 across the disciplines of swimming, open water and diving, with the outstanding performances coming from Lewis Fraser who finished fourth in the 50m breaststroke at the European Junior Swimming Championships, Aiden Heslop who won bronze in the 10m platform at the European Junior Diving Championships, Kyle Booth who finished fifth in the 200m breaststroke at the European Youth Olympic festival, and Ioan Evans who won bronze in the mixed relay at the European Junior Open Water Championships.

This success at youth level continued at the Commonwealth Youth Games in July, where Swim Wales sent a team of ten swimmers to the Bahamas to gain invaluable experience of competing at a major multi-sport championships. The standout performances came from Lewis Fraser who won gold in the 100m butterfly and bronze in the 50m butterfly, and Medi Harris who won two silvers in the 50m and 200m backstroke events, however perhaps the most pleasing aspect was in the depth of performance across the whole team with no less than thirteen top five finishes being recorded throughout the games.

At senior level, five Welsh swimmers were selected to represent Great Britain at the World Swimming Championships in Budapest. These included seasoned GB internationals Calum Jarvis, Jazz Carlin and Georgia Davies along with Alys Thomas and Daniel Jervis who made their full British international debuts. Unfortunately Jazz, double Olympic silver medallist in 2016, was forced to withdraw due to illness and although the results did not quite reach the heights of Rio in 2016, there was still significant success with Calum Jarvis taking gold as part of the 4 x 200m freestyle squad and Georgia Davies breaking both the British record in the 50m backstroke and the European record in the 4x100m mixed medley relay.

Focus for the elite athletes quickly shifted towards selection for 2018 Gold Coast Commonwealth Games. The athletes were challenged with achieving the toughest set of performance standards ever set by Wales in an attempt to send a team of the highest quality to compete in Australia, and it was extremely pleasing that fifteen athletes (twelve from swimming, two from para-swimming and one from diving) stepped up to achieve the criteria and subsequently achieve selection to represent Team Wales on the Gold Coast. These were Georgia Davies, Jazmin Carlin, Chloe Tutton, Alys Thomas, Harriet West, Bethan Sloan, Harriet Jones, Ellena Jones, Kathryn Greenslade, Calum Jarvis, Daniel Jervis, Xavier Castelli (all swimming), Jack Thomas (para-swimming), Alex Rosser (para-swimming) and Aiden Heslop who became the first Welsh diver to be selected for over 20 years.

March 2018 saw the team head off to Australia, initially heading to the University of the Sunshine Coast and Brisbane Aquatic Centre for the swimming and diving preparation camps respectively, before heading to the Gold Coast to compete in eleven days of intense competition that ran from the 5th – 15th April 2018.

The sell-out 12500 seat Gold Coast Aquatic Centre provided a fitting arena to witness the most competitive aquatic competition in Commonwealth history and Swim Wales athletes once again proved that they could challenge World Class opposition and achieve great success under the pressure of a major games. The challenge of the Gold Coast Games cannot be underestimated with the might of Australia competing at a home championships, but the team rose to the electric atmosphere and produced some truly inspiring performances.



Chloe Tutton gained Wales' first medal in the pool, taking bronze in the highly competitive women's 200m breaststroke final on day 3 of the championships and the medal success was followed up by Alys Thomas, who produced one of the swims of the championships in winning Gold in the women's 200m butterfly on day 5 in 2:05.43, a new Commonwealth Games record. The final night of swimming competition produced perhaps the greatest set of results in a single session in Wales' Commonwealth history, with Daniel Jervis swimming a new personal best to take silver in the men's 1500m freestyle ahead of Australian great Mack Horton, before Georgia Davies won bronze in the 50m backstroke to follow her gold in the same event in Glasgow 2014. The women's 4x100m medley relay team of Georgia Davies, Chloe Tutton, Alys Thomas and Kathryn Greenslade rounded off the night with an incredible performance to win the bronze medal behind Australia and Canada, the first women's relay medal for Wales ever and only the second relay medal for Wales in Commonwealth history.

The podium results, however, do not tell the full story of success for the swimming / para-swimming team. Throughout the six days of competition the team produced an incredible thirteen top five finishes and twenty-one top eight performances.

15 year old Aidan Heslop then took up the mantle for Swim Wales on the diving boards and gained a highly respectable 12th place finish in the Men's 3m Springboard, before producing an outstanding performance in his main event, the 10m Platform, to finish 6th on his Commonwealth debut.

I would like to take this opportunity to wholeheartedly thank all of the athletes, coaches, sports science and medicine staff, and the team manager on their work ethic, professional behaviour, and attention to detail throughout the preparation camp and the Games themselves.

The outstanding results gained on the international stage are fully supported by the statistics which show not only excellence in performance but improved depth of performance across the system. Following on from significant progression in 2015 and 2016, the end of season statistics (compiled in August 2017) again showed positive trends, with progression across many of the key performance indicators relating to performance at World level (senior) and British level (youth). There were however areas that remained stable or regressed slightly and this shows that we must continue to drive the Performance programme forward at pace in order to keep up with developments at World and British level.



- Senior swimmers ranked in the World top 3 regressed from 1 in 2016 to 0 in 2017.
- Senior swimmers ranked in the World top 8 remained stable at 2.
- Senior swimmers ranked in the World top 16 progressed from 3 in 2016 to 5 in 2017.
- Youth swimmers ranked in the British top 3 progressed from 7 in 2016 to 13 in 2017.
- Youth swimmers ranked in the British top 8 progressed from 23 in 2016 to 26 in 2017.
- Youth swimmers ranked in the British top 16 progressed from 40 in 2016 to 45 in 2017.
- Para swimmers ranked in the World top 3 progressed from 1 in 2016 to 2 in 2017.
- Para swimmers ranked in the World top 8 progressed from 2 in 2016 to 4 in 2017.
- Para swimmers ranked in the British top 3 remained stable at 3.
- Para swimmers ranked in the British top 8 regressed from 9 to 7.

The past year has also seen significant improvements in the way Welsh coaches are supported from an educational and professional development perspective. The Swim Wales National Coach Development programme was launched at the end of July. The programme covers four tiers (Gold, Silver, Bronze and CPD) of coach development, focuses on development in three main areas – Technical, Managerial and Personal (behavioural), and is designed to align closely with the Swim Wales National Squad programme. The Gold level supports coaches working with National Elite / Elite Development athletes and links with the British Swimming professional development programme, the Silver and Bronze levels support coaches working with National Youth Development and National Skills Academy respectively, and the CPD level provides opportunities for all coaches in Wales to access technical guidance relating to stroke technique and the associated drill progressions.

2018/19 promises to be another exciting year for the Performance programme on the international stage, with Welsh athletes gaining selection to represent Great Britain at the European Junior Swimming Championships, European Junior Diving Championships and the European Championships which will take place in Glasgow in August 2018.

I would like to thank everyone who has contributed to the Performance Programme over the last year and wish our athletes and teams all the very best for the coming season.

**Ross Nicholas**  
National Performance Director





## Governance Report

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Swim Wales tries to ensure the highest standards of integrity and governance in every aspect of its role as the National Governing Body in Wales. Corporate Governance is predominately about providing the processes and procedures to evidence consistency and transparency to support good decision making and it provides the conditions for a Board of Directors to make great decisions. The 2017-18 year saw the introduction of several new board members and the creation of a new induction process for all new Swim Wales Board members. For this purpose we invited in an external consultant to ensure all of our Directors had an up to date and solid understanding of their responsibilities in the oversight of a modern organisation operating in a tough commercial world.

Our eight new Non-executive Directors have a wealth of knowledge and skills which has already contributed to improved decision making and stronger challenges on strategy and direction. Everything begins and ends with the Board and their behaviours must be of world class standard.

At Swim Wales we endeavour to demonstrate a commitment to progressing towards achieving gender equivalence and greater diversity across its board, its staff and its membership. This includes, but is not limited to, Black, Asian, minority ethnic (BAME) diversity, and disability.

The culture of our organisation is vitally important to all who work at Swim Wales and with the support of the management it is moving from 'good to great'!

As an organisation we engage in regular and independent reviews to drive continuous improvement utilising both the Sport & Recreation Alliance and Sport Wales in this process.

# Safeguarding and Protecting Children

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It gives me great pleasure to say that for the 6th year running Swim Wales has maintained the Level 3 Safeguarding Standard in Sport after our annual assessment by the NSPCC and CPSU (Child Protection in Sport Unit).

Swim Wales is committed to creating and maintaining the safest possible environment for any children or young people participating in Aquatic sport. One of the ways we believe helps achieve this is through adherence to 'safe recruitment' processes, a DBS is not enough.

A guide to the Safe recruitment process can be found in the SWCSP (Swim Wales Child Safeguarding Policies and Procedures) the Safeguarding Policy that was launched at last year's Swim Wales National Conference.

Our records show that from 1st April 2017 to 31st March 2018 559 DBS applications for volunteers were processed. This figure sees a 232% increase on the previous year's applications and is representative of more volunteers in our sport.

Member clubs must ensure volunteers are supported in this area, and once they are recruited we need to ensure they have the necessary skills and knowledge to safeguard the children in our sport. One of the key areas is knowing how to respond to concerns raised, we cannot assume that our volunteers know!

Today's young people face new challenges in a fast changing world, we all need to be aware of the various methods of communication our children and young people have access to and understand the dangers involved when these are accessed and take steps to keep children safe - SWCSP provides direction on this.

This year has seen an increase in the number of incidents involving 'bullying' being reported to Swim Wales, and our teams have noted an increase in the clubs asking for assistance in these matters.

This is concerning, and we will continue to support clubs and provide awareness training to their members. Simple engagement with members can help develop club members' understanding of what behaviours are acceptable in a club or sport, and the CPSU website is an additional place where clubs will find a library of useful information and they also run webinars for topical matters. Engaging with young people encourages openness and breaks down barriers in understanding their concerns and gives young people a vital communication channel. Swim Wales would love to hear from clubs about how they consult with young people. This year will see the introduction of a 'young person forum' through our young volunteers group so their feedback and insight will be key to how we support this area going forward.

**Every child has the right to experience sport in a safe environment, free from abuse and bullying and it is our responsibility to ensure that.**

# Equality

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Swim Wales have achieved the Intermediate Standard for Equality in Sport which evidences the commitment to inclusion. The team demonstrated their commitment to embedding Equality and Diversity for Aquatics in Wales and recognition must be paid to our external Equality Consultant, Sarah Williams.

Swim Wales' journey across the standards began in 2009 with the achievement of the Foundation Level. There was then a commitment to aim for the Preliminary Level which was achieved in 2014. The value of these achievements adds to the organisation and evidences the commitment to ensuring that everyone has the opportunity to participate.

The Equality action plan is in place and a collaborative front within the organisation fully supported by the Swim Wales Board will keep the momentum going so that the organisation can continue to be one that embraces a fully inclusive environment.

All Swim Wales staff have received Equality training which included Equality Impact Assessments (EIA's). An EIA allows any document or subject to be reviewed to ensure a commitment to inclusion. The next steps for Swim Wales will be to further embed good practices and continue working with stakeholders, customers and partners to provide opportunities for people from all backgrounds to take part in the sport. An important area is to understand the barriers that prevent some people from participating so that the barriers can be broken down. The Regional Development Managers will be talking to all clubs about inclusion and can be contacted at any time for assistance.

**Zita Cameron**  
Head of Governance



SWIM WALES  
NOFIO CYMRU



## Accounts as at 31st March 2018

<b>Income</b>	<b>31.03.18</b>	<b>31.03.17</b>
<b>Membership Income</b>	268,010	270,190
<b>Grants</b>		
Sports Council	196,236	183,095
Coach Education	71,610	73,071
Coach Cymru	340,000	339,500
Elite Cymru	210,000	200,000
Talent Support	<u>106,388</u>	<u>63,612</u>
	924,234	859,278
<b>Sponsorship and Fundraising</b>		
Speedo, etc.	7,167	15,000
Other sponsorship	<u>-</u>	<u>11,000</u>
	7,167	26,000
<b>Other Income</b>		
Merchandise sales	12,399	24,887
Salary recharges and funding	76,663	82,161
Deposit account interest	<u>55</u>	<u>74</u>
	89,117	107,122
<b>Competition and Training Income</b>		
Championships	194,128	184,111
National Squad	134,473	209,775
Regional Performance	<u>(4,709)</u>	<u>53,253</u>
	323,892	447,139
<b>Schools</b>	4,520	3,213
<b>Education</b>	220,876	263,403
<b>Learn to Swim</b>	65,064	50,743
<b>Regional</b>	79,977	113,604
<b>Diving</b>	27,614	27,396
<b>Water Polo</b>	79,343	69,110
<b>Artistic Swimming</b>	1,080	-
	<u>2,090,894</u>	<u>2,237,198</u>

<b>Expenditure</b>	<b>31.03.18</b>	<b>31.03.17</b>
<b>Salaries and Office</b>		
Staff	969,912	909,040
Merchandising	6,051	7,012
Overheads	<u>263,666</u>	<u>239,085</u>
	1,239,629	1,155,137
<b>Committees and Expenses</b>	23,208	22,476
<b>Competition and Training</b>		
Championship	112,359	130,869
Youth and Age camps and training	33	382
National Squad and training	<u>484,447</u>	<u>477,528</u>
	596,839	608,779
<b>GB Fees</b>	59,340	66,156
<b>Schools</b>	3,803	9,083
<b>Education</b>	122,661	162,275
<b>Learn to Swim</b>	11,654	20,861
<b>Pathway</b>	19,715	-
<b>Regional</b>	40,916	66,844
<b>Diving</b>	1,368	3,995
<b>Water Polo</b>	79,371	72,155
<b>Artistic Swimming</b>	7,820	-
	<u>2,206,324</u>	<u>2,187,761</u>
<b>Net (Deficit)/Surplus for the Year Before Taxation</b>	(115,430)	49,437
<b>Tax On Net (Deficit)/Surplus</b>	(10)	(15)
<b>Net (Deficit)/Surplus for the Year After Taxation</b>	<u>(115,440)</u>	<u>49,422</u>

The financial year ending the 31st of March 2018 (2017/18) was a challenging year for Swim Wales, with overall income reducing by 6.5% combined with an increase in costs of 0.8% based against 2016/17. This resulted in a net deficit of £115k for 2017/18.

The 2017/18 result was primarily due to unforeseen recruitment costs, and exceptional irrecoverable VAT costs.

## Balance Sheet 31st March 2018

<b>Income</b>	<b>31.03.18</b>	<b>31.03.17</b>
<b>Fixed Assets</b>		
Tangible assets	281,564	297,283
Investments	1	-
	<u>281,565</u>	<u>297,283</u>
<b>Current Assets</b>		
Stocks	13,057	-
Debtors	390,915	393,503
Cash at bank and in hand	297,828	405,089
	<u>701,800</u>	<u>798,592</u>
<b>Creditors</b>		
Amounts falling due within one year	<u>479,921</u>	<u>426,991</u>
<b>Net Current Assets</b>	<u>221,879</u>	<u>371,601</u>
<b>Total Assets Less Current Liabilities</b>	<u>503,444</u>	<u>668,884</u>
<b>Creditors</b>		
Amounts falling due after more than one year	-	50,000
<b>Net Assets</b>	<u><u>503,444</u></u>	<u><u>618,884</u></u>
<b>Reserves</b>		
Income and expenditure account	<u>503,444</u>	<u>618,884</u>
	<u><u>503,444</u></u>	<u><u>618,884</u></u>

In 2017/18 Swim Wales saw further organisational restructure, with a new Head of Business Development and a new Head of Aquatic Development 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, which in 2017/18 made up 44% of total income, which is predicted to decrease year on year.

Looking forward to 2018/19, Swim Wales foresee a much more positive result, seeing an increase in income, as the two alternative revenue stream business areas become more embedded.

