



# A year in review

Annual Report 2017-18



Established 1869



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### Swim England Board

Mike Farrar CBE (Chairperson), Keith Ashton, Neil Booth, Alison Breadon, David Flack, Caroline Green, Sarah Gregory, Brian Havill, Ian Mackenzie, Jane Nickerson, Bernard Simkins, Sue Smith MBE.

Thank you to our Group Board and Sport Governing Board members for their commitment and service during this transition period.

### Group Board Members 2017-18:

Mike Farrar CBE, Stuart Cain, Simon Johnson, Sue Smith MBE, Keith Ashton, Ian Mackenzie, Bernard Simkins.

### Sport Governing Board Members 2017-18:

Chris Bostock, Neil Booth, Brian Collis, Ray Gordon, Kay Grimshaw, Ian MacKenzie, Robert Margetts, Roger Prior, Bernard Simkins, Pippa Jones, Barry Saunders.

### Senior Leadership Team

Jane Nickerson (CEO), Jon Glenn, Emma Griffin, Brian Havill, Damian Stevenson, Mike Thompson, George Wood.

### Awards and recognition

Several people were honoured for their services to aquatics in 2017-18.

Bill Furniss was named an OBE for services to swimming in the Queen's 2017 birthday honours, while Andy Banks was named an MBE for services to diving.

In the New Year's honours, Freda Streeter received an MBE for services to open water swimming, while BEMs went to Brenda Johnston for services to swimming and the community in Grimsby and former swimming coach Diana Murdie for services to Sport for Visually Impaired People.

Also honoured was Jenny Gray, who received the Paragon Award for synchronised swimming from the International Swimming Hall of Fame. At the same event, Becky Adlington was named as a member of the International Swimming Hall of Fame Induction Class 2018.

Several people were also honoured for their dedication to the sport at the Swim England National Awards 2017. To see a list of winners, visit [bit.ly/SEwinners2017](http://bit.ly/SEwinners2017)



# Welcome

2017-18 has been another significant year for Swim England. The following pages highlight the progress that has been made towards our vision of a nation swimming and the many people who work tirelessly to develop and support our work.

A great part of our success is down to our members, volunteers and the swimming workforce. On behalf of the Swim England Board I would like to thank everyone for continuing to put their all into running their clubs, delivering superb events and providing so many opportunities for people to have fun in the water.

Thanks must also go to the Swim England and Institute of Swimming teams who have been working tirelessly to support our stakeholders, create innovative new programmes and communicate our work to all those involved in our sector.

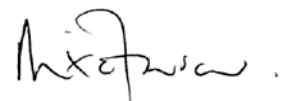
One of our key achievements over the past 12 months has been the governance review that led to Swim England becoming an incorporated charity. Not only has this ensured Swim England is compliant with Sport England's new Code for Sports Governance, it also provided the opportunity to review the role of the Board. I am confident that we have a strong governance structure that will support Swim England to achieve its aims and am proud of the team around

me, all of whom have a great deal of experience and expertise.

Another important achievement for me was the publication of the Swimming and Health Commission's report into the health and wellbeing benefits of swimming. This area is key for encouraging the nation to swim and the report highlighted Swim England's commitment to leading the work in this area. Mixed with our health model, we are showing other sporting bodies the importance of looking beyond traditional partners to create inclusive programmes that are getting everyone active. This area of work will only get stronger and it is exciting to see the impact we can have on people's lives.

We all have a tendency to finish a project and move on to the next without giving ourselves time to reflect on what has been achieved. I therefore hope you will read this Annual Report to remind yourself of our shared accomplishments.

Thank you again for your support.



**Mike Farrar CBE, FRCP, FRCGP**  
Swim England Board Chairperson





# Welcome

On these pages in last year's Annual Report I mentioned what a momentous year it had been for us following the publication of our new four-year strategy, our work towards becoming known as Swim England and the wonderful achievements of our 2016 Rio Olympians.

Well, 2017-18 has been no different. We have made great strides towards a number of our organisational objectives, in particular helping everyone to swim through our health work and improving swimming and water safety in primary schools.

We remain committed to ensuring all our members, stakeholders and the wider public are aware of who we are and what we do. Our Facilities team and the new Strategic Partnerships team and Sport Development Directorate are leading this work, making sure our role as the NGB is focused on sharing expertise and leadership. We have also seen some really interesting new partnerships being formed with Myrtha Pools, FINA and CIMSPA.

As an organisation we have seen significant changes relating to our move to an incorporated organisation and ensuring we are GDPR compliant. I am also particularly pleased with our inclusion work and increasing awareness of mental health throughout our staff and the wider Swim England members.

Our Swim England National Awards continue to offer an opportunity to celebrate successes across the spectrum of our swimming community. It is an event that I personally look forward to each year as a way of reminding us all about the breadth of involvement and enjoyment in all our sports.

Finally, I would like to highlight the great success of our swimming and diving athletes at the 2018 Gold Coast Commonwealth Games. The teams exceeded their goals and did us all proud.

As we look towards our 150th anniversary year in 2019, I would like to thank everyone for their continued support, energy and commitment.

**Jane M Nickerson**  
Chief Executive Officer



# Leadership

Provide strong leadership and be the recognised authority for swimming

## 2017-18 highlights

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Swim Group successes for curriculum swimming and water safety.

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The 2017 Swim Summit provided a national forum for debate.

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Creation of a new All-Party Parliamentary Group on Swimming.

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Three Frontiers Toolkit created to support facility operators.

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Positive impact on the health agenda.

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## Providing leadership to the sector

Over the year we have continued working with our partners, key stakeholders and members to ensure we are providing the best possible support to the sector. This includes supporting clubs with their governance, which can be found later in this document.

Underpinning all of our work is robust research and insight. As well as a range of research reports, our KPI dashboard collates data from the monthly Swim England Tracker and provides us with information that helps to develop our Swim England Three Frontiers Toolkit and other projects. From our research we know that:

- 80 per cent of the nation can swim.
- 70 per cent of the nation has a positive perception of swimming.
- 93 per cent of the nation go or have gone swimming.
- 33 per cent of 11 to 15 year-olds have gone swimming in the last week.
- 1.2 million children are on the Learn to Swim Programme.

In addition, our membership numbers remain strong with **194,437 members** as of 31 December 2017, and over half of our 1,062 affiliated clubs are **SwimMark accredited**.

We have continued to chair the **Swim Group**. This sector-wide group of influencers met quarterly

throughout the year and continued its focus on improving curriculum swimming and water safety. Following submission of the group's recommendations in March 2017, the Swim Group members put pressure on the government ahead of the summer holidays to respond. An implementation group has since been set up and there have been a number of moves in the right direction towards monitoring and compliance.

The Swim Group also led the development of a sector-wide marketing campaign to increase the overall visibility of swimming and drive people to head to their local pool. Resourced by campaign partners and supported by many others, the **#LoveSwimming campaign** has been significant in raising awareness of the benefits and fun of swimming together.

In October the Swim Group hosted the third national **Swim Summit**. Held in Coventry and run by Swim England, over 100 delegates attended to discuss the direction of swimming and how the sector can tackle some of the big issues facing the sector.

### Increasing our influence in Parliament

In the summer we were asked to be the secretariat for the **All-Party Parliamentary Group on Swimming** and help to support its agenda. The group was joined by over 30 parliamentarians and has so far focused on swimming in schools, water safety and facilities. Its focus is UK-wide and a good opportunity to strengthen our work with the home nations and create a united voice for swimming.

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**93 per cent**  
of the nation go or have gone swimming.

**1.2 million**  
children on the Learn to Swim Programme.



### Impacting on the health agenda

Our impact on the health agenda increased during the year with the publication of the first independent research document on the **Health and Wellbeing Benefits of Swimming**. Commissioned by our Swimming and Health Commission, this significant piece of research was well-received across the public health and charity sectors. The findings continue to inform our wider health model work and has helped to develop our exercise referral practitioners programmes.

The Health and Wellbeing team also supported the publication of a piece of research looking at the impact of club swimming on educational attainment. Written by Professor Ian Cumming and Dr Karl New, this research is being used by clubs and other sporting bodies.

### Using our insight to support providers

The Strategic Partnerships team continued to work closely with partners. A key resource created during the year was the **Three Frontiers Toolkit**, with information and best practice guidance to support the development and visibility of swim sessions and ensure swimming remains accessible to all.

The Facilities team has also continued to provide expertise on pool design and refurbishments to local authorities and operators. A new partnership with innovative facility provider Myrtha Pools has been developed which will help support our ongoing focus on water space and supporting clubs to invest in their own facilities.





Eight year-old Beatrice said: "It was really good because we got to meet Prince William and talk to him. He asked me how long I had been part of the club and what I enjoyed about snorkelling and swimming."

## Royal visit highlights the importance of swimming lessons

In September 2017 our Patron, HRH The Duke of Cambridge, visited Guinea Gap Leisure Centre on the Wirral to celebrate all things swimming.

Local Wallasey Swimming Club members showcased a swimming skills session and snorkelling session, while BSAC and ESSA members took part in scuba diving and a water polo game.

The Duke has always been a strong advocate of learning to swim and the fun of being able to take part in water activities, so was pleased to see the pathway through the different activities.

Jon Glenn, Director of Learn to Swim and Workforce at Swim England, said: "The Duke became our Patron in January and it was a great opportunity to show him our Swim England Learn to Swim Programme and how we all work closely to encourage and inspire people to swim and enjoy the water."

Sue Williams, Head coach of Wallasey Swimming Club, said: "It was an amazing experience for all our young swimmers, coaches and the parents. Alan [Club Chairman] and I were lucky enough to be introduced to The Duke and we chatted about the history of the club and how we are moving forward."

# Learning to swim

Substantially increase the number of people able to swim

## 2017-18 highlights

Launched the refreshed Swim England Learn to Swim Awards.

1.9 million Learn to Swim Awards sold.

Engagement with government to improve swimming and water safety lessons in primary schools.

Successful Big School Swim and Swim Safe programmes.

Range of START programmes created for disciplines.



## Everything we do starts with teaching people to swim

Young people remain our focus to help them build that life-long love of the water and ensure they have the skills to keep themselves safe.

As part of our move to Swim England we took the opportunity to refresh our **Learn to Swim Awards**.

The designs were developed with the help of young people. This helped to make them more engaging and age appropriate and they have been extremely well-received by learners, parents and teachers alike. A similar refresh has taken place with the **Club Awards**, which are being rolled-out throughout 2018.

### Working with partners to raise the profile of our Learn to Swim Programme

Successful partnerships continue to be developed with the Learn to Swim team working with providers across the country to improve the delivery quality of their Learn to Swim Programmes. One example is **Circadian Trust** which increased the number of young people on its programme by over 1,500 in eight months to 8,300 due to the increased support.

New downloadable resources were created to support swimming teachers, including expected standards and marketing materials.

### Swimming and water safety in schools

The School Swimming Charter is being updated alongside the new resource pack being produced with the Department for Education. Our aim to upskill all teachers is also moving forward with 106 National Curriculum Training Programme courses delivered and 1,131 school staff attending. There was also an increase in the involvement of universities, with 77 students from three locations attending.

Our **Big School Swim** continues to grow. In November 2017, 215 schools and over 30 Swim Schools celebrated the fun of swimming and the importance of learning about water safety. Due to its success, 2018 will see a week of activity rather than just one day. **School Swimathon** also engaged large numbers of schools as pupils are encouraged to 'swim further than ever before'.

### Renewing the focus on water safety

A large part of the curriculum swimming and water safety project is aimed at ensuring the water safety element is not forgotten. This is a key element and so we continue to work with the **National Water Safety Forum** and European partners to share best practice.

**Swim Safe** returned for its fifth year with 22 sites across the UK. Over 13,000 young people attended – an increase in occupancy rates from 50 per cent in 2016 to 70 per cent. Dedicated water safety classroom resources were sent to all primary schools in England in partnership with Norton Symantec to ensure no pupil missed out.

### Providing opportunities for young people to learn new skills

Promoting opportunities for young people to have a go at other aquatic sports and join clubs remains an important focus. The **START programmes** delivered by clubs and operators remain a popular way of introducing new aquatic sports. In synchro, dry land sessions and school assemblies linked to taster sessions in clubs led to over 400 young people accessing the programme and a 10 per cent transfer rate into clubs.

Funding was also allocated to 14 clubs to deliver free START Diving taster sessions to new audiences. The delivery was a mixture of intensive holiday sessions, and one taster session a week for the whole year. Over 5,000 young people took part, with 300 going on to take lessons. Replacing the old Beacon programme, Diving Development Centres (DDCs) have been introduced to provide funding linked with KPIs around growth and the number of qualified coaches. This is helping to raise standards and support development.

### Providing support to parents through the Learn to Swim Starter Pack

Launched in November 2017, the Learn to Swim Starter Pack supports parents who are thinking of starting their child on their swimming journey by providing practical information and advice. Salford Community Leisure and Doncaster Community Leisure Trust were two early partners to support the product.

"[The Learn to Swim] Duck could not have arrived at a better time as we had been battling for a couple of weeks with Seb starting pre-school swimming lessons. We agreed that Seb should take Duck to his swimming lesson and show him how it is done.

"We even read the Discovery Duckling book to Duck. Seb did some dry land demonstrations and it was lovely to see him relate his swimming lessons to the book. So off they all went into the swimming pool. No tears this week, Seb had Duck to look after!"

### Seb's parent





“I was extremely proud to show the Awards off to my family and friends”

- Adam Peaty, Olympic Champion



Ask at reception about **Swim England Awards**

Focus on:

## Learn to Swim Awards campaign with Adam Peaty

In June 2017, breaststroke champion **Adam Peaty** helped to launch a digital campaign to highlight the fun and importance of learning to swim. By sharing his experiences of being scared of the water as a child through to becoming Olympic champion, he helped to engage parents and young people.

The film was welcomed by Learn to Swim providers who were able to share it through their channels and directly to customers within their centres.

As well as the campaign film, a regular flow of new content was uploaded to the Learning to Swim section of [swimming.org](http://swimming.org). This included blogs from parents about their experience of taking their children swimming and to lessons, as well as new parent focused articles such as: *Why a fun approach is so important* and *When should my child stop swimming lessons?* There was also engagement through the Mumsnet community and discussion starters used across our Swim England digital and other communications channels including Swimming Times.

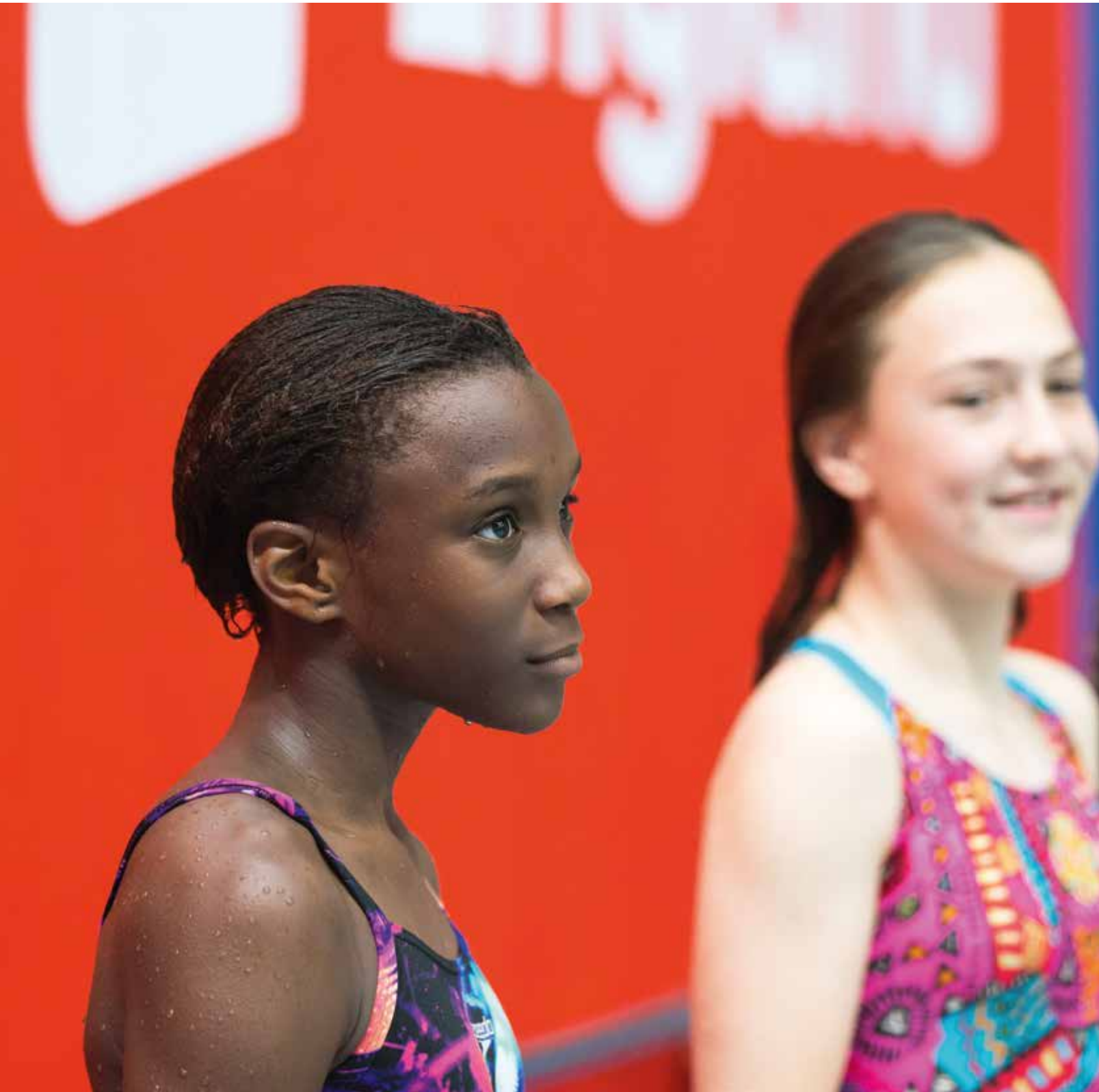
In numbers:

- Campaign video of Adam Peaty talking to young swimmers **viewed 395,000 times** online.
- Campaign content had a **combined reach of 500,000 people** on Facebook.
- **681,000 visits to the website**, a four per cent increase compared to 2016-17.
- **1,414 entries** to Mumsnet competition to win a year of swimming lessons.
- **8 per cent increase in Facebook 'likes'** of Swim England during first six weeks of the campaign.



**Adam Peaty MBE**  
@adam\_peaty

Delighted to support this really important campaign to highlight the importance of [@Swim\\_England](https://www.facebook.com/SwimEngland) Learn to Swim Awards [#SwimEnglandAwards](https://www.facebook.com/SwimEnglandAwards)



# Swimming for all

Significantly grow the number and diversity of people enjoying and benefitting from regular swimming

## 2017-18 highlights

New Aquatic Activity for Health qualification launched to help people benefit from exercising in the water.

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Delivered a comprehensive review of the Dementia Friendly Swimming Project.

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Launched Just Swim, our first non-club membership offer.

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Launched the first two waves of activity in the #LoveSwimming campaign to celebrate and raise awareness of swimming.

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## Widening participation

Our research\* shows that **each week seven million people go swimming**, and over **14 million people swim monthly**. Almost half – 47 per cent – of the entire population go swimming. It's an activity that people continue to love.

Despite this, there are still groups who are not accessing swimming despite the many benefits it offers. We continue to work with people living with a disability or health condition, people from lower socio-economic groups, and those from black and minority ethnic communities to ensure everyone has the opportunity and confidence to access their local facilities.

Key to this is working with partners to develop the workforce. The **Adult Social Swimming** project worked in five areas and has helped to develop 84 Level 1 and 86 Level 2 teachers. In addition, the **Swimming Trust** continues to work with delivery partners to support people from all backgrounds to train to become highly skilled teachers and encourage people from similar communities to swim.

## Promoting the health benefits of swimming

We have always highlighted how swimming can help with a wide-range of health conditions. The Swimming and Health Commission's report proved the positive impact of water and has provided the evidence for supporting new programmes.

One example is the launch of a new Level 3 qualification for existing GP referral instructors so they can deliver exercise referral classes in the water. Following successful pilots in Corby, London, Bolton, Nottingham, Woking and Bristol which saw 53 instructors trained, the **Aquatic Activity for Health qualification** was launched in February 2018. The programme is currently being rolled-out and support materials are being created for use by exercise referral practitioners.

## Creating a membership for all

In May 2017 we launched Just Swim, our first non-club membership offer. Aimed at regular swimmers over the age of 16, it is free and provides members with tips, training programmes and discounts to help them develop and benefit from swimming. Over 13,500 people signed up in the first year, with 77 per cent being weekly swimmers.

## Focus on:

### Positive impact of the Dementia Friendly Swimming Project

At the beginning of 2018 we shared the impact of our Dementia Friendly Swimming Project. Created to develop a new approach for people living with dementia and their carers to enjoy swimming, the success of the project has led to a network of pools becoming dementia friendly.

Learnings from the three-year funded project have been shared with the sector and used to support the development of other projects. For Swim England, the project expanded the number and type of partners we work with, and has helped to inform the Health Model. For more information visit [swimming.org/dementiafriendly](http://swimming.org/dementiafriendly).

## Feedback from participants

"With swimming, I don't have to worry about whether I'm going to fall or anything like that. It's so wonderful." – A swimmer

"The training for my staff was excellent and really helped us keep an eye out for anyone who needs support, and kept it at the front of our priorities." – A centre manager

**48** leisure operators

engaged and 102 leisure centres involved in the project.

At least **1,276**

people living with dementia/health conditions and 335 carers involved in the project.

**531** people

living with dementia participated in additional dry side opportunities.

**895** leisure staff

received dementia training and 64 cascade trainers developed.

**286** additional people

trained to become Dementia Friends.

\* March 2018, Swim England tracker.

**Focus on:****#LoveSwimming  
promoting swimming  
to families**

A two year Swim Group marketing campaign led by Swim England and supported by 11 swimming sector partners, launched to increase the visibility of swimming. The collaborative #LoveSwimming campaign translates key industry messages into 'real world' experiences using the power of social media and emotive storytelling.

Wave one, 'Because their console doesn't work underwater', launched in October 2017 and focused on encouraging children away from the screens and for the whole family to enjoy the pool together.

Wave two launched in April 2018 and continued to target families by inspiring parents to make the most of the fleeting nature of childhood and reconnect as a family through swimming. The next two waves will launch in autumn 2018 and spring 2019.

\*inactive is categorised as not participating in any physical activity in the last four weeks

**Impact so far:**

- Two million total online impressions.
- 360,000 views of the film online.
- 100,000 people said they would swim more as a result of seeing the campaign.
- Encouraged 31,000 inactive people\* to get active.

"With a six-year age gap between my boys, it has become more and more apparent how quickly Taio is growing up and juggling different activities can be a challenge. But swimming is one of the very few activities we can all do together."

**Mum Claire who features in the film along with her two sons**



# Commonwealth Games 2018 Team England

## SWIMMING

A team of 37 English swimmers joined those from across the Commonwealth to compete at the Optus Aquatic Arena between 5-10 April 2018.

English athletes won 24 medals including nine gold, 10 silver and five bronze medals. England came second in the medal table behind Australia.

## DIVING

A team of 13 English divers competed in the diving competition from 11-14 April 2018.

England topped the medal table with four golds, three silvers and one bronze, finishing ahead of hosts Australia.



### MULTIPLE MEDAL WINNERS - INDIVIDUAL EVENTS

**James Wilby**  
Gold 200m Breaststroke, silver 100m Breaststroke, bronze 50m Breaststroke  
**Adam Peaty**  
Gold 100m Breaststroke, silver 50m Breaststroke  
**James Guy**  
Bronze 400m Freestyle, silver 100m Butterfly

**Alice Tai**  
Gold S9100m Backstroke, silver S9 100m Freestyle  
**Jack Laugher**  
Gold 1m Springboard, gold 3m Springboard and gold 3m Synchro Springboard with Chris Mears.

### WORLD RECORD

**Tom Hamer**  
1:55.58 as he won gold in the S14 200m Freestyle final

### GAMES RECORDS

**Adam Peaty**  
58.84 as he won gold in the 100m Breaststroke final  
**Adam Peaty**  
26.49 in the 50m Breaststroke semi-final  
**Ben Proud**  
21.30 in the 50m Freestyle semi-final

### ALL MEDAL WINNERS - SWIMMING AND DIVING MEDALS

**Gold:** Aimee Willmott, Tom Hamer, Eleanor Robinson, James Wilby, Sarah Vasey, Alice Tai, Adam Peaty, Siobhan-Marie O'Connor, Ben Proud, Tom Daley, Daniel Goodfellow, Jack Laugher (3), Chris Mears.

**Silver:** Lewis White, James Wilby, Molly Renshaw, Alice Tai, Adam Peaty, James Guy, Holly Hibbott, Alicia Blagg, Kat Torrance, Matthew Dixon (2), Noah Williams.

**Bronze:** James Guy, James Wilby, Ellie Faulkner, Lois Toulson.

### RELAY MEDALS

**Silver:** Men's 4x100m Freestyle (Jarvis Parkinson, Ben Proud, David Cumberland, James Guy); Men's 4x200m Freestyle (James Guy, Cameron Kurl, Nick Grainger, Jarvis Parkinson); Men's 4x100m Medley (Adam Peaty, Ben Proud, Luke Greenbank, James Guy).

**Bronze:** Women's 4x100m Freestyle (Anna Hopkin, Freya Anderson, Ellie Faulkner, Siobhan-Marie O'Connor); Women's 4x200m Freestyle (Holly Hibbott, Freya Anderson, Ellie Faulkner, Siobhan-Marie O'Connor).

# Developing talent

Create a world leading talent system for all our aquatic disciplines

## 2017-18 highlights

Great international performances by swimmers, divers and synchronised swimmers.

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Greater support provided to clubs to support their development and the wider talent pathway.

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Awards created to motivate and provide consistency.

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Greater engagement with key stakeholders to provide a consistent approach.

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The success of our swimmers and divers during the 2018 Gold Coast Commonwealth Games showed what can be achieved at the elite level with a successful talent programme that supports the development of athletes and coaching staff.

The newly formed Sport Development Directorate includes the Clubs team, the Talent teams and the Volunteering and Pathways team. Working together, they are developing a talent system that supports young people who have finished their Learn to Swim journey into a clear pathway with highly skilled coaches and support staff.

#### **Club governance**

During the year swim21 was replaced by **SwimMark**. 53 per cent (561) of affiliated Swim England clubs are now accredited. The Clubs Team has also created workshops for club committees and volunteers to help develop their governance and support roles. These will be rolled-out during 2018.

“SwimMark has helped to engrain important procedures and processes into the DNA of our club and help it develop as a strong, well-governed club. It has also given us credibility. With the support from our club development officer, we have improved our club governance, developed our workforce in a more structured way, gained a better understanding of our membership and ensured that the appropriate training certificates, such as safeguarding, are maintained.”

**Steve Prosser,  
Solihull Swimming Club**



## Strengthening the pathway

New Swim England Club Awards have been created for swimming, water polo and open water to provide support and create consistency across clubs. These complement the existing Awards for diving and synchro. All are now available for clubs along with a suite of supporting resources.

### Swimming

To enhance the national pathway, the team has been supporting the regions and counties to be aligned in their pathway activities. The extended national swimming pathway, which incorporates the counties and regions, has been delivered with support from the Talent officers. This ensures alignment and consistency with coaches and swimmers regarding technical and non-technical skills and behaviours.

End of season performances are a critical measurement of the success of the pathway programme. These have improved, which has assisted in the transition rates for English swimmers onto the world class podium programme.

The Swimming Pathway Programme has been truly embedded. As part of Phase 1 and Phase 2, 350 swimmers aged between 13 and 16 years-old were selected to attend the national pathway camps, adding value to their existing home coaching programmes. In addition, over 80 coaches were engaged in national pathway

programmes. 40 swimmers from Phase 3 and 10 coaches also took part in international opportunities including the Best Fest Open Water camp in Majorca and a French International Competition. These provided swimmers the opportunity to practise their race process goals mid-cycle in an international setting. In June, seven swimmers also attended the Mare Nostrum tour as part of a wider British Swimming squad, assisting with end of season performance preparation.

Former Swim England pathway athletes contribute to 81 per cent of podium potential athletes. 37 swimmers competed at the 2018 Commonwealth Games, winning 19 individual and five relay swimming medals. 12 swimmers and three coaches also attended the Commonwealth Youth Games in the Bahamas. Always a great opportunity for aspiring young swimmers, the team brought home 21 medals, including nine golds, and swam 16 personal best times.

#### Focus on:

## National Winter Championships

This year the National Winter Championships was used as a qualifying opportunity for Gold Coast 2018. As such, it became a long course meet. There were strong times and for first time, the finals were streamed live on BBC Sport Digital. Over 5,000 viewers watched the action for an average of 18 minutes and gives us a great platform for pushing other events.

### Para-swimming

As part of our work to grow the base of the Para-swimming pathway, the team continues to run identification days across the country to signpost young people into appropriate opportunities. In 2017-18, 202 swimmers took part with 98 entering clubs, 66 accessing Learn to Swim programmes and 38 into other participation projects.

35 athletes were selected for the development programme and 15 for the foundation programme. These athletes have benefitted from home programme visits, two national camps, one zonal (regional) camp and an induction day.

Eight athletes from the England Talent Development Programme were selected to the World Class Para-swimming Academy, meaning 11 of the 16 swimmers have now come through our talent programme. In addition, three athletes progressed on to the World Class Podium Potential Programme.

### Diving

The Diving Talent Pathway is developing year-on-year. 70 divers were tested at the Talent games and an intake of 16 divers selected to join Team Z. The 21 month programme includes seven training camps and engaging with coaches and clubs from across the country.

Team Y attended international events at the Mediterranean Cup in Italy and Camo Invitational in Canada, as well as two UK based training

camps. Five England divers from Team Y progressed into the GB Team J, competing at the Seven Nations, Dresden YDM and the European Juniors.

### Synchronised swimming

A key focus of 2017-18 was to develop a senior duet programme that will lead to qualification at Tokyo 2020. The duet of Kate Shortman and Isabelle Thorpe competed at their debut World Championships in July 2017, scoring a PB and finishing 16th. Kate also reached the final of the Free Solo event. As a result of their rapid progress, they have each received an Olympic Solidarity Grant from the British Olympic Association and are now preparing to compete at the European Championships, World and European Junior Championships.

The England Talent Programme continues to develop, and 10 Regional Beacon programmes are now in place. The university programme has also grown to six universities with 108 students taking part in weekly sessions. This has extended the athlete pathway and increased the audience. Four students have also been upskilled to become Level 1 coaches to help make the sessions sustainable.

The team is also working with three clubs to help make them sustainable by reviewing current activity and supporting with growth plans. Walsall Synchro Club is an example where the restructure has shown a potential growth in membership of 95 category 1 members with a potential income of £30,000.

**Focus on:**

## Swim England Synchro Combo Cup

The Synchro Combo Cup was held for the first time in September 2017. Aimed at young upcoming swimmers, the event attracted 600 athletes aged between nine and 18 years-old and 860 spectators.

“Highlight was taking part but also watching the older competitors – they were inspiring and my daughter now knows what she could achieve in the future!”  
– Synchro parent

**Water polo**

The restructured National and Regional Academy Programmes have now been through their first 12 month cycle. Eight Regions delivered a Regional Academy to a published athlete syllabus. This led to the top 30 boys and top 30 girls from across the country participating in the National Academy in preparation for selection to the National Squads Programme.

The U17, U21 and senior age group teams all enjoyed success at the annual EU Nations Cup. Each team medalled, bringing home four gold, one silver and one bronze medal.

**Masters and Open Water swimming**

The Masters community remains strong, with greater communication and engagement with current and new members, offering a pathway for this group of athletes.

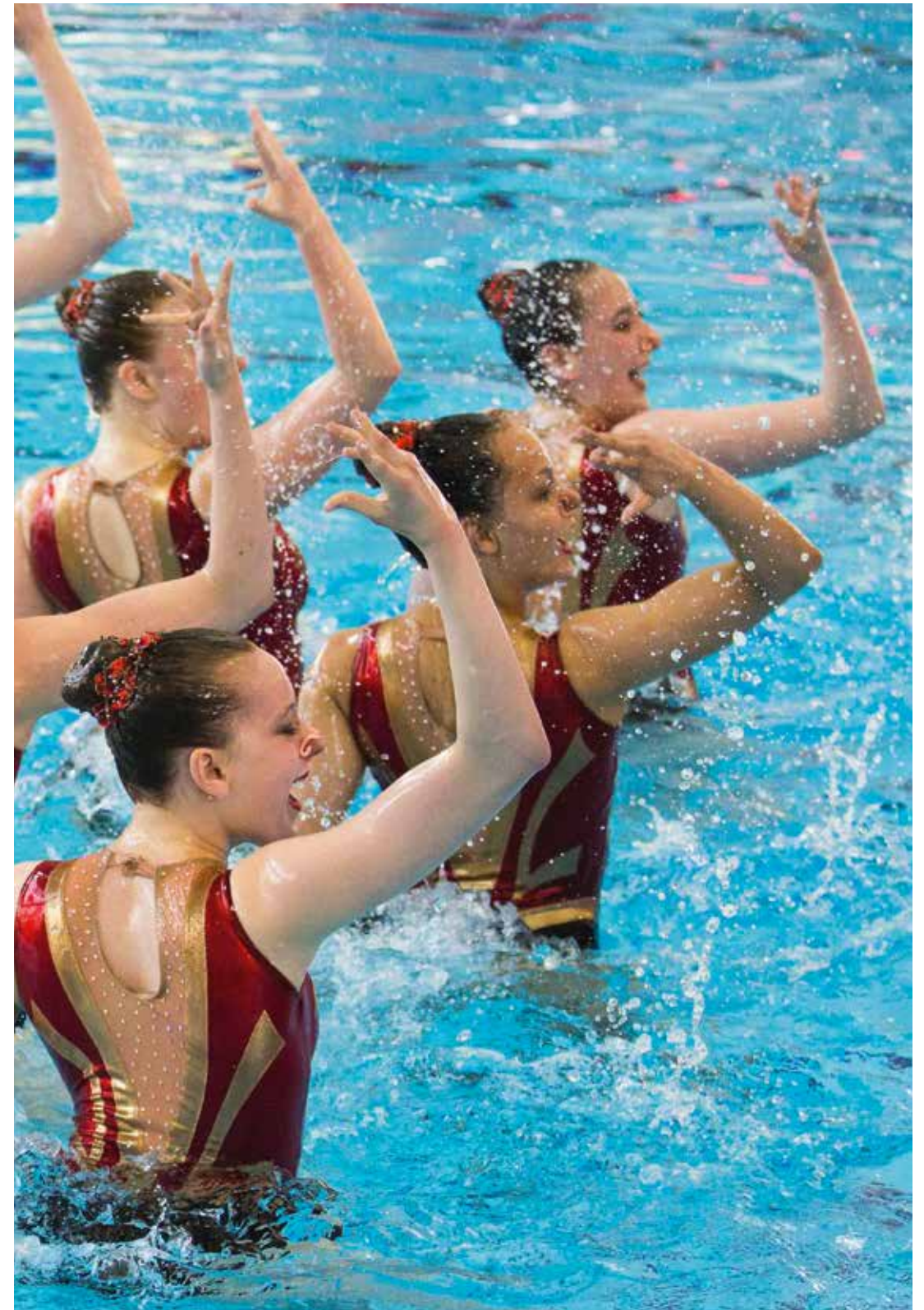
The annual Swim Serpentine event (run by London Marathon) continues to provide a good opportunity to raise awareness of Swim England to new audiences. Engagement with the 2017 event led to communication with 5,000 competitors.

New Open Water Awards have been developed to engage with pools, clubs and open water venues to promote Swim England and safe open water swimming. Aimed at swimmers of all ages to create a pathway into open water, the pilots provided positive feedback, particularly the flexibility of delivering the first two Awards in-pool and the third in open water. The Awards went on sale in May 2017, and additional resources have been created to support teachers and coaches.

**Feedback from participants about the new Awards:**

“Swimmers’ focus in the pool has improved by doing open water skill work. It has also increased resilience for pool training.”

“Excellent way to engage swimmers through the summer.”



# Supporting the workforce

Deliver a high quality, diverse  
and motivated workforce  
within swimming

## 2017-18 highlights

Launch of first qualification endorsed  
by CIMSPA's Swimming Teacher  
professional standard.

Graduation of the first Coach 2024 group.

New FINA partnership with the Institute  
of Swimming.

Development of new workshops to  
support members.



Our workforce is vital and we continue to develop innovative ways to teach, up-skill and support everyone who is involved in the delivery of swimming at all levels.

**In numbers:**

**38,000 volunteers**  
with 470 supporting  
Swim England events.

**10,000 qualification**  
certificates issued.

**7,000 accredited CPD**  
certificates issued.

**36 new Tutors** trained.

### Developing coaches

A number of new initiatives have been created to support the ongoing development of our coaches, as well as those new to coaching.

In January the first **Coach 2024** group graduated. The 14-month coach development programme saw 15 swimming coaches attend technical and soft skill-based workshops and receive mentoring to support them throughout their journey. All coaches had the opportunity to be a member of the 2017-18 Swim England Phase 3, or a British Para-Swimming or British Swimming competition. Excellent feedback from coaches and British Swimming has been received and the next group will be selected in summer 2018.

A **Home Nations Elite Coach Programme** has also been created to provide enhanced learning opportunities for coaches who have the potential to coach at future Olympic and Paralympic Games. As preparation for the Commonwealth Games, key support staff attended workshops with the elite coaches to ensure great team working at the Games.

An innovative new initiative from the Talent Team to increase the reach of coach development support within the England Talent Pathway has been developed. 11 **Coach Advisors** have been appointed across the eight regions, with three regions match-funding to allow for two posts in the West Midlands, South East and South West. Each Coach Advisor is supporting three coaches from a technical and non-technical coaching perspective.

15 staff have been employed as part time **Zonal (Regional) leads** in physiotherapy, strength and conditioning, nutrition, sports science and sports psychology. Their role is to deliver key Swim England messages to other practitioners and coaches across the network and regions.

The **Water Polo Coach and Assistant Water Polo Coach courses** (Level 1 and Level 2) have been completely re-written to become fit for purpose, more accessible and more affordable. New video support resources have also been created and a new tutor workforce is being trained to roll out support to the next generation of water polo coaches in England.

The **Diving Coach Development Programme** saw six coaches go through the Coaching Plus programme, the Talent Development Centres and Y and Z training camps, with the information being shared with other coaches.

A number of **coaching conferences, workshops and clinics** took place across the year:

- County and Regional Swimming Coaching Conferences blended technical and soft skill content which aligned to content delivered on county, regional, Phase 1 and 2 camps. Over 250 people attended.
- A one day Sports Science and Medicine Conference was delivered to 65 practitioners working within clubs. It focused on working with female athletes and included growth, development, the effect of menstruation on training, and how females manage stress differently to males.

- The first national clinic for synchronised coaches and judges has been created to support the development of the workforce.
- Zonal (regional) staff have delivered coaches workshops on land work for age group swimmers, and nutrition. The latter was also delivered to 170 parents at the regional championships.
- The Clubs Team delivered an assistant coaching course for all clubs.

### Developing teachers

In November the ASA Awarding Body launched a new Level 2 Swimming Teaching qualification, the first to be endorsed by CIMSPA's Swimming Teacher Professional Standard.

As part of the ASA Awarding Body's move to **Swim England Qualifications** in May 2018, a great deal of work was done to prepare the new website and understand the market. Insight shows that 80 per cent of the swimming workforce hold a Swim England Level 1 or Level 2 Teaching qualification (Ofqual statistics) and that employers favour the mixed training approach taken by the team. When operators were asked if they had a preference for the qualifications held by their teachers, of those that responded, 90 per cent referenced Swim England. Similarly, of the private swim schools that indicated a preference, 87 per cent chose Swim England (Swim England Census 2018).

To support this, the Learn to Swim team has introduced a series of webinars for swimming teachers. The eight webinars have been well-

received as they are able to gain the information without having to travel.

### Teaching the Tutors

The Swim England Tutor Training Programme has seen record numbers of new tutors trained and licensed across all aquatic disciplines. During 2017-18, 36 people were trained, double that from the previous record year.

Between December and March the Workforce Support Services team delivered 1,246 hours of new qualification upskilling and SEND training to the entire Level 2 teaching swimming tutor workforce. This project was critical to ensure a consistent and standardised approach to the delivery and assessment of the new teaching swimming qualification across the country.

### Supporting volunteers

We highly value our volunteers and ensuring they are supported in their roles is paramount. During the year, 690 Leading the Lane training opportunities have been provided by five Regions. In addition, we have delivered a range of sport-specific volunteer training programmes, including:

- 150 Team Manager 1 and 2 courses
- 30 Time to Listen courses
- 34 Safeguarding courses
- 52 Helper workshops

Our Swim England National Awards 2017 recognised 30 individuals and groups for their involvement in and dedication to aquatics.



### The Institute of Swimming

The Institute of Swimming has seen a great deal of success over the last 12 months, culminating in its rebrand from IoS to the Institute of Swimming. The new website will follow in 2018.

World governing body **FINA** has adopted the use of Swim England Swimming Coach certificates (at all three levels) and Institute of Swimming blended delivery resources and will be used to support the development of coach education across 118 underdeveloped countries.

A licensing agreement with **Swim Ireland** has also been agreed, providing access and use of a number of Institute of Swimming online resources.

A full review of the **Assistant, Coach and Senior Swimming Coach** resource has taken place in partnership with the Swim England Talent Team. As a result, both the face-to-face and blended learning delivery resources have been revamped.

The team has developed a **new online Adult Swimming CPD** which helps to prepare swimming teachers to deliver adult swimming lessons which follow the Swim England Adult Swimming Framework. Since its launch in January 2018, over 100 learners have taken it.

### In numbers:

**Over 7,700 learners have been qualified in Level 1 and 2 teaching and coaching.**

**3,000 CPDs have been completed by learners and 300 qualified on other programmes.**

**2,203 blended learning courses have been completed, a 45 per cent increase on 2016-17.**

**2,399 pool plant operators have been trained following the partnership with CIMSPA and IQL.**

### The Swim England team

Our 219\* team members based at SportPark, and locations across the country are paramount to all the work we do. As such, we have spent time ensuring our people are supported to develop in their roles and also within the workplace.

In March we published our **gender pay gap report**. This had been a focus for the last two years and showed that while we are above the national average with an 11 per cent pay gap (compared to

the national 18 per cent) there is still work to do to get gender pay parity. In addition, ensuring this is translated throughout the swimming sector.

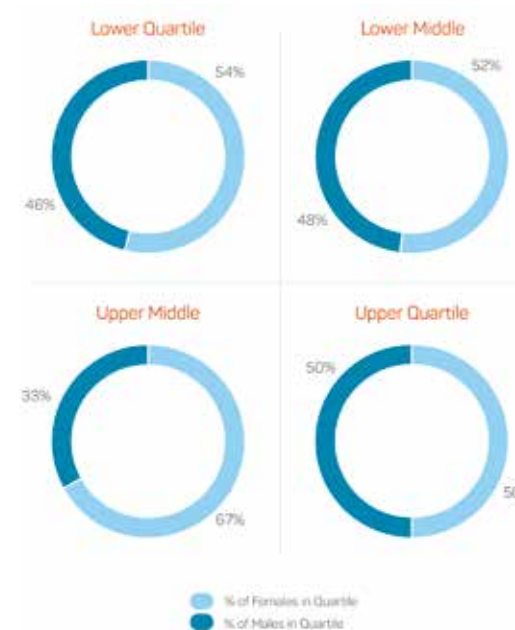
Following our Stonewall submission we were pleased to see that Swim England had jumped 125 places in the **Workplace Equality Index**. We are now continuing to work on our Advanced Equality Standard, which will be submitted in the summer 2018.

Mental health amongst all our team members remains important. During the year we partnered with **Mind** to deliver training to our managers and launched wellness action plans for all staff.

Many of our teams have chosen to take part in volunteering – either at our events, Swim Safe or locally. This not only helps personal development but also strengthens team bonds. As an organisation, we also held our second Team Games event and had a successful Team Conference day in Nottingham. Engagement in the organisation by team members remains strong, with an 82 per cent rating for 2017.

### Gender pay gap

Difference between male and female	Average (Mean)	Mid-point (Median)
Gender Pay Gap	11%	-9%



\* as of 31 March 2018



# Sustainability

Strengthen our organisational sustainability for future generations

## 2017-18 highlights

Swim England became a company limited by guarantee with charitable status, with one Board.

Swim England compliant with the Code for Sports Governance.

New partnerships formed across the sector.

### Organisational governance

At the 2017 Annual Council meeting, members voted unanimously to form a **new company limited by guarantee**. It was later confirmed that charitable status would also be granted.

The first meeting of the newly formed **Swim England Board** took place in March, with the incorporated charity taking over the majority of business from the beginning of April 2018. The Group Board and Sport Governing Board will be dissolved during 2018.

The move to an incorporated company ensured Swim England was compliant with the new **Code for Sports Governance**. This was set up by Sport England and UK Sport to improve governance structures and ensure greater transparency and diversity in sport.

A key aspect of being incorporated was the move from the Exchequer operating system to **Great Plains**. This brought all subsidiary companies under one central system including the merger of the Awards and Merchandise businesses. This solved many past issues and will reduce costs for future developments. The changes were completed on time and with minimal impact on the day to day running of business operations.

### Income generation

Our move to Swim England provided the opportunity to re-brand all 140 Learn to Swim Awards in April 2017. The commercial model was also evaluated, with a price rise on all Awards with a more transparent discount model for partners. Despite initial concerns that revenue may fall during the re-brand process, the annual revenue grew by 5 per cent.

#### Focus on:

## Picking, packing and despatching

The Awards Operations team based at the warehouse continues to be very busy. Following a restructure and office relocation, in June and July alone they processed, picked, packed and despatched 4,555 Awards orders, with a revenue value of £685,000. This included 407,000 Awards and 2,163 pin badges.

In addition, they picked, packed and despatched 445 British Swimming Kit packs, supported the despatch of Swim Safe equipment and picked, packed and despatched 35 Snow Sports orders.

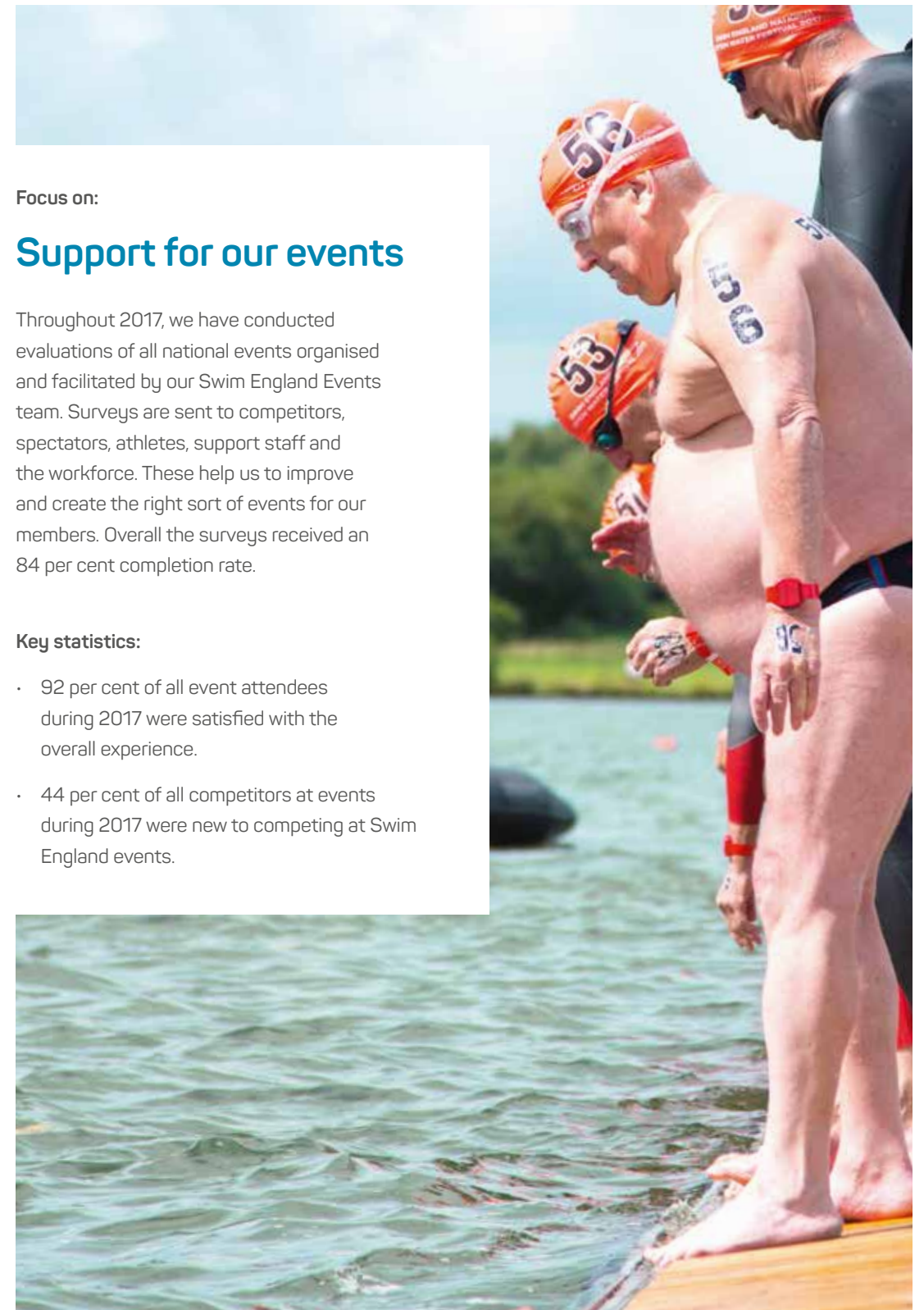
#### Focus on:

## Support for our events

Throughout 2017, we have conducted evaluations of all national events organised and facilitated by our Swim England Events team. Surveys are sent to competitors, spectators, athletes, support staff and the workforce. These help us to improve and create the right sort of events for our members. Overall the surveys received an 84 per cent completion rate.

#### Key statistics:

- 92 per cent of all event attendees during 2017 were satisfied with the overall experience.
- 44 per cent of all competitors at events during 2017 were new to competing at Swim England events.



# Financial overview

Full details of the financial results for the year to 31 March 2018 are set out in the financial statements which can be found at [swimming.org/swimengland/annual-reports](http://swimming.org/swimengland/annual-reports).

## Introduction

The move from an unincorporated organisation to an incorporated charity has had a significant impact on the financial results.

## Income

There were three specific reasons for the reduction in income of £4.0m (43%) from £19.3m to £15.3m.

1. This was the first year of the Sport England 2017 to 2021 four year funding cycle. As reported last year, there was a significant reduction in our funding from Sport England and this has resulted in a £2.1m (40%) fall in income from £5.2m to £3.1m.
2. Current year membership income of £2.4m is for the nine month period to 31 December 2017, as membership income for the 2018 calendar year has been received by the new incorporated charity.
3. Current year Awards income is only for the period 1 April 2017 to 12 January 2018 as the Awards business was transferred to the new incorporated charity on 12 January 2018.

## Expenditure

Expenditure fell by £3.3m (17%) from £19.2m to £15.9m. The majority of the fall was due to the decrease in Sport England funding and the resultant reduction in expenditure on funded projects.

## Surplus/deficit

Very small operating surpluses were achieved last year (£60k) and the year before (£2k).

With membership income for only nine months and Awards income for only nine and a half months, there was an operating deficit of £612k this year.

## Reserve levels

Despite the operating deficit of £0.6m, reserve levels are still £3.4m.

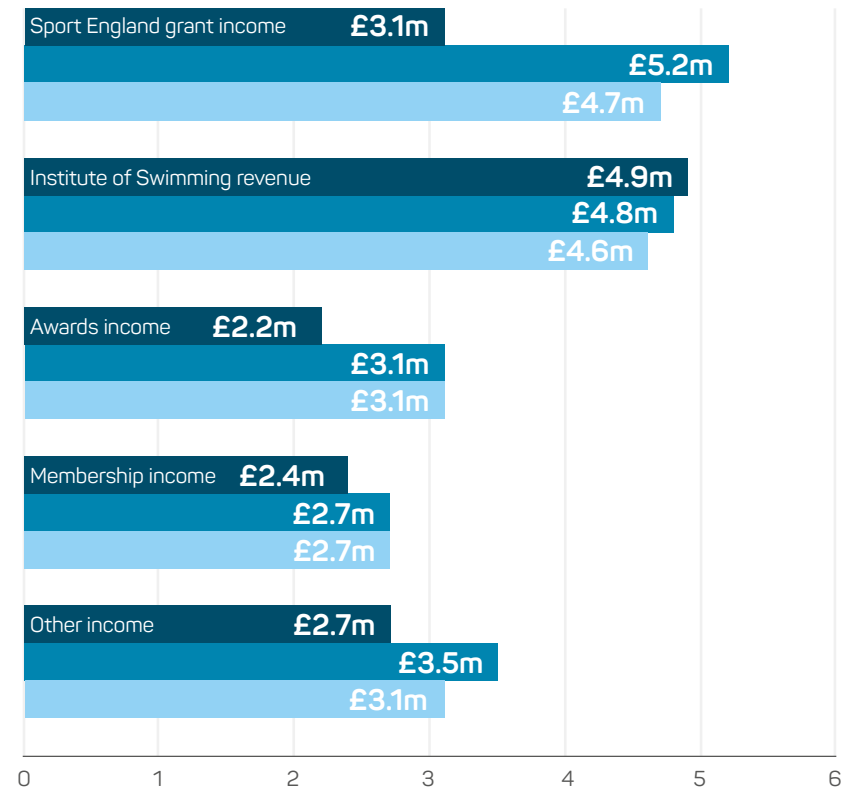
## Future prospects

The transfer of business to the new incorporated charity means that going forward both income and expenditure levels will be much reduced.

## Income

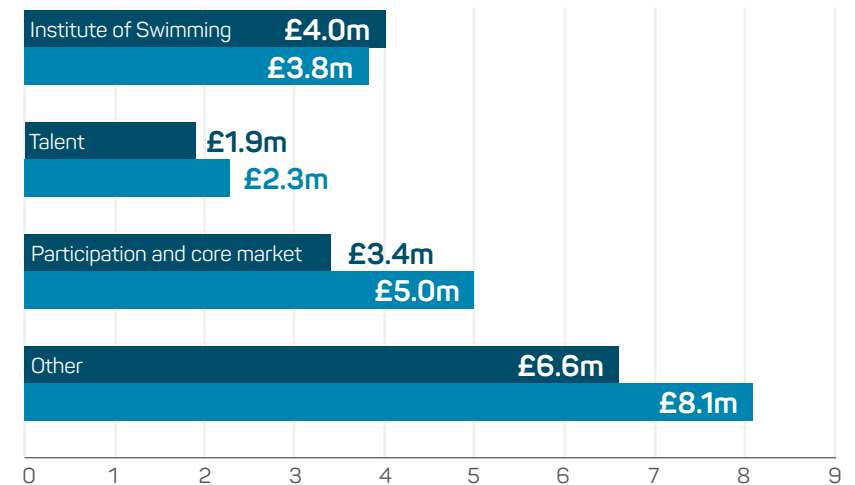
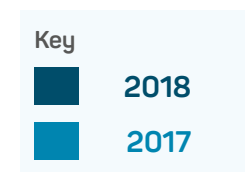
Last year, total income rose by £1.1m (6%) from £18.2m to £19.3m. This year, primarily because of three specific reasons, income fell by £4.0m (21%) to £15.3m.

See points 2 and 3 under 'Income' regarding change of reporting periods.



## Expenditure

Total expenditure fell by £3.3m (17%) from £19.2m to £15.9m.



#### Our Vision

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## A nation swimming

#### Our Mission

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## Creating a happier, healthier and more successful nation through swimming.

#### Our Values

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### Quality

Above all, we provide world class products, services and experiences.

### Purpose

We act with a sense of purpose.

### Togetherness

We are one team working towards our vision of a nation swimming.

### Fun

We make life as enjoyable as possible for everyone involved with swimming.



**On the cover:** Gold Coast Commonwealth Games 2018, SWpix.

**Image credits:** SWpix, Adobe Stock, Sportsbeat, Will Johnston Photography, Still Sport, Steve Rawlins, "London Swimming", Swim Group #LoveSwimming campaign, Georgie Kerr, Nathan Williams, Dair.

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