WINCHESTER CITY PENGUINS SWIMMING CLUB

England & Wales · Charity number 1153439

Details

Other names	WCPSC, Winchester City Swimming Club
Status	Registered
Legal form	CIO
Registered	2013-08-16
Register	View on the Charity Commission register

Contact

Address	WCPSC c/o Knight Goodhead 7 Bournemouth Road Chandler's Ford Eastleigh Hampshire SO53 3DA
Phone	07530778177
Email	ceo@wcpsc.org.uk
Website	www.wcpsc.org.uk

Activities

Objects: TO PROMOTE THE PARTICIPATION OF THE COMMUNITY IN COMPETITIVE SWIMMING AND OTHER RELATED ACTIVITIES BY THE TEACHING, DEVELOPMENT AND PRACTICE OF THESE ACTIVITIES

Activities: To operate as an aquatics club that provides facilities for and promotes the participation of thecommunity in competitive swimming and other related activities and encourages the teaching,development and practice of these activities without discrimination and regardless of sex, ethnicorigin, religion, age, disability or political persuasion.

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Classification

- **How:** Provides Services
- **What:** Amateur Sport
- **Who:** Children/young People, People With Disabilities

Geography

- Hampshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£863,606	£891,707	£273,250	49
2024-08-31	£937,632	£925,969	£301,351	64
2023-08-31	£852,309	£756,895	£289,688	78
2022-08-31	£793,925	£762,707	£194,274	86
2021-08-31	£486,217	£519,512	-	-

Trustees

Name	Role	Appointed
SUSAN FALCONER	Chair	2024-03-04
Darren Whitt		2021-01-27
David Lynch		2022-03-06
Jim Bellinger		2026-02-01
Michael Fowkes		2024-10-03

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WINCHESTER CITY PENGUINS SWIMMING CLUB

England & Wales - Charity number 1153439

Accounts



Annual Report and Financial Statements

Year Ended 31st August 2025

We have been teaching swimming for over 100 years. From early starters to Olympic hopefuls, together we swim with the same belief – to reach from one end of the pool to the other. Old or young. Fast or slow.

If We Try. We Win.

SwimMark
ESSENTIAL CLUB

Registered charity #1153439

Contents

1. Legal and administrative information
2. Introduction
3. Board of Trustees
4. CEO report
5. Welfare
6. Membership
7. Major events timeline
8. Learn to Swim
9. Community Programme
10. Development and Performance Swimming Programme
11. Winchester Hosted Meets
12. Operational Management
13. Facilities
14. Financial Management
15. Board Approval
16. Annual financial statement

1. Legal and administrative information

Trustees	Becky Roberts Sue Falconer David Lynch Darren Whitt Michael Fowkes
Charity number	1153439
Charity name	Winchester City Penguins Swimming Club
Independent Examiner	Knight Goodhead Limited 7 Bournemouth Road Chandler's Ford Eastleigh Hampshire SO53 3DA

Governing Instrument
The WCPSC Constitution acts as the governing instrument of the Charitable Incorporated Organisation. The Constitution defines how WCPSC is organised, managed and affiliated and must comply with Swim England's model and be approved by both Swim England and the Charity Commission.

2. Introduction

Our Objectives

The objects of the CIO are: (a) The promotion of community participation in healthy recreation, primarily but not exclusively, for the benefit of the inhabitants of Winchester and the surrounding areas by the provision of teaching / development / competitive Swimming activities and associated activities

OUR VISION

"Water Working Well in Winchester"

OUR MISSION

"Together, by 2026 we'll create a healthier, happier and more successful Winchester Swimming Community"

Our aims

1. We will provide an outstanding Learn to Swim experience in Winchester
2. We will expand our community provision
3. We will provide a Performance Programme that consistently delivers success at Regional and Home Nation Championships.
4. We will deliver a thriving Club Programme focused on county success and the engagement and retention of swimmers.
5. We will take a lead role in raising the swimming bar in Winchester and surrounding areas across those who provide swimming opportunities
6. We will continue to improve the governance, structure, equality and financial sustainability as we grow our club

3. Board of Trustees

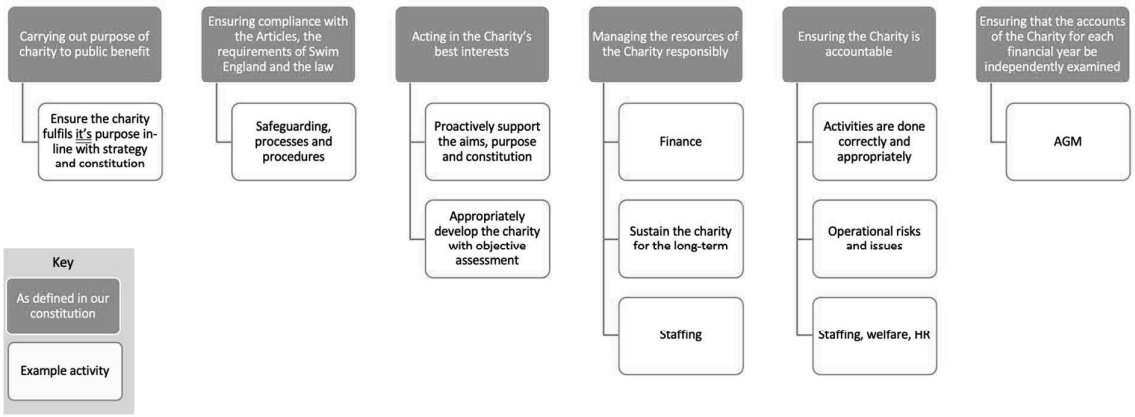
The following have held office during the year:

- Becky Roberts (Charity Officer – Secretary)
- Sue Falconer (Charity Officer – Chair)
- David Lynch (Charity Officer – Treasurer)
- Darren Whitt (Charity Officer – Deputy Chair)
- Michael Fowkes (from 24/10/24)

The Trustees ensure that WCPSC is meeting its objectives, and in accordance with the constitution of the Charity and Charity Commission. The Trustees are volunteers but have the

legal duty to comply with the Charities Act 2011 and take the lead on making and maintaining policies for the managerial and financial stability of the club. All Trustees are insured under our Swim England policy against Public & Products Liability, Professional Indemnity, and Management Liability.

Trustees are not typically involved in the day-to-day management of the Club. They may however hold a secondary volunteer position that supports the operations of the Charity.



Board of Trustees Report

Winchester City Swimming Club has had a highly successful year, marked by strong performances, community impact, and resilience in the face of challenges such as pool closures and staff changes.

The competitive squads achieved outstanding results, including national medals and league success, supported by new land training initiatives.

The Learn to Swim Programme continues to thrive, serving 450 swimmers with water safety, confidence and excellent swimming skills, recognised with high satisfaction levels from members. Whilst challenged by the closure of Kings Pool over the Spring term, competition from the increase in the number of local private swim schools and the national financial climate, numbers are slowly increasing again.

The club's open meets and local events boosted income, strengthened community ties, and enhanced the club's reputation amongst the competitive swimming world. Inclusive and community programmes expanded, offering opportunities for children of all abilities to swim.

Several key staff changes created challenges within the management and coaching programmes; however the dedication and 'can do' attitude of our staff, volunteers and Trustees ensured the successful delivery of a full programme of teaching, training, competition and social events throughout the season. Following a vigorous recruitment process the appointment of our replacement CEO in March was welcomed by staff and Trustees.

Despite financial pressures, careful management and committed volunteers ensured stability and growth. Overall, the club remains proud, forward-looking, and united in its mission to provide quality swimming for all.

4. CEO Report

The Chief Executive Officer has responsibility for the management of the Charity's activities and the provision of the resources and facilities.

Winchester City Swimming Club has enjoyed another memorable year, marked by outstanding achievements and some significant challenges along the way. The club continues to face these challenges with a collective "can-do" spirit — a reflection of the dedication, teamwork, and determination shown by our staff and volunteers, who always strive for excellence in everything we do.

We remain highly competitive within our region, and our reputation as a club that is progressing in the right direction continues to grow. We are proud to be building a culture that is inclusive, fun, and rewarding for all. However, we are far from complacent — our ongoing goal is improvement, and this commitment led us to undertake a club-wide survey this year. The survey provided valuable insight into what we are doing well and where we can improve. Giving our members a voice has been incredibly worthwhile, helping us reflect, review, and plan for the future with a clearer sense of direction.

5. Welfare

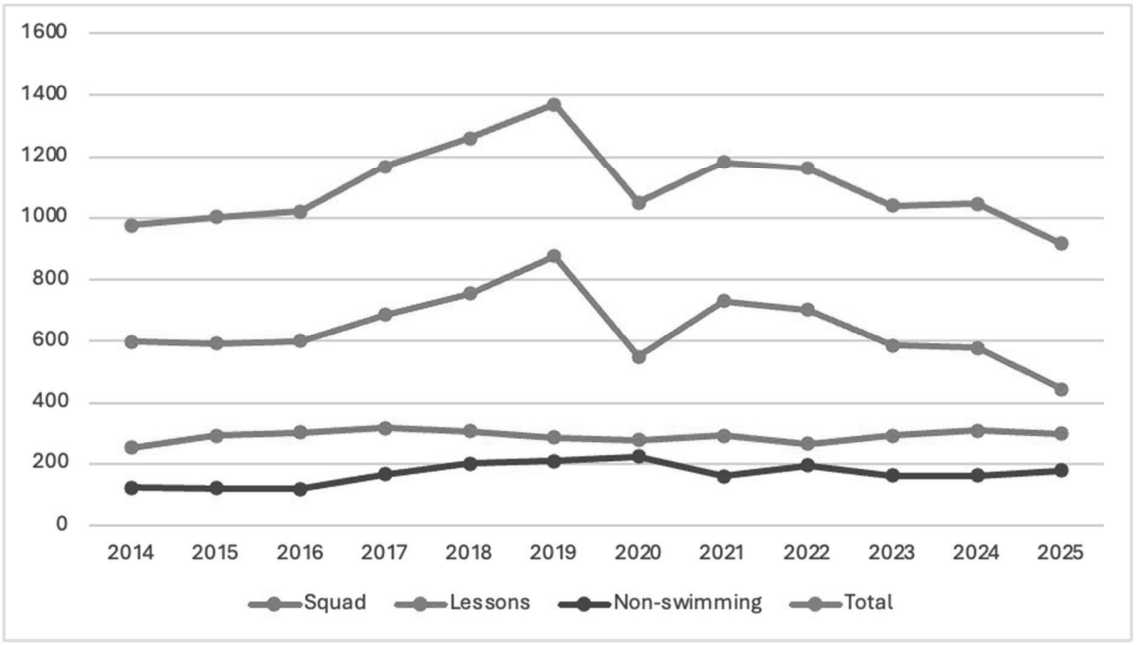
As a Swim England requirement the charity Welfare Officer provides a first point of contact for children and adults within the club who have a safeguarding or welfare concern. The Welfare Officer is responsible for implementing Wavepower, Swim England's safeguarding policy and procedures document, and is independent from any member of the Board of Trustees, Management, coaching or teaching team.

The following held office during the 24/25 year: Sarah Smith, David Smith

6. Membership

At the end of August 2025, the club had a total of 923 members. Squad numbers remained fairly consistent throughout the year with 296 enrolled in squads at the end of August. Lessons membership numbers dropped significantly following the spring term pool closure at Kings School and, at the end of the year, we had 443 swimmers enrolled in the lessons programme - a reduction of 134 swimmers from the same time last year.

There was a slight increase in non-swimming members to 178 with a rise in registered club volunteers.



Social

Creating a fun environment is absolutely essential to help us retain members and additionally keep swimmers in the sport of swimming long term. We recognise the demands of swim training and competition, both physically and mentally so we emphasise the importance of allowing time for swimmers, parents and our staff to have some time outside of the pool environment.

Some of the social activities last year included a trip to Thorpe Park during Halloween, and our Club Presentation Evening with guest speaker Kieron Bird.

We were delighted to welcome Jacob Peters (GB Tokyo Olympic swimmer) to join us at one of our Senior Performance sessions.

7. Major events timeline

Timeline of Events 2024-2025

September'24

- Club Championships

October

- Autumn Qualifier L2
- National Arena League Round 1
- Winchester Grand Prix Round 1
- Club volunteers organised Hampshire Schools Swimming Association gala at WSLP

November

- British Down Syndrome Championships, Crawley
- National Arena League Round 2
- Grand Prix Round 2
- Hampshire Development Camp-4 swimmers qualified, 3 coaches and 2 Team Managers

December

- Winchester Winter Championships L3
- National Arena League Round 3
- Winchester Grand Prix Round 3
- Winter Nationals

January'25

- Club Presentation Evening
- Club Annual General Meeting

February

- Hampshire Championships – 50 age group finalists, 49 medals (15 gold, 15 silver, 19 bronze), 100 top 8 finishes
- Lanzarote - Performance Swim Camp

March

- Ice World Swimming Championships
- Spring Qualifier L1 – 1,000 swimmers, 62 visiting clubs
- Away meet (Dorchester) – hosted by Poole Swimming Club
- Away meet (Millfield School) – hosted by Chelsea & Westminster Swimming Club
- Launch of Start Para (Winchester)

April

- SE Regional Relays
- Winchester Novice Gala
- British Championships – 6 qualifiers

May

- SE Regionals
- Launch of Club Survey
- Hampshire Development camp –4 swimmers qualified, 3 coaches and 2 Team Managers

June

- International Swimming Competition, Stuttgart – 28 junior swimmers
- Summer Splash meet L3
- 23rd Primary Schools Gala – 200 swimmers from 20 schools, 50 volunteers
- Regional Para swimming training & development day – 2 coaches

July

- Nationals – 13 national qualifiers; 3 Gold, 1 Silver, 3 Bronze; relay team finished 8th
- Summer Scorcher meet L3
- Inclusive Gala – 42 competitors
- Visit from Jacob Peters (Tokyo Olympics fly events)

August

- Summer course at St. Swithuns School pool – 28 local primary school children

8. Learn to Swim

The Learn to Swim programme continues to be a cornerstone of our club, providing a safe, structured, and engaging environment for children to develop essential swimming skills and confidence in the water.

Swimmers are provided with clear progression pathways. Many of our teachers are former or current competitive swimmers and this enables us to identify future potential and encourage many of our lessons swimmers to move into more advanced squad training as they develop their skills. Swimmers have been encouraged to participate in novice galas, providing them with opportunities for competition and skill development outside the usual class setting.

A strong emphasis is placed on maintaining high standards, with a focus on the number of teachers who hold recognised swimming qualifications. This ensures a well-trained team capable of delivering safe and effective lessons.

The program maintains lower swimmer-to-teacher ratios, which allows for more individual attention and personalized coaching, enhancing the overall learning experience. The program prioritizes high-quality instruction, with a focus on skill development, safety, and ensuring that every swimmer receives the attention they need to progress.

All our facilities are easily accessible, making it convenient for a wide range of participants, from youth swimmers to adults. The program offers both youth swimming and adult lessons, catering to a diverse range of participants and skill levels.

Intensive support is provided for children with additional needs, ensuring that all participants have the opportunity to develop swimming skills in a supportive and inclusive environment.

At the end of August 2025, the club had 443 swimmers enrolled in the Learn to Swim programme; a reduction of 134 swimmers compared with the same time last year.

The fall in membership numbers is mainly attributable to the extended pool closure at Kings School, which had a significant impact on lesson delivery and continuity. During the Autumn Term, 11 evening sessions were affected or cancelled due to ongoing pool and facility issues. These challenges culminated in a complete closure throughout the Spring Term (January - April 2025) following the discovery of a major water leak in the pool liner, which led to a series of structural and operational problems.

During this period, the team worked tirelessly to provide as much continuity as possible. We were able to deliver a limited number of replacement sessions across Oaklands Community Pool and Romsey Rapids, and combined a small percentage of our advanced Learn to Swim members with our lower squads. As a result, approximately 10% of swimmers were able to continue training during the closure, while the remaining 90% were unable to access lessons. Their fees were carried forward to ensure fairness and continued engagement.

Since then, Kings School has invested heavily in the facility, appointing a new Centre Manager and undertaking a significant programme of works, including pool liner replacement, structural and cosmetic improvements, roof repairs, upgraded changing rooms, and enhancements to the plant room. These improvements have allowed the Learn to Swim programme to resume in a much-improved environment, and we have begun to see encouraging signs of recovery.

Our Member Satisfaction Survey results from lesson parents was very positive, with families recognising the club's efforts and understanding the distinction between what we could and could not control. The fact that over 80% of our members chose to stay with us throughout the closure; a retention rate notably higher than that of other affected swim schools, is both humbling and reassuring, and reflects the strength of our community and the trust our members place in the club.

9. Community Programme

Our community programme aims to provide inclusive access to swimming with an emphasis that 'swimming is a fundamental life skill, which increases individuals' safety near water as well as developing confidence, dedication and responsibility. One of our key objectives as a club is to ensure all primary-age children can swim at least 25 metres before leaving school.

The club's 23rd Annual Primary Schools Gala saw 250 enthusiastic young swimmers from 20 local primary schools across the City come together at the Winchester Sport and Leisure Park for a morning of fun and competition. The event was sponsored by **Winchester Round Table** and other local organisations, and offered a competitive swimming experience for 200 local primary school children. The gala emphasizes fun, participation and the excitement of a swimming competition. The Mayor of Winchester, Cllr. Sudhakar Achwal, and supporting local sponsors helped with the presentation of awards.

We were also delighted to once again run our very popular Inclusive Gala tailored to primary school children with additional needs, in a safe supportive environment, where swimmers are assisted by the club's performance swimmers. This gala attracted a record number of swimmers with 50 children participating.

Working in partnership with a local charity Friends of the Family (charity no. 1143462), who refer disadvantaged children to integrate into our lessons programme, we were able to deliver free lessons to 5 children. This programme is funded by a local family charity.

The club delivered Primary School Curriculum swimming programmes for Stanmore Primary School for 31 pupils and Kingsworthy Primary School for over 60 pupils.

A booster swimming course at St. Swithun's during August enabled 28 swimmers identified by the primary schools to access additional lessons for confidence, water safety and skills.

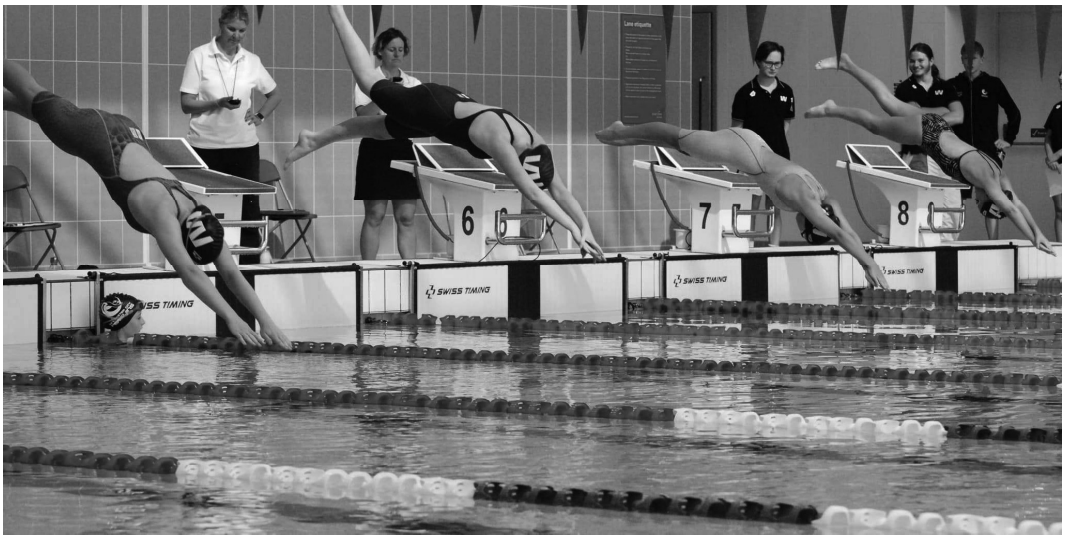


One of our highlights of the season - **the Inclusive Gala**- bringing all that is good about our swimming community together, helping young people the opportunity to swim and have fun in the water



We were delighted to host our 23rd Annual Primary Schools Gala in June at Winchester Sport & Leisure Park, welcoming over 250 excited young swimmers from more than 20 local primary schools across the Winchester area.

10. Development and Performance Swimming Programme



The 2024–25 season was one of our most successful to date, with exceptional performances across our competitive squads. A key focus over recent seasons has been developing our younger swimmers, and this investment is now clearly paying off — both in terms of performance and depth of talent. Several of our young athletes are now ranked among the very best in England.

The club performed strongly in the Junior Arena League and successfully retained its place in the Premier Division of the National Arena League. The season culminated in an outstanding showing at the British and Home Country Nationals, where our swimmers achieved an impressive collection of medals — a testament to the hard work and commitment of both swimmers and coaches alike.

The club introduced Land Training for some of our performance and competitive pathways. The addition of strength and conditioning training has already translated to improved performance in competition. We will continue to expand our land training provision in the coming year.

The 2024–25 season has been one of the most successful and inspiring years for Winchester City Swimming Club. Our swimmers, coaches, parents, and volunteers have all played a vital role in driving progress both in and out of the pool. From record-breaking performances to major pathway selections, international representation, and hosting first-class meets, this season highlights the strength, depth, and community spirit of our club.

Club Championships

The 2024 Club Championships were our biggest and best yet. For the first time, 1500m races were introduced, giving swimmers of all ages the opportunity to test themselves in this challenging event.



The energy on poolside, the sportsmanship shown, and the number of early-season personal bests demonstrated the growing strength and positivity of our club culture.

To cater for swimmers of all levels, we host a Grand Prix series (now more accessible across squads), and a Novice Gala for our youngest members in addition to other locally invited clubs. These events provide a fun introduction to competition and help foster a strong sense of belonging.

Development Pathways

This year saw record numbers of swimmers selected for County, Regional, and National development camps and programmes, reflecting the progress within our coaching structure.

Notable selections include:

- **Hampshire County Development Camp:** Emily Bourne, Amelia Webb, Maxim Smith
- **Swim England South East Development Programme:** Dana Bulters, Isabella Indellicato, Keison Kei
- **Swim England South East Distance Programme:** Keison Kei
- **Swim England National Para Bespoke Talent Programme:** Aidan Stanbrook
- **Swim England National Youth Development Programme:** Iola Bellinger, Tilly Biggs
- **Swim England National Youth Development Programme (Distance):** Megan Thorpe
- **Diploma in Sport & Excellence:** Aidan Stanbrook

These selections highlight the exceptional work of our coaches and the dedication of our athletes.

County Team Championships

At the National Inter-Counties event in Sheffield, five Winchester swimmers — Megan, Emily, Lexi, Keison, and Ruby — represented Hampshire in Division One, helping the team to a 13th-place finish, an improvement from last year. This remains a highly competitive event, and we are incredibly proud of our swimmers' achievements.

Masters Swimming Success



One of our amazing Masters swimmers Cathy Munro took on the **Ice World Championships in Italy.** Competing in the 60-64 age group, Cathy put in a remarkable performance, securing a gold medal in the 250m, silvers in the 500m, 100m, and 1km events, and finishing fourth in the 50m.



Despite normally excelling in the 1km, she found the extreme cold took its toll after 600m, though her existing world record for the distance remains intact.

In addition, our swimmers proudly represented Winchester in the **National Arena League**, building our presence at this competitive national level. The club participated in 3 exciting rounds and we were able to retain our position in the Premier League with the very best clubs in the South East Region.

Training Camps

Two international training and competition opportunities were launched this season:

- **Performance Camp in Lanzarote** – February 2025 (senior swimmers)





Junior International Competition Trip to Stuttgart, Germany – June 2025 (younger swimmers)



<u>Stuttgart June 2025</u>

28 of our junior swimmers (ages 11–14) shone in Germany at the 49th Stuttgart International Swimming Competition, finishing 3rd overall and leading all visiting clubs. Battling tough heat and global competition, they broke records, won medals, and showed incredible teamwork.

New Squad Structure

September 2024 saw the introduction of a new squad structure, aimed at creating long-term, sustainable success. Despite the challenges of change, early results have been very positive,

with our coaching team embracing new responsibilities with professionalism and ensuring smooth transitions.

Start Para Programme

'Start Para' is an introductory level within the Swim England Para-Swimming Pathway designed to identify, support, and develop swimmers with a disability or impairment who want to get involved in competitive swimming. There are currently 6 swimmers in the programme, taught by specialist coaches with supporting volunteer coaches.

County Development Programme

For the first time since COVID-19, the Hampshire County Development Programme returned, and Winchester had outstanding representation:

Participants included:

- Maxim Smith, Samuel Barton, Amelia Webb, Emily Bourne
- Staff: Alison Oakley (Team Manager), David Smith (Team Manager), Jamie Mitchell (Skills Coach), Joe Silk (Skills Coach), Daniel Oakley (Skills Coach), Ben Reid (Head Coach)

This involvement reflects our growth at the junior level and the expertise of our coaching team.

Competition Success

The 2024–25 season featured numerous exceptional performances:

- **Swim England South East Winter Regionals:** 20 swimmers competed, winning six medals. Gold for Ben Hatfield (100m Backstroke) and multiple Silver medals for Pravin Mahendrakumar.
- **Swim England South East Team Selections:** Ben Hatfield and Pravin Mahendrakumar selected for Luxembourg International Meet 2025.
- **British Down Syndrome & Para Championships:** Caitlin Hatfield won three gold medals and broke two British records.
- **Swim England Winter Nationals:** Megan Thorpe, Ben Hatfield, Pravin Mahendrakumar, George Barfield, Ben Minister, and Caitlin Hatfield qualified.
- **Aquatics GB Championships:** Six swimmers qualified, with strong performances from Sophie De Groot, Pravin Mahendrakumar, and Ben Hatfield.
- **South East Regional Championships & Welsh Nationals:** Daniel Ma won Bronze in 200m Breaststroke; Elliot Latham won two Bronze medals in 200m and 400m Freestyle.

- **National-Level Success**



Strong representation from WCSC at top-tier national events:

- **Aquatics GB Next Gen Championships**
- **Swim England Summer Nationals**
- **Swim Wales Summer Nationals**

Athletes from three different squads qualified, showing the effectiveness of our development pathways. The National Qualifiers were:

Myles Leather, Keison Kei, Matilda Biggs, Ameila Webb, Matthew Stewart, Megan Thorpe, Elliot Latham, Iola Bellinger, Bella Knight, George Barfield, Emily Ainsworth-Fletcher, Griff Thomas, Amelie Bissett.

National Medallists:

- **Iola Bellinger:** Gold – 200m Breaststroke; Bronze – 100m Breaststroke



Iola Bellinger enjoyed end of season success at British and English nationals- celebrating with Coach Chris White

- **Emily Ainsworth-Fletcher:** Gold – 50m Freestyle; Gold – 50m Backstroke
- **Matthew Stewart:** Silver – 1500m Freestyle
- **Matilda Biggs:** Bronze – 100m & 200m Backstroke
- **Elliot Latham:** Bronze – 200m Freestyle (Swim Wales Summer Nationals)



Elliot Latham represented the club at Welsh Nationals and pictured here with two well deserved medals.

Team Achievements:

- Girls 14–16 4x100m Medley Relay Team reached the National Final, finishing 8th.

More Than Just Medals

These results reflect the collective strength of Winchester City Swimming Club. Our swimmers excelled across all strokes and distances, and, most importantly, supported one another every step of the way. We are not just a club of individuals; we are a united team in pursuit of excellence.

Looking Ahead

For the 2025–26 season, our goals remain clear:

- Provide every swimmer the opportunity to reach their potential
- Continue building a strong coaching and volunteer team
- Nurture a culture of excellence and enjoyment across the club

These achievements showcase the talent, dedication, and teamwork that define Winchester City Swimming Club.

We are incredibly proud of our swimmers, and the contribution they make to the wider community. For example, many of our swimmers voluntarily give up their time to help support events like the Primary Schools and Novice galas. We encourage and foster an environment which allows swimmers to develop their skills and personal attributes, many will train to become lifeguards, swim teachers and coaches.

11. Winchester hosted meets



Hosted Meets (competitions)

Winchester City Swimming Club continues to be recognised for delivering some of the best-run Open Meets in the region. In 2024–25, we hosted five major competitions:

- **Autumn Qualifier** – October 2024
- **Winter Sparkler** – December 2024
- **Spring Qualifier** – March 2025
- **June Sprints** – June 2025
- **Summer Scorcher** – July 2025

These events attracted clubs from across the South of England, providing high-quality racing opportunities and generating vital funds for the club. Our growing pool of volunteers plays an essential role in making these events possible. Many parents have become actively involved as officials or helpers, and their enthusiasm helps strengthen our club's sense of community. We are immensely proud of their contribution.



Winchester Open Meets are continuing to grow from strength to strength. The Open Meets team is building a reputation for organizing some of the most sought-after swimming events in the region.

The success of the Open Meets is attributable to a collective commitment to ensuring every swimmer, coach, official, and parent feels welcome. The team continually learns and progresses with each event and demonstrates particular skill in managing the finer details. This includes providing high-quality catering and organizing a competitive and exciting range of events.

The scale of the meets does present certain challenges:

- Managing a large number of entries can result in some swimmers not securing entry times.

- The team relies heavily on a close working relationship with Everyone Active to ensure all technical and operational aspects run smoothly.

- **Volunteer Contribution** The operation of the meets would not be possible without the goodwill and dedication of a large group of volunteers, primarily parents, many of whom also serve as officials.


Our amazing tech team & event organisers











Event Statistics
A typical Open Meet hosted over a weekend includes approximately:

- 700 swimmers
- 50 visiting clubs
- 140 volunteer roles
- 140 official roles
- 400 hours of collective volunteering and officiating
- 40 hours of pre-competition administration

Impact
The collective effort of everyone involved has a significant positive impact, benefiting:

- **The Club:** Enhances reputation and strengthens community engagement, generating valuable income through entry fees and spectator charges.
- **Visiting Clubs:** Provides a professional and enjoyable competition experience.
- **Local Economy:** Boosts hospitality and retail sectors through the influx of visiting clubs staying in Winchester for the weekend.

The Winchester Open Meets are a standout example of effective teamwork, volunteer dedication, and community engagement. Continued attention to detail and strong collaboration with partners ensures that these events remain highly regarded and successful.

12. Operational management

A management team oversees the operations of the Club.

The following have held office during the year 2024-25:

- Grant Robins — Chief Executive Officer (until 31/10/24)
- David Smith — Chief Executive Officer (from 14/04/25)
- Alison Crompton — Head of Finance
- Ben Reid — Head Coach
- James Swatton — Head of Lessons
- Chris White — Head of Development
- Zoe Stemp — Assistant Head Coach (until 20/11/24)
- Gemma Campbell — Finance and Operations Executive

Leavers through the year:

- Grant Robins (31/10/24)
- Zoe Stemp (20/11/24)

In addition, the charity employs over 60 paid part time coaching or teaching staff to ensure the water experience for all is positive and progressive.

Volunteers play a major part in running the Charity and we are truly thankful for their engagement, positivity and support. This dedicated group fills a wide range of roles throughout the year. The roles are hugely impactful and include open meet administration, technical operation, team management, judging and timekeeping at galas, coordinating our community programme, fundraising, publicity and supporting the general operations of the club. Thank you so much for giving.

With a mixture of full and part-time contracted staff, the operations team ensures the charity is run responsibly.

The Senior Leadership Team (SLT) which comprises the Head Coach, CEO, Head of Operations and Finance and the Head of Lessons meet regularly to oversee all operational matters and areas of the programme.

SLT's overall responsibility includes membership administration, marketing & communications, finance, volunteer coordination, welfare, facilities, coaching and lessons.
SLT reports monthly to the Board of Trustees, which includes detailed finance and operational reports.

To aid effective operational management the club uses specialised club-management software to handle membership records, communication and meet entries.

The Board of Trustees works very effectively alongside SLT with **Waterside HR**, who have provided invaluable HR support and have assisted with staff contracts and internal working advice and guidance.

Staff development has been a key area for us to ensure we drive improvement and standards. We have high expectations and CPD will continue to be embraced by all staff. Across the Operational team, Coaching team and Teaching team everyone was involved in improving themself.

Welfare training was delivered for all our coaches and swim teachers. Safeguarding and welfare is at the forefront of everything we do and this was a great opportunity to spend some time collectively to learn and talk through all aspects of welfare in the context of swimming.

Breathe Workshops were delivered to both swimmers, parents and coaches. The workshops gave a valuable insight into the science behind breathing in competitive swimming.

Our Diversity and Inclusion strategy strongly advocates the belief that swimming is for everyone. We continually strive to remove barriers to participation from learn-to-swim lessons up to performance squads and Masters sessions. Regardless of age, background and ability we are ambitious to ensure everyone can enjoy the sport and develop.

In our community galas and inclusive events we make sure swimmers who might not have had the chance to take part in competitive swimming before can feel supported, gain confidence and experience success.

Being inclusive and welcoming isn't separate from achieving performance, we emphasise creating a positive, supportive culture, where everyone is able to achieve their best.

Communications

The club has worked hard to raise our social media profile with valuable assistance from a team of volunteers who have worked to ensure that news items are continually fed via our Facebook and Instagram pages. In addition, we have changed our monthly Newsletter with more and varied content. The feedback we have received from our Members has been incredibly positive.

Communication within the club remains one of our top priorities -we understand the importance of listening to our members and also keeping them up to date with club wide activities and stories.

A valuable exercise this year was the launch of a **club wide survey.** The survey provided an opportunity for all our Members to have a 'voice' and a focus for the club to see how we are performing against some of our strategic objectives:

2024-2025 Club Survey

The 2025 Club Survey received strong engagement, with 75% of responses from squad members. Results confirm high member satisfaction, strong coaching standards, and a supportive culture. Key development priorities include communication efficiency, structured feedback, and greater clarity in progression pathways.

Survey Highlights

Member Satisfaction: 85% satisfaction across lessons; 74% across squads.

Coaching Excellence: Widely recognised technical expertise and commitment.

Value for Members: Positive feedback on quality, service, and affordability.

Community Strength: Increased engagement through social media and squad representation.

Key Actions Implemented

Payments: Shift to monthly billing in lessons for improved member flexibility.

Communication

- Standard response commitment (3 days; 24 hours for urgent queries).
- Competition calendars and updates published earlier.

Coaching:

- Recruitment of full-time coaches to enhance stability and feedback.
- Development of a comprehensive coaching framework (launch early 2026).
- Ongoing coach training in communication, safeguarding, and leadership.

Swimmer Progression:

- Formalised and published transparent squad movement criteria.
- Broader competition calendar supporting fair access and performance goals.

Current Focus Areas

- Strengthen structured feedback for swimmers and parents.
- Embed consistent training standards and scheduling across all squads.
- Expand land training to support physical development.
- Maintain balance between swimmer wellbeing, education, and performance.

Strategic Priorities 2026

- Deliver full implementation of the Club Coaching Framework.
- Enhance communication and feedback systems Club-wide.
- Increase competition opportunities at local and regional levels.
- Continue investment in coaching capacity and professional growth.
- Build stronger community connections through visibility, transparency, and engagement.

13. Facilities

The club continues to work with and build on our relationships with our pool operators;

- Winchester Sport and Leisure Park, operated by Everyone Active,
- Kings School Community pool
- Sir John Moore Barracks Army Training Regiment pool (ATR)
- Oaklands Community Pool in Southampton
- Romsey Rapids (temporary)

The club faced our most significant challenge with a prolonged closure of our main lessons pool at **Kings School** due to maintenance issues. The lack of ownership of a pool is one of our greatest challenges. The closure naturally had both a financial and reputational cost to the club and whilst we were able to secure some additional hours at a swimming pool in Romsey for 6 weeks we were unable to address the financial deficit during this period.

We are also mindful that our **Army Training Regiment** pool license expires in April 2026, due to the planned development of the site for housing by the Defence Infrastructure Organisation (DIO). The future of the sports facility on the site is uncertain however a reference in the Winchester District Local Plan states, 'depending on the outcome of this (feasibility) assessment if they are viable, they should be opened up for use by the local community and a management plan should accompany any planning application for this part of the site'.

Our principal training centre, **Winchester Sport & Leisure Park** (50m pool), is used for the majority of our training and all competition, both internal competition (eg Grand Prix) and external open meets.

The external demand on this facility has increased, due to the lack of 50m pools for training and competition in the south of England, and the club must ensure the facility remains accessible for local people and the future success of the club.

Despite being a relatively new facility we have experienced some unexpected maintenance challenges and in June the pool was closed for a few days after some tiles had fallen from the roof into the pool.

Oaklands Community Pool provides opportunities for both lessons and squad training. Despite the distance from Winchester the pool provides a useful addition when our main pools are in use or not available.

Maintaining effective working relationships with all our pool providers is absolutely key for our swimming club and we are working relentlessly to find additional pool provision for the club. We have made some progress with **Winchester College** and have conducted a number of meetings with them to help us secure some pool time in their new pool facility due to open in 2026.

We continue to strengthen relationships with our pool providers and partners and are exploring opportunities to expand our access to additional pool space in the coming season.

14. Financial management

Financial Stability and Future Focus

Rising energy costs and unplanned pool closures have required us to focus carefully on efficiency and cost management. These challenges demand flexibility and resilience from our coaching and teaching teams, and their adaptability has been invaluable.

Thanks to strong financial management and our ongoing commitment to serving the local community, this has been an exceptionally active and rewarding year — both in and out of the pool.

Increased overheads during the year required a prudent approach to budgeting and close management of expenditure, with the aim of preserving as much of the Restricted Growth Fund as possible to support the planned expansion into Winchester College, despite its evolving timelines.

In January 2025, the Club faced an unforeseen challenge when Kings School pool was closed for 3.5 months for extensive maintenance. This closure affected around 90% of the lessons programme, resulting in the loss of approx £90K spring term lessons income. Despite significant efforts to relocate sessions to alternative venues, only limited mitigation of this income loss was possible. In addition, reduced lesson membership following the reopening of the pool meant that summer term income also fell substantially short of budget.

As a result, the Club became increasingly reliant on income from hosted open meets, which generated a £70K net profit for the year—slightly above budget. Careful financial management and the reduction of overheads ensured that the overall net loss for the year was considerably lower than might otherwise have been expected. Although this loss could have been offset by drawing from the Growth Fund, the Trustees made a deliberate decision to retain this fund for future development.

From a financial administration perspective, the implementation of the new lessons software, SwimBiz, presented difficulties when its integration with the existing accounting platform, Xero, did not perform as intended. Resolving these technical issues required considerable time and effort, with the team working hard to ensure that the impact felt by customers was minimal.

Fundraising
Income from these fundraising activities is ring-fenced for the purpose of subsidising additional events and activities for swimmers and to pay for non-budgeted additional equipment that benefits the majority of the swimmers.

Fundraising activities during the year included:

- Charity Lottery
- Easy Fundraising
- Raffles and cake sales
- Second hand kit sales

This financial year some of these funds were used to purchase a Club gazebo to take to events, including marketing. We also repaired and replaced some broken Club Championship trophies and subsidised the Presentation Evening to make it as affordable as possible for the swimmers. The fund balance at the end of the year was £5,591.

Community Fund
Sponsorship and donations have supported the annual Primary Schools' Gala, Inclusive Gala, top-up swimming lessons and booster courses for less advantaged children to help them achieve 25m. The funds remaining at year end to continue to support the community programme are £14,673.

Growth Fund
In 2023 the sum of £70,000 was ring-fenced for future investment and growth opportunities as defined by the Strategy. This financial year the fund has financed all the squad land training costs for the season. The balance of the Growth Fund at year end is £54,196.

Financial Position for 2024-2025
As detailed within the set of independently examined accounts below, the Charity's 2024-25 financial year shows a deficit of £28,101 (2024: surplus £11,663).

Reserves Policy
The free reserves of the charity stood at £198,790 (2024: £219,714) at year's end, just below the three month's operating expenditure quoted in the Reserves Policy.

The Trustees have been keeping the overall finances, including the reserves, under close review during the year.

Approved by the Board of Trustees and signed on its behalf by:



21-Jan-2026

Sue Falconer

WINCHESTER CITY PENGUINS SWIMMING CLUB

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 AUGUST 2025

The trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;

- observe the methods and principles in the Charities SORP;

- make judgements and estimates that are reasonable and prudent;

- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping sufficient accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

WINCHESTER CITY PENGUINS SWIMMING CLUB

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF WINCHESTER CITY PENGUINS SWIMMING CLUB

I report to the trustees on my examination of the financial statements of Winchester City Penguins Swimming Club (the charity) for the year ended 31 August 2025.

Responsibilities and basis of report

As the trustees of the charity you are responsible for the preparation of the financial statements in accordance with the requirements of the Charities Act 2011.

I report in respect of my examination of the charity's financial statements carried out under section 145 of the 2011 Act. In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the ICAEW, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1 accounting records were not kept in respect of the charity as required by section 130 of the Charities Act 2011.

2 the financial statements do not accord with those records; or

3 the financial statements do not comply with the applicable requirements concerning the form and content of financial statements set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the financial statements give a true and fair view, which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.



Dated: 21-Jan-2026

C J Goodhead FCA
Knight Goodhead Limited
7 Bournemouth Road, Chandler's Ford,
Eastleigh, Hampshire, SO53 3DA

WINCHESTER CITY PENGUINS SWIMMING CLUB

STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 AUGUST 2025

	Notes	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Total 2024 £
Income from:					
Donations and legacies		44,520	2,608	47,128	47,746
Charitable activities	**2**	801,839	3,386	805,225	879,541
Other trading activities		8,763	-	8,763	8,596
Investments		2,490	-	2,490	1,749
Total income		857,612	5,994	863,606	937,632
Expenditure on:					
Charitable activities	**4**	886,015	5,692	891,707	925,969
Net (expenditure)/income for the year/ Net movement in funds		(28,403)	302	(28,101)	11,663
Fund balances at 1 September 2024		281,389	19,962	301,351	289,688
Fund balances at 31 August 2025		252,986	20,264	273,250	301,351

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derives from continuing activities.

WINCHESTER CITY PENGUINS SWIMMING CLUB

STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 AUGUST 2025

Prior financial year

	Notes	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Income from:				
Donations and legacies		45,474	3,685	49,159
Charitable activities	**2**	874,448	3,696	878,144
Other trading activities		8,596	-	8,596
Investments		1,749	-	1,749
Total income		930,267	7,381	937,648
Expenditure on:				
Charitable activities	**4**	921,338	4,631	925,969
Net (expenditure)/income for the year/ Net movement in funds		8,929	2,734	11,663
Fund balances at 1 September 2023		272,460	17,228	289,688
Fund balances at 31 August 2024		281,389	19,962	301,351

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derives from continuing activities.

WINCHESTER CITY PENGUINS SWIMMING CLUB

BALANCE SHEET

AS AT 31 AUGUST 2025

	Notes	2025 £	£	2024 £	£
Fixed assets					
Tangible assets	**7**		549		2,141
Current assets					
Stocks	**9**	2,400		7,800	
Debtors	**8**	69,512		61,292	
Cash at bank and in hand		327,732		408,478	
		399,644		477,570	
Creditors: amounts falling due within one year	**10**	(126,943)		(178,360)	
Net current assets			272,701		299,210
Total assets less current liabilities			273,250		301,351
Income funds					
Restricted funds	**13**		20,264		19,962
Unrestricted funds					
Designated funds	**12**	54,196		61,675	
General unrestricted funds		198,790		219,714	
			252,986		281,389
			273,250		301,351

The accounts were approved by the Trustees on 14-Jan-2026

D S Lynch

.....

Trustee

D S Lynch

WINCHESTER CITY PENGUINS SWIMMING CLUB

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2025

	Notes	2025		2024	
		£	£	£	£
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	**16**		(83,236)		21,582
Investing activities					
Purchase of tangible fixed assets		-		(1,650)	
Investment income received		2,490		1,749	
Net cash generated from investing activities			2,490		99
Net cash generated from financing activities			-		-
Net (decrease)/increase in cash and cash equivalents			(80,746)		21,681
Cash and cash equivalents at beginning of year			408,478		386,797
Cash and cash equivalents at end of year			327,732		408,478

1 Accounting policies

Company information

Winchester City Penguins Swimming Club is a Charitable Incorporated Organisation and is registered with the Charity Commission in England and Wales.

1.1 Accounting convention

The accounts have been prepared in accordance with the charity's constitution, the Charities Act 2011 and “Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared on the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

1 Accounting policies (Continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

A liability arises as soon as there is a legal or constructive obligation committing the charity to the expenditure.

Expenditure falling directly within one cost category is allocated to that category, and if expenditure relates to more than one cost category it is apportioned on a reasonable, justifiable and consistent basis between them.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures, fittings & equipment	33% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. Items held for distribution at no or nominal consideration are measured the lower of replacement cost and cost.

Net realisable value is the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

1 Accounting policies (Continued)

1.8 Financial instruments

The charitable company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors, cash at bank and creditors. These basic financial instruments are measured and transaction price. Financial assets and liabilities classified as due within one year are not amortised.

1.9 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.10 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Charitable activities

	2025	2024
	£	£
Swimming lessons	227,446	344,706
Gala and open meet	205,216	199,100
Training fees	361,661	325,296
Other income	10,902	10,439
	805,225	879,541

3 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during this year or the previous year.

No trustees were reimbursed for expenses incurred on behalf of the charity in this year or the previous year.

4 Charitable activities

	Unrestricted funds 2024	Restricted funds 2024	Total 2025	Total 2024
	£	£	£	£
Staff costs	331,747	-	331,747	405,114
Depreciation	1,592	-	1,592	1,592
Social events	3,471	2,631	6,102	1,100
Goods for resale	7,417	-	7,417	10,017
Gym hire	1,784	-	1,784	530
Pool costs	288,518	-	288,518	287,479
Other lesson costs	5,079	49	5,128	6,193
Gala costs	137,393	3,012	140,405	134,277
Training	76,508	-	76,508	54,858
Administration	15,172	-	15,172	14,531
Travel	489	-	489	101
Bank charges	60	-	60	63
Accountancy	7,260	-	7,260	6,360
Bad debt	192	-	192	270
Legal and professional fees	9,333	-	9,333	3,484
	886,015	5,692	891,707	925,969

Included in accountancy costs is £1,860 (2024: £1,740) payable to the independent examiners for the independent examination and £5,400 (2024: £4,620) for other services.

5 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

6 Employees

Number of employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
Charitable Activities	49	64

Employment costs	2025 £	2024 £
Wages and salaries	316,012	382,343
Social security costs	12,248	17,981
Other pension costs	3,487	4,790
	331,747	405,114

There were no employees whose annual remuneration was £60,000 or more.

7 Tangible fixed assets

	Fixtures, fittings & equipment £
Cost	
At 1 September 2024	8,204
At 31 August 2025	8,204
Depreciation and impairment	
At 1 September 2024	6,063
Depreciation charged in the year	1,592
At 31 August 2025	7,655
Carrying amount	
At 31 August 2025	549
At 31 August 2024	2,141

8 Debtors

Amounts falling due within one year:	2025 £	2024 £
Other debtors	56,457	49,202
Prepayments and accrued income	13,055	12,090
	69,512	61,292

9 Stocks

	2025 £	2024 £
Goods for resale	2,400	7,800

10 Creditors: amounts falling due within one year

	2025 £	2024 £
Other taxation and social security	3,091	5,419
Deferred income	112,726	164,234
Other creditors	6,131	1,005
Accruals	4,995	7,702
	126,943	178,360

11 Retirement benefit schemes

Defined contribution schemes	2025 £	2024 £
Charge to profit or loss in respect of defined contribution schemes	3,487	4,790

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

12 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 September 2024	Incoming resources	Resources expended	At 31 August 2025
	£	£	£	£
Growth fund	61,675	-	(7,479)	54,196
General funds	219,714	857,612	(878,536)	198,790
	281,389	857,612	(886,015)	252,986

Previous year:	At 1 September 2023	Incoming resources	Resources expended	At 31 August 2024
	£	£	£	£
Growth fund	70,000	-	(8,325)	61,675
General funds	202,460	930,267	(913,013)	219,714
	272,460	930,267	(921,338)	281,389

The purpose of the growth fund is to support agreed strategic ventures.

13 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

		Movement in funds			
	Balance at 1 September 2024	Income	Expenditure	Transfers	Balance at 31 August 2025
	£	£	£	£	£
Project Fundraising	5,663	2,608	(2,680)	-	5,591
Community Projects	14,299	3,386	(3,012)	-	14,673
	19,962	5,994	(5,692)	-	20,264

	Balance at 1 September 2023	Income	Expenditure	Transfers	Balance at 31 August 2024
	£	£	£	£	£
Project Fundraising	4,491	2,272	(1,100)	-	5,663
Community Projects	12,737	5,093	(3,531)	-	14,299
	17,228	7,365	(4,631)	-	19,962

Project Fundraising relates to money raised by our fundraising team to go towards buying specific items for the club.

Community Projects relates to income raised from fundraising and donations for community events including the Primary Schools Gala.

14 Analysis of net assets between funds

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £
Fund balances at 31 August 2025 are represented by:			
Tangible assets	549	-	549
Current assets/(liabilities)	252,437	20,264	272,701
	252,986	20,264	273,250

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Fund balances at 31 August 2024 are are represented by:			
Tangible assets	2,141	-	2,141
Current assets/(liabilities)	279,248	19,962	299,210
	281,389	19,962	301,351

15 Related party transactions

There were no disclosable related party transactions during the year (2024: none), except for those disclosed in note 4 to the accounts.

Remuneration of key management personnel

The remuneration of key management personnel was as follows:

	2025 £	2024 £
Aggregate compensation	124,227	140,266

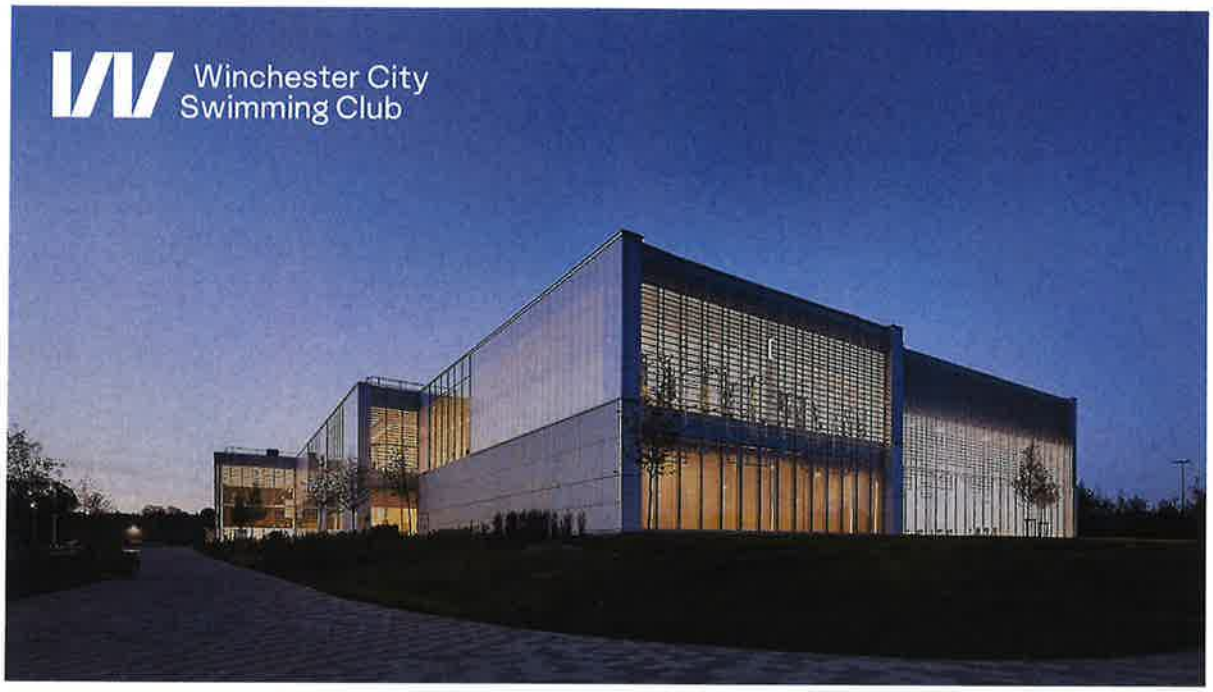
Key management comprised 5 staff members (2024: 4).

16	Cash (absorbed by)/generated from operations	2025	2024
		£	£
	(Deficit)/surplus for the year	(28,101)	11,663
	Adjustments for:		
	Investment income recognised in statement of financial activities	(2,490)	(1,749)
	Depreciation and impairment of tangible fixed assets	1,592	1,592
	Movements in working capital:		
	Decrease/(increase) in stocks	5,400	(7,800)
	(Increase)/decrease in debtors	(8,220)	39,974
	Increase/(decrease) in creditors	91	(8,226)
	(Decrease) in deferred income	(51,508)	(13,872)
	Cash (absorbed by)/generated from operations	(83,236)	21,582

WINCHESTER CITY PENGUINS SWIMMING CLUB

England & Wales - Charity number 1153439

Accounts



Annual Report and Financial Statements

Year Ended 31st August 2024

We have been teaching swimming for over 100 years. From early starters to Olympic hopefuls, together we swim with the same belief – to reach from one end of the pool to the other. Old or young. Fast or slow.

If We Try. We Win.

SwimMark
ESSENTIAL CLUB

Registered charity #1153439

Contents

1. Legal and administrative information	3
2. Introduction	4
3. 2023-2024 summary	5
4. Governing instrument	5
5. Board of Trustees	5
6. Role of the Trustees	5
7. Management team and staffing	6
8. Membership	6
9. Major events timeline	7
10. Learn to Swim	8
11. Community Programme	8
12. Development and Performance Swimming Programme	9
13. Governance, structure, equality and financial sustainability	10
14. Financial management	12
15. Board approval	13
16. Annual financial statement	14

1. Legal and administrative information

Trustees	Becky Roberts Sue Falconer David Lynch Bob Menlove (Resigned 04/02/2024) Richard Rolls (Resigned 04/02/2024) Darren Whitt Michael Fowkes (appointed 3 October 2024)
Charity number	1153439
Charity name	Winchester City Penguins Swimming Club
Independent Examiner	Knight Goodhead Limited 7 Bournemouth Road Chandler's Ford Eastleigh Hampshire SO53 3DA

2. Introduction

OUR VISION

"Water Working Well in Winchester"

OUR MISSION

"Together, by 2026 we'll create a healthier, happier and more successful Winchester Swimming Community"

Our Objectives

1. As an Athlete centred, Coach led, Membership supported club, Winchester will be the premier swimming club in the region where swimmers grow within a friendly, inclusive, accessible and safe swimming journey.
2. Performance Swimming, Coaching and Teaching will underpin and be embedded in all that we do and how we do it.
3. Embrace the community spirit by encouraging primary school children in Winchester to be able to swim when they leave their school.
4. Continue to grow a fun and exciting Learn to Swim experience for all participants so that lifelong swimming is inevitable.
5. Build sustainable, supportive and proactive partnerships to enable aquatics and the associated partners to thrive in Winchester.

3. 2023-2024 summary

The 2023-2024 season saw the programme here at Winchester City Swimming Club continue to grow in size and quality despite the challenges of the trading year. Through the sheer hard work of coaches, teachers, management, volunteers and of course the swimmers themselves, we are proving that the potential for Winchester to be THE swimming hub of the South-East Region is a distinct possibility. Of course we are still on a journey, but there are real green shoots appearing within our pathway as well as within our superior learn to swim programme.

The club continues to offer an affordable and inclusive teaching programme for over 600 children, with a pathway into the competitive programme if chosen. The Head of Lessons has introduced a number of improvements this season, with member satisfaction remaining a priority.

The 2023-24 season witnessed the 2024 Paris Olympic Games, and for us in Winchester the 2023-24 season was one of the most successful competitive seasons ever. Winchester City Swimming Club saw growth, improvement and performance in all age groups from our youngest junior swimmers competing so well in the Junior Arena League to our senior swimmers competing at the 2024 Olympic Selection Trials.

Our hosted open meets (competition) programme continues to support the Charity financially as well as providing our swimmers the opportunity to race some of the country's best when they visit Winchester. In addition the club offered Club Championships, a series of 'Grand Prix' competition for younger swimmers, novice galas, Junior Leagues, Arena Leagues, Counties, Regions, Nationals and external open meets that now form our expanded competition structure. The number of competitions created logistical and creative challenges for our Coaching and Management team, and relied heavily on our dedicated volunteers.

The WCSC Community programme continued to grow, in spite of economic conditions and workloads. Led by our Schools Gala volunteer team we were once again able to provide an opportunity for the primary school children within our area to enjoy a morning of competition and fun in the water. The Inclusive Gala followed where fifty swimmers with additional needs experienced racing supported by our senior swimmers in the club.

With an objective for all primary age children to be able to swim 25m when they leave school we were able to extend our community programme this season and provide a series of free swimming lessons to vulnerable children and families within Winchester, and summer 'top up' lessons to children from 10 different schools.

Some challenges have temporarily derailed our progress this year. We continue to work with our partners and stakeholders to find solutions to pool closures. We don't own our own pool, I am not sure there are too many clubs in the country that do, so we have specifically tried to support, challenge and advise wherever we can. The challenges can be a number of things, availability of lifeguards, water quality, building environments and equipment failures, all of which are out of our control. We will continue to work closely with our partner pool operators to minimise disruptions in the coming season.

The 2023-2026 strategy was launched during the 2024 AGM. With continued careful management of the Charity's finances and on-going governance, pool availability and improving the Charity's offer to the local community, It has been an enormously busy and enriching year both in and out of the pool. Credit must go to all our Staff, Volunteers, Coaches and Teachers and of course most importantly our incredible swimmers, for making it so vibrant and enjoyable. Overall, the Charity finished an extremely busy year of activity in a good financial position with a strategy to form a strong foundation for the coming year ahead.

4. Governing instrument

The WCPSC Constitution acts as the governing instrument of the Charitable Incorporated Organisation.

5. Board of Trustees

The following have held office during the year:

- Becky Roberts (Charity Officer – Secretary)
- Sue Falconer (Charity Officer – Chair - February 2024 onwards)
- David Lynch (Charity Officer – Treasurer)
- Bob Menlove (Resigned 4th February 2024)
- Richard Rolls (Resigned 4th February 2024)
- Darren Whitt (Charity Officer – Chair - until February 2024, Deputy Chair from then onwards)

6. Role of the Trustees

The Trustees ensure that WCPSC is meeting its objectives, and in accordance with the constitution of the Charity and the Charity Commission guidance. The Trustees are volunteers but have the legal duty to comply with the Charities Act 2011 and take the lead on making and maintaining policies for the managerial and financial stability of the club. All Trustees are insured under our Swim England policy against Public & Products Liability, Professional Indemnity, and Management Liability.

Trustees are not typically involved in the day-to-day management of the Club. They may however hold a secondary volunteer position that supports the operations of the Charity. The Chief Executive Officer has responsibility for the management of the Charity's activities and the provision of the resources and facilities.

7. Management team and staffing

A management team oversees the operations of the Club. The following have held office during the year 2023-24:

• Grant Robins	Chief Executive Officer
• Alison Crompton	Head of Finance
• Ben Reid	Head Coach
• James Swatton	Head of Lessons
• Chris White	Head of Development (from November 2023)
• Zoe Stemp	Assistant Head Coach
• Gemma Campbell	Finance and Operations Executive (Role change from January 2024)

Leavers through the year:

• Donna Williams	Lessons Administration (July 2024)
• Aidan Johnsonn	Age Group Support Coach (August 2023)
• Tara Barkley	Head of Development (November 2023)

In addition, the charity employs over 60 paid part time coaching or teaching staff to ensure the water experience for all is positive and progressive.

Volunteers play a major part in running the Charity and we are truly thankful for their engagement, positivity and support. This dedicated group fills a wide range of roles throughout the year. The roles are hugely impactful and include open meet administration, technical operation, team management, judging and timekeeping at galas, coordinating our community programme, fundraising, publicity and supporting the general operations of the club. Thank you so much for giving.

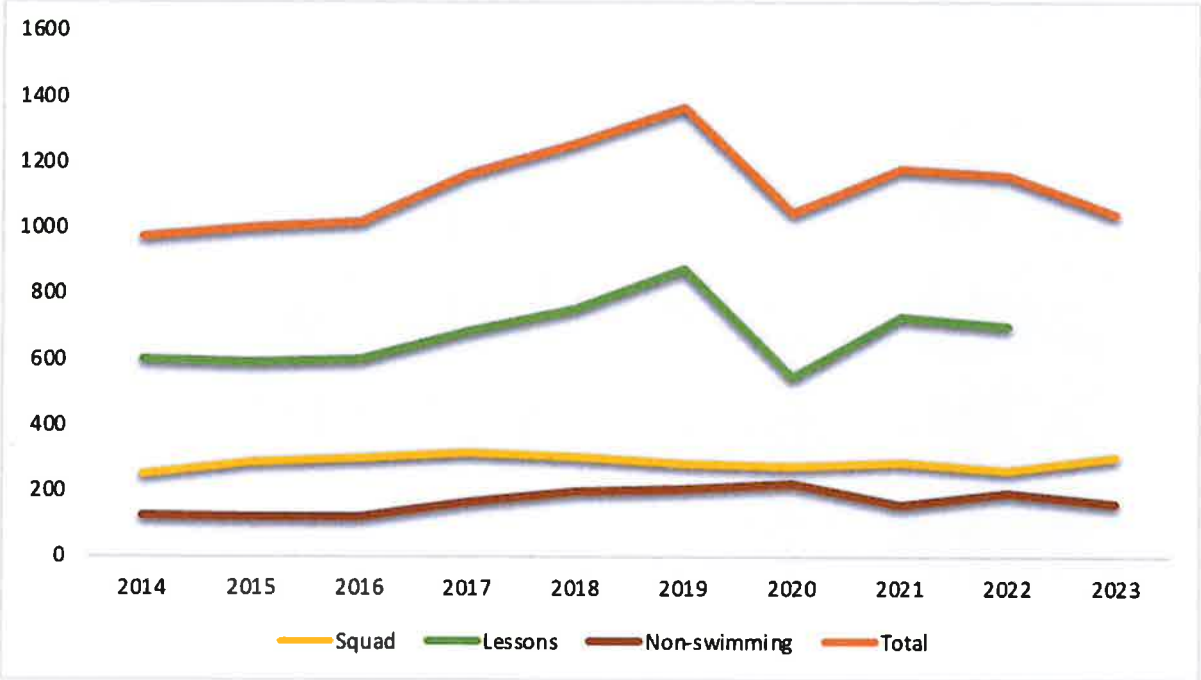
8. Membership

At the end of August 2024 the club had a total of 1,045 members.

The numbers in the competitive programme were 306, which is back up to pre-pandemic numbers.

We are still struggling to grow the lessons programme within the constraints of the current pool capacity and the end of season lessons numbers are slightly below that of last year at 577. The cost of living crisis and unreliability of pool facilities have been major factors in this stagnation.

The number of non-swimming members is consistent with last year at 162.



9. Major events timeline



10. Learn to Swim

The Lessons Programme has undergone a number of significant changes and evolutions over the past year, of which several are ongoing. One focal point through the year has been the continued stabilising and improvement of the facilities our programme uses on a daily basis. This has been achieved by building and maintaining stronger and more collaborative relationships with the pool management team at Kings School.

As a result, pool maintenance areas highlighted by the Head of Lessons have been acknowledged and acted upon by Kings' Site Team. Key areas such as pool plant room upgrades and operational streamlining have resulted in a reduction in unplanned and reactionary pool closures, which had previously caused significant reputational damage. Kings' multi-phased renovation plan is ongoing, with the next stage comprising an upgraded heat pump, which will enable more efficient heating and consequently, higher consistent water temperatures. It is important that these significant changes are celebrated and continually communicated, as the quality of the facilities we use will correlate directly with membership growth and retention.

Whilst the management of external relationships has been paramount, this has not detracted from our eagerness to also evolve internally. In February 2024, we made the decision to adopt the Swimming Teacher Association's Awards Scheme, the STA International Learn To Swim Programme. This decision was made as it provides more frequent opportunities to recognise and celebrate swimmers' achievements and progress, with more than 40 awards compared to our previous scheme's nine. This will decrease the length of time taken for the average swimmer to progress through a full award phase, ensuring our program continues to be progressive and positive. The first STA badges were awarded to swimmers in April 2024 and will continue to be given to swimmers at the end of each academic term.

Furthermore, August 2024 has seen our lessons team move to SwimBiz, a software package which is designed to replace numerous manual processes and spreadsheets in order to dramatically streamline its bookings and admin to improve efficiency. The initial phase of SwimBiz adoption comprised migration from the previous database and spreadsheets, along with the integration of our new awards framework for teachers' assessment of swimmers. Upon the conclusion of Autumn Term 2024, our lessons team will review SwimBiz's first phase and look towards further integration, including the exploration of an interactive online booking platform hosted on our website.

Whilst our team continues to work tirelessly, the simplification and, to an extent, automating of our booking and admin processes, has enabled us to begin to look at additional areas for which time and resources were previously lacking. One such area would be our social media and marketing has seen us utilise and engage with relevant online trends and initiatives such as National Drowning Prevention Week in June 2024 and a number of 'meet the team' features. We are confident that with sustained effort in this area, we will be able to grow our presence and reach.

With membership satisfaction being a priority, continued development of our staff is also important to us. We are proud of the fact that we have cultivated a love of teaching and an eagerness to continually improve and develop, as evidenced by the fact that of our active teaching team, 35 of 38 are now Level 2 qualified. Furthermore, we are beginning to see a greater crossover and collaboration between our squads and lessons team, with eight members of National and Youth Squad actively participating members of the teaching team in the lessons programme. This is something we should and will continue to cultivate, as expertise and firsthand swimming experience is something which sets us apart from other lessons providers and gives us an identity.

We are grateful to all the lessons team - teachers and helpers - that put so much energy into our lessons programme.

11. Community Programme

The Club prides itself in its community programme and ongoing commitment to make swimming accessible and enjoyable for every child, promoting the values of inclusivity, healthy competition and active lifestyles for young people. As a charity the aim is for every child to be able to swim 25m before leaving primary school.

The numbers below are non-member participants during the reporting year:

- 278 in galas
- 5 integrated in lessons
- 113 in school swimming
- 19 on school booster course

The community programmes are funded by sponsorship gained from local organisations and business. WCSC is grateful to Winchester Round Table for their support as main sponsor this season.

The Annual Primary schools Gala and Inclusive Gala are two significant community events hosted by the club. This year's 22nd Primary Schools Gala offered 280 children from 23 local primary schools an opportunity to experience a morning of competition and fun in the water, followed shortly by The Inclusive Gala for a record number of 40 swimmers with additional needs. For many this was their first experience of competition in a pool. The aim is to foster a love for the sport in a supportive and fun environment. Both galas are dependent on volunteers from the club, and sponsorship from local organisations and business.



As we look to solidify and strengthen our lessons programme, we also wish to broaden our horizons as we increase our community provision, for which there is a significant overlap with lessons. August 2024 saw our lessons programme work in partnership with St Swithuns School to provide a series of free swimming lessons to vulnerable children and families within Winchester, from 10 different schools. The success of this endeavour has enabled us to build a dialogue with the school, with whom we are now hopeful we can continue to work with on an ongoing basis for similar projects annually.

WCSC are also working together with the Friends of The Family fotfwinchester.org, a Winchester charity, to provide swimming lessons for vulnerable children on a weekly basis, through lessons integrated within our main lessons programme.

In addition WCSC provided curriculum swimming lessons to two local schools, Kingsworthy Primary school and Stanmore Primary school over the course of the summer term.

12. Development and Performance Swimming Programme

The 2023-24 season was one of big significance in the world of swimming. It was the year of the 2024 Paris Olympic Games with swimmers up and down the country dreaming of Olympic selection.

For us in Winchester the 2023-24 season was one of the most successful seasons ever. Winchester City Swimming Club saw growth, improvement and performance in all age groups from our youngest junior swimmers competing so well in the Junior Arena League to our senior swimmers competing at the 2024 Olympic Selection Trials.

We broke many milestones for our club during this campaign. We ran an overseas training camp for our performance swimmers which paid dividends as we saw Winchester City Swimming Club climb to be the second placed club in the Hampshire County Championships and consolidate our position in the Premier Division of the National Arena League Southern Division.

As well as domestic racing, we had swimmers travel for training and competition internationally in Luxembourg, Spain, France, Sweden, Romania, Portugal, Turkey and Italy.

I would like to congratulate all the swimmers, coaches and parents on your efforts, values and achievements, it is a real privilege to lead such a fantastic group of people.

I would like to express my thanks to the Trustee Board and our team of amazing volunteers who contribute so much to helping our amazing club run. Without all of your help the club would be nowhere near as successful as it is, your time and expertise is extremely appreciated.

Coaching Staff

One of the major highlights that we achieved during the 2023-24 was having a complete staff of coaches. Chris White was appointed as Head of Development in November 2023 and has been instrumental in helping upskill our junior swimmers resulting in four swimmers from the Age Group Squad qualifying for their first Summer Nationals in August 2024.

We also supported Swim England by facilitating both Level 1 and Level 2 Coaching courses in which many of our members got both qualified as coaches or were upskilled from Level 1 to Level 2 coaches.

This year our Coaches continued to support our swimmers with the expertise and experience needed, they invested their time in improving themselves through Continuous Professional Development (CPD) and qualifications.

We appreciate the coaching team who work so hard to deliver our swimming programme for all our members.

Membership

Over the 2023-24 season, our membership of swimmers in our squad programs grew to 306 by August 2024, which is a high since the COVID 19 pandemic.

2023-24 Season Highlights

Our season was full of so many highlights and I have tried to capture many of them below:

British Championships / Olympic Trial Swimmers

- Pravin Mahendrakumar – Men's 100m & 200m Breaststroke *reached final of 100m Breaststroke
- Benjamin Dinsdale – Men's 100m Breaststroke
- Sophie Hamilton – Women's 100m Breaststroke
- Aidan Stanbrook – Men's MC 100m Freestyle
- Max Tamlin – Men's 200m & 400m Freestyle







Aquatics GB Summer Championships 2024

- Max Tamlin – 400m Freestyle (DNC)
- Pravin Mahendrakumar – 50m Breaststroke (5th) *final, 100m Breaststroke (3rd) *final, 200m Breaststroke (5th) *final
- Megan Thorpe – 200m Freestyle (9th) *final, 400m Freestyle (19th), 800m Freestyle (7th)
- Sophie Hamilton – 50m Breaststroke (19th), 100m Breaststroke (25th)
- Aidan Stanbrook – Men's MC 50m Freestyle (11th)







Swim England Summer Championships 2024

- Maxim Smith – 400m IM (37th)
- Keison Kei – 200m Backstroke (DNC)
- Matthew Stewart – 400m Freestyle (12th), 800m Freestyle (10th), 1500m Freestyle (5th)
- George Barfield – 50m Breaststroke (27th), 100m Breaststroke (24th), 200m Breaststroke (24th)
- Arthur Grundy – 50m Breaststroke (16th), 100m Breaststroke (12th)
- Max Tamlin – 200m Freestyle (DNC)
- Ben Hatfield – 100m Freestyle (DNC), 200m Freestyle (DNC), 50m Backstroke (DNC), 100m Backstroke (DNC), 200m Backstroke (DNC)
- Amelia Webb – 200m Breaststroke (29th)
- Isabella Knight – 200m Backstroke (32nd)
- Megan Thorpe – 50m Freestyle (27th), 100m Freestyle (18th), 200m IM (6th) *final
- Emily Ainsworth-Fletcher – 50m Backstroke
- Alice Whyte – 200m Backstroke (21st), 200m IM (19th)
- Alexandra Rolls – 50m Butterfly (12th), 100m Butterfly (9th) *final
- Amy Robson-Garth – 100m Breaststroke (DNC)
- Eva Johnson – 100m Breaststroke (DNC)
- Emily Menlove – 200m Freestyle (DNC), 400m Freestyle (DNC), 800m Freestyle (DNC)
- Sophie Hamilton – 200m Breaststroke (26th)
- Sienna Goodale – 200m Butterfly (20th)
- Mia Goodale – 200m Freestyle (17th)

- Aidan Stanbrook – MC 200m IM (7th) *final,MC 100m Butterfly (4th), MC 100m Backstroke (4th)







Swim England Winter Short Course Championships 2023

- 5 Qualifiers & 1 National Champion (Pravin Mahendrakumar, Men's 100m Breaststroke).

Swim England South-East Summer Regionals 2024

This season's summer regionals took place over 4 weekends and across 3 pools in our region. Two weekends in Winchester, one weekend in Crawley and one weekend in Wycombe. This was my second regionals as Head Coach of Winchester and I was delighted with the progression shown as a club.

We had 44 qualifiers who competed in 155 events. We are in one of the biggest and toughest regions in the country, this is an outstanding achievement from all of our swimmers.

Over the course of the competition, we had 37 final swims and a total of 15 medals (6 Gold, 4 Silver & 5 Bronze). This is a massive improvement from last season where in 2023 we had 28 final swims and 11 medals.











Swim England South-East Winter Regionals (Short Course) 2023
Winter Regionals saw us with the highest number of qualifiers from all the Hampshire Clubs (33) and achieved a total of 9 medals (4 Gold, 4 Silvers and 1 Bronze).

2024 Hampshire County Championships
The county championships were a huge success with our club rising to 2nd place in the County. Our swimmers achieved 108 medals which was an improvement from the 72 achieved in the previous season and we were able to field 2 relay teams in every event.






Team Competitions (National Arena League & National Junior Arena League)
Both the National Arena League and the Junior Arena Leagues provide a great opportunity for us to test ourselves against the best clubs across the country and compete as a team. Our open team achieved 8th place in the Premier League and our junior team came 14th in the Country.







Round 1		Round 2		Round 3		Final position	Total Points
Guildford City SC - Green Team	1635	Guildford City SC - Green Team	1608	Guildford City SC - Green Team	1534	1	4777
Chelsea & Westminster SC	1550	Chelsea & Westminster SC	1566	Chelsea & Westminster SC	1510	2	4626
Basildon and Phoenix SC	1521	Basildon and Phoenix SC	1506	Basildon and Phoenix SC	1447	3	4474
Brompton SC	1534	Brompton SC	1450	Brompton SC	1449	4	4433
Camden Green	1461	Camden Green	1497	Camden Green	1436	5	4394
Poole Roar	1417	Poole Roar	1383	Poole Roar	1454	6	4254
Maidenhead Roar	1360	Maidenhead Roar	1490	Maidenhead Roar	1338	7	4188
Windsor Red	1431	Windsor RED	1294	Windsor Red	1326	8	4051
Teddington	1435	TEDDINGTON	1308	Teddington	1304	9	4047
Wycombe White	1044	Wycombe Green	1540	Wycombe Green	1444	10	4028
Repton	1296	Repton	1371	Repton	1353	11	4020
Guildford City SC - Blue Team	1514	Guildford City SC - Blue Team	1231	Guildford City SC - Blue Team	1268	12	4013
Ealing Swimming club	1325	Ealing Swimming club	1344	Ealing Swimming club	1282	13	3951
Winchester Warriors	1214	Winchester Warriors	1185	Winchester Warriors	1229	14	3628
Wycombe Green	1495	Wycombe White	1112	Wycombe White	976	15	3583
Elmbridge	1123	ELMS	1186	Elmbridge	1188	16	3497
Stockport Metro SC	1220	Stockport Metro SC	1218	Stockport Metro SC	993	17	3431
Basingstoke Bluefins - DO	1221	Basingstoke Bluefins - DORY	1142	Basingstoke Bluefins - DORY	997	18	3360
City of Bristol Aquatics	1118	City of Bristol Aquatics	1101	City of Bristol Aquatics	1063	19	3282
Hillingdon	1036	Hillingdon	1055	Hillingdon	1190	20	3281
Epsom Dist	1051	EPSS	1146	Epsom Dist	1037	21	3234

	TEAM	R1 GALA POINTS	R2 GALA POINTS	R1+R2 GALA POINTS	R3 GALA POINTS	R1 LEAGUE POINTS	R2 LEAGUE POINTS	R3 LEAGUE POINTS	BONUS POINTS
1	Guildford City A	277	229	506	263	6	6	12	24
2	Wycombe District A	263	241	504	207	6	6	10	24
3	RTW Monson A	234	241	475	197	6	6	8	24
4	Bromley	212	219	431	170	5	5	6	24
5	Sevenoaks A	171	203	374	125	5	4	4	24
6	Thanet A	175	212	387	108	4	5	2	24
7	Woking	177	188	365	228	4	3	12	12
8	Winchester City Penguins	165	165	330	201	4	4	10	12
9	Guildford City B	202	208	410	193	5	5	8	12
10	Leatherhead	167	153 1/2	320 1/2	172	3	2	6	12
11	Maidenhead Marlins A	173	160	333	184	3	3	4	12
12	Guildford City C	135	195	330	112	1	4	2	12
13	Sutton & Cheam	137	116	253	199	2	1	12	
14	Maidstone	132	131	263	190 1/2	1	2	10	
15	Chelmsford	135	117	252	173	2	1	8	
16	Windsor	125	123	248	168	1	1	4	
17	Rushmoor Royals	140 1/2	126	266 1/2	162 1/2	2	2	2	

Representation

Outside of our club achievements, many of our swimmers achieved great feats and achieved representation from County teams to National teams.

- Eva Johnson, Freddie Sadler, Arthur Grundy, Charlie Francis & James Port – Team Hampshire – County Championships 2023
- Benjamin Dinsdale – Swim England South-East Team at the Luxembourg International Meet 2024
- Ben Hatfield – Swim England DISE Program – Sweden Grand Prix
- Caitlin Hatfield – Team GB Down syndrome World Championships – Turkey
- Cathy Munro – Team GB Masters – European Short Course – Madeira, Portugal, European Ice Water – Oradea, Romania









Club Activities

Our club is so much more than its achievements at competition, and we pride ourselves on creating a community and providing our helping create life-long experiences and memories which our swimmers will carry with them into later life.

During last season we saw us implement...

- Overseas Performance Training Camp – Torremolinos
- Schools Gala (Community Outreach)
- Inclusive Gala (Community Outreach)
- Presentation Evening – With 2 Olympians to present our swimmers with their

awards.

- Olympic viewing party
- Aqua Park Day
- Coach Mentoring (Graham Wardell)














Our Olympic party organised by the coaching team

13. Winchester hosted meets

2023-24 saw the Club complete its third season of running Meets at Bar End. Our current programme comprises five meets - one at Level 1, one at Level 2 and three at Level 3.

We hosted clubs from over 70 clubs, delivering high quality competitions to many, many hundreds of swimmers across the year. We are one of the only clubs to livestream our Meets and we operate out of an excellent facility which currently gives us the edge over many of our competitors. Our Meets are now highly regarded and earned themselves a reputation of which we are very proud. We have had some great feedback such as:

> *"Thank you so much for the warm hospitality and for giving me the opportunity to officiate at the Autumn Qualifier Meet this weekend. It*

was a pleasure to be a part of such a well-organised event, and I truly appreciated the kindness and professionalism from everyone involved."

"I wanted to send my thanks and appreciation for another great meet we attended at the weekend. Your meets are always well run and efficient with a great venue- thank you."

"I'm one of the coaches and just wanted to say thank you and well done for hosting a wonderful gala this weekend. My daughter and our other swimmers all thoroughly enjoyed the weekend, thank you for making us welcome. We know a gala of this scale is hard work, we appreciate you all!"



With every meet we work to improve what we offer. We now have a great core of teams - officials, tech, catering, volunteers - whose leads all work together to not only ensure each meet runs smoothly but to continue to learn and improve with each and every meet we host.

And we of course couldn't run any of the Meets without all the brilliant helpers who turn up to assist us - every single person is a crucial part of our programme!

Income wise our meets now contribute a very significant amount to the Club's finances - for the 2023/4 season the profit across the five meets was around £80K.

For a volunteer run programme that is only three years off the ground this is an amazing achievement. We hope all our members will continue to support us... and continue to press reply and not delete when they get the "please can you help" emails!

14. Governance, Structure, Equality and Financial sustainability

Governance - Swim England
WCSC is affiliated to the governing body, Swim England. Swim Mark accreditation is Swim England's quality standard for clubs and recognises high standards of governance, sustainability and effectiveness.

Governance - SwimMark
WCSC completes a "fit for purpose" audit every two years to ensure we achieve the Swim Mark accreditation. In 2023, a mid cycle 'health check' was requested by Swim England of

which we passed. In 2024 we will go back to the full Swim Mark process, in the hope that we will continue to demonstrate our high standards.

Charity Commission

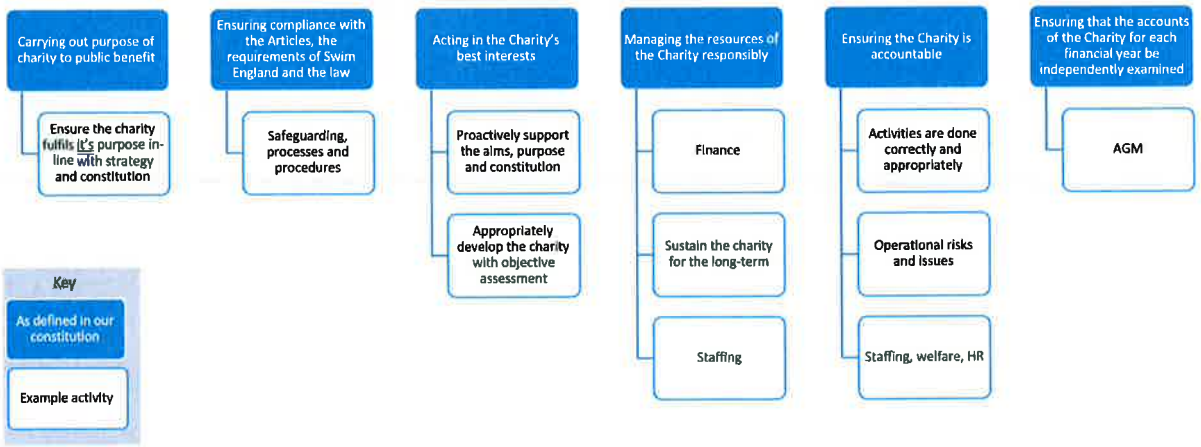
The club continues to operate under the auspices of the Charity commission, our constitution and financial reporting abides by these guidelines. This includes undertaking a full financial annual independent examination.

Human Resources

The Board of Trustees working alongside the Operations team have now been working with Waterside HR during this current trading period. We have updated staff contracts, the Staff Handbook and internal working policies. We have also introduced staff training at Management team level and within our Coaching and Teaching teams. *as Adam Peaty says... better than yesterday!.*

Structure - The Board of Trustees

The Board continues to operate as per the constitution. During the year, there has been a recruitment drive to encourage a few more potential board members to come on board! As a note of interest, the board is responsible for Risk, Finance, Welfare and Governance as summarised in the diagram below:



Operations Team / Staffing

With a mixture of full and part-time contracted staff, the operations team ensures the charity is run responsibly. Amongst the day to day operations, payroll, pool hire, volunteer support, safeguarding, partner relations and membership administration is high on the priority list. With 1000 members this is an ever evolving landscape that makes the team agile, supportive and productive. The contracted staff are listed in the table below.

Position	Name	Hours
CEO	Grant Robins	37.5 hours
Operations Head of Finance Finance and Operations Exec Lessons Administrator	 Alison Crompton Gemma Campbell Niamh Wilkinson	 Part-Time Part-Time Casual Hours
Coaching and Teaching: Head Coach Assistant Head Coach Head of Lessons Head of Development	 Ben Reid Zoe Stemp James Swatton Chris White	 Full-Time Full-Time Full-Time Full-Time
Zero-hours staff 16 coaches 62 Teachers and Helpers		 Part-Time part-Time

Equality, diversity and Inclusion
As part of Swim Mark, the club strives to represent our local community. This means, within the realms of the structure, human resources and available water time, anyone who wants to learn to swim, Improve their swimming and progress to the competitive pathway is welcomed by the club. Through our community programme swimmers from underrepresented groups will be able to experience the joy of water.

Our Diversity and Inclusion plans aim to track our membership to ensure access is available to those that show willing and potential to really embrace Swimming and the opportunities it provides. Our community outreach programme really demonstrates our desire to be inclusive and with the activities this year that were held, next year will be even better.

15. Operational management

Within this section it is to highlight some of the essential everyday elements a successful swimming club needs. While it is recognised there is more to do, our action that sits behind our strategy suggests progress is being made in so many areas across all aspects of what we do.

Strategy
Having written the strategy last year, interim appraisal of this strategy has taken place. Operational staff, with Trustee involvement assess how progress is being made. A good section of this action plan has gone from Red to Amber and Amber to green in our traffic light approach

Volunteers

Volunteers are essential for the full operations of the charity. Volunteers at Winchester are welcomed with open arms to help support various aspects of the club. Communications to event management and from safeguarding to the club shop, there is a task that needs support to ensure that we are putting our swimmers 1st. Our Volunteer recruitment team are fantastic in encouraging people to get involved, and thank you to them and thank you to all that do, however small the contribution it is very much appreciated.



Squad Reps

Now fully in place across all squads, The CEO and Head Coach have regular meetings with Squad reps to talk through any current issues, hopefully these meetings demonstrate listening and informing.

Parent Education Sessions

These were established in 2023. all online to help our parents become more informed about being a 'sporting parent' and in particular within the world of swimming. In addition, coaches held Squad meetings, we had our 1st Season Launch and numerous 1 to 1 meetings with Swimmer / Coach / Parent. Discussion topics included, 'What is Talent', 'Being a Swim Parent', 'Dealing with Exams and Swimming' and then finally 'Nutrition basics'

Mayor's Award

The Charity was nominated for a Mayor's Award through the year for being an outstanding contributor to the communities within Winchester. Testament to all of the effort by everyone within the Club.

Vision and values road

The CEO and Chair attended the Swim England roadshow following the published Weston report on Culture within Swimming. There will be a revamp of Swim Mark and we should be fully ready to approach this with professionalism to ensure our members are well protected.

Facilities

The club continues to work with and build on our relationships with our pool operators; Everyone Active, Kings School, The Army Training Regiment and Oaklands Community Pool. It is a fine line to ensure these relationships are front and centre of their business plans, whilst ensuring the club offers effective and accessible programmes.

Hosted Meet programme

This includes Club Championships, Novice Galas, Arena League, Junior Leagues and Grand Prix's. The lifeline of our existence is our allowing our swimmers to race, individually and as a team. This is why we train, we train to race. This is fun. While every race can't be a PB, every race can develop character, independence, ownership and resilience. It is these skills that will help our swimmers thrive in life. Without the enormous insight of the coaches and help from volunteers, our hosted meet programme would not exist and then ultimately the thriving club that Winchester is, would not be in existence.

Staff development programme

This will always be the driver for improvement and standards. We have high expectations and CPD will continue to be embraced by all staff. Across the Operational team, Coaching team and Teaching team everyone was involved in improving themself. A hugely successful 1st year of development that will look even stronger next year. These sessions were run by both external and internal facilitators and the content varied but up to date.

Social

Capital is the jam in a swimming sandwich! It is part of the memories maker for all our swimmers. While they thrive in the pool, the opportunity to be part of something that their friends are part of enables swimming to be a lifelong sport. This year we had the presentation night and listened to Jacob peters tell his story, we had the race night just before Christmas and the joy of watching a 100 or so people really get excited abuse their horse was an amazing scene to see. A Visit to the aquapark in the summer brought the season to a close and our swimmers even closer. Smiles, Laughs and memories all captured in their swimming journey

Pool closures

We do not own our own pool, we rely on external partners. Sometimes through no fault of our own, these pools breakdown. Varied reasons for these closures, but fundamentally have a huge impact on what our coaches are doing with our swimmers. As mentioned previously squad fees are supported by other income streams of the charity, if not they would be unaffordable. When pool closure happens, whilst referring to our pool closure policy, we try where best to reschedule or combine sessions. This is not always possible. Should a prolonged period of closure happen, there will be consideration of reimbursement. It should be noted here that there are still fixed costs that we need to consider when doing this.

All of the above is part of the journey of the Charity as well as the swimmers involved. While some of the highlights have been captured there is so much more happening, positive and not so. The Charity aims to learn from and adapt. We are always striving for positive experiences for all, however sometimes this is not achieved. When this happens, it is our goal, along with our values, to ensure we keep to true to our purpose, we stay inclusive, we are welcoming, kind, proactive and humble.

16. Financial management

Financially, the Charity is in a healthy position and has managed to absorb the large increases in pool hire costs without passing these costs onto the members through increased training fees. The success of the hosted open meet programme and cautious financial management

through regular budget meetings have been factors in this success. Although the lessons prices did increase in line with market forces, the Charity was able to use this income to invest in staff development and improved technology within the lessons programme.

Fundraising
Fundraising activities to subsidise events, activities and pay for additional equipment for the swimmers included:

- Charity Lottery
- Easy Fundraising
- Raffles and cake sales
- Second hand kit sales
- Charities Aid Donation

After subsidising the annual Presentation Evening to make the event as affordable as possible for swimmers to receive their awards, the restricted fund for fundraising ended the year with £5,663.

Community Fund
Sponsorship and donations have supported the annual Primary Schools' Gala, Inclusive Gala, top-up swimming lessons and booster courses for less advantaged children to help them achieve 25m. The funds remaining at year end to continue to support the community programme are £14,299.

Growth Fund
Following prudent financial management during the previous financial year, the management and Board of Trustees ring-fenced £70,000 for future investment and growth opportunities as defined by the Strategy. The balance of these funds at year end is £61,675.

Financial Position for 2023-2024
As detailed within the set of independently examined accounts below, the Charity's 2023-24 financial year shows a surplus of £11,663 (2023: £95,414).

Reserves Policy
The free reserves of the charity stood at £219,714 (2023: £202,460) at the year end, above the three month's operating expenditure quoted in the Reserves Policy.

The Trustees have been keeping the overall finances, including the reserves, under close review during the year.

Approved by the trustees and signed on their behalf:

Trustee S FALCONER
19 January 2025

WINCHESTER CITY PENGUINS SWIMMING CLUB

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 AUGUST 2024

The trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;

- observe the methods and principles in the Charities SORP;

- make judgements and estimates that are reasonable and prudent;

- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping sufficient accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

WINCHESTER CITY PENGUINS SWIMMING CLUB

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF WINCHESTER CITY PENGUINS SWIMMING CLUB

I report to the trustees on my examination of the financial statements of Winchester City Penguins Swimming Club (the charity) for the year ended 31 August 2024.

Responsibilities and basis of report

As the trustees of the charity you are responsible for the preparation of the financial statements in accordance with the requirements of the Charities Act 2011 (the 2011 Act).

I report in respect of my examination of the charity's financial statements carried out under section 145 of the 2011 Act. In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the ICAEW, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1 accounting records were not kept in respect of the charity as required by section 130 of the 2011 Act; or

2 the financial statements do not accord with those records; or

3 the financial statements do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.



C J Goodhead FCA
Knight Goodhead Limited
7 Bournemouth Road, Chandler's Ford,
Eastleigh, Hampshire, SO53 3DA

Dated: 19 January 2025

WINCHESTER CITY PENGUINS SWIMMING CLUB

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 AUGUST 2024

	Notes	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Total 2023 £
Income from:					
Donations and legacies		45,474	2,272	47,746	50,207
Charitable activities	2	874,448	5,093	879,541	799,149
Other trading activities		8,596	-	8,596	2,057
Investments		1,749	-	1,749	896
Total income		930,267	7,365	937,632	852,309
Expenditure on:					
Charitable activities	3	921,338	4,631	925,969	756,895
Net income for the year/ Net movement in funds		8,929	2,734	11,663	95,414
Fund balances at 1 September 2023		272,460	17,228	289,688	194,274
Fund balances at 31 August 2024		281,389	19,962	301,351	289,688

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derives from continuing activities.

WINCHESTER CITY PENGUINS SWIMMING CLUB

STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 AUGUST 2024

Prior financial year

	Notes	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Income from:				
Donations and legacies		46,522	3,685	50,207
Charitable activities	2	795,453	3,696	799,149
Other trading activities		2,057	-	2,057
Investments		896	-	896
Total income		844,928	7,381	852,309
Expenditure on:				
Charitable activities	3	751,485	5,410	756,895
Net income for the year/ Net movement in funds		93,443	1,971	95,414
Fund balances at 1 September 2022		179,017	15,257	194,274
Fund balances at 31 August 2023		272,460	17,228	289,688

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derives from continuing activities.

WINCHESTER CITY PENGUINS SWIMMING CLUB

BALANCE SHEET

AS AT 31 AUGUST 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Tangible assets	7		2,141		2,083
Current assets					
Stocks	9	7,800		-	
Debtors	8	61,292		101,266	
Cash at bank and in hand		408,478		386,797	
		477,570		488,063	
Creditors: amounts falling due within one year	10	(178,360)		(200,458)	
Net current assets			299,210		287,605
Total assets less current liabilities			301,351		289,688
Income funds					
Restricted funds	13		19,962		17,228
Unrestricted funds					
Designated funds	12	61,675		70,000	
General unrestricted funds		219,714		202,460	
			281,389		272,460
			301,351		289,688

The accounts were approved by the Trustees on 19 January 2025

.....

Trustee R A ROBERTS

WINCHESTER CITY PENGUINS SWIMMING CLUB

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Cash flows from operating activities					
Cash generated from operations	**16**		21,582		53,634
Investing activities					
Purchase of tangible fixed assets		(1,650)		(3,125)	
Investment income received		1,749		896	
Net cash generated from/(used in) investing activities			99		(2,229)
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			21,681		51,405
Cash and cash equivalents at beginning of year			386,797		335,392
Cash and cash equivalents at end of year			408,478		386,797

1 Accounting policies

Company information

Winchester City Penguins Swimming Club is a Charitable Incorporated Organisation and is registered with the Charity Commission in England and Wales.

1.1 Accounting convention

The accounts have been prepared in accordance with the charity's constitution, the Charities Act 2011 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared on the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

1 Accounting policies (Continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

A liability arises as soon as there is a legal or constructive obligation committing the charity to the expenditure.

Expenditure falling directly within one cost category is allocated to that category, and if expenditure relates to more than one cost category it is apportioned on a reasonable, justifiable and consistent basis between them.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures, fittings & equipment	33% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. Items held for distribution at no or nominal consideration are measured the lower of replacement cost and cost.

Net realisable value is the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

1 Accounting policies (Continued)

1.8 Financial instruments

The charitable company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors, cash at bank and creditors. These basic financial instruments are measured and transaction price. Financial assets and liabilities classified as due within one year are not amortised.

1.9 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.10 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Charitable activities

	2024	2023
	£	£
Swimming lessons	344,706	339,232
Gala and open meet	199,100	174,848
Training fees	325,296	275,038
Other income	10,439	10,031
	879,541	799,149

3 Charitable activities

	Unrestricted funds 2024	Restricted funds 2024	Total 2024	Total 2023
	£	£	£	£
Staff costs	405,114	-	405,114	328,801
Depreciation	1,592	-	1,592	1,439
Social events	-	1,100	1,100	-
Goods for resale	10,017	-	10,017	2,563
Gym hire	530	-	530	540
Pool costs	287,479	-	287,479	266,773
Other lesson costs	5,548	645	6,193	3,410
Gala costs	131,391	2,886	134,277	104,355
Training	54,858	-	54,858	26,207
Administration	14,531	-	14,531	13,878
Travel	101	-	101	628
Bank charges	63	-	63	91
Accountancy	6,360	-	6,360	6,720
Bad debt	270	-	270	150
Legal and professional fees	3,484	-	3,484	1,340
	921,338	4,631	925,969	756,895

Included in accountancy costs is £1,740 (2023: £1,740) payable to the independent examiners for the independent examination and £4,620 (2023: £4,980) for other services.

4 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during this year or the previous year.

No trustees were reimbursed for expenses incurred on behalf of the charity in this year or the previous year.

5 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

6 Employees

Number of employees

The average monthly number of employees during the year was:

	2024 Number	2023 Number
Charitable Activities	64	78

Employment costs	2024 £	2023 £
Wages and salaries	382,343	313,584
Social security costs	17,981	11,651
Other pension costs	4,790	3,566
	405,114	328,801

There were no employees whose annual remuneration was £60,000 or more.

7 Tangible fixed assets

	Fixtures, fittings & equipment £
Cost	
At 1 September 2023	6,554
Additions	1,650
At 31 August 2024	8,204
Depreciation and impairment	
At 1 September 2023	4,471
Depreciation charged in the year	1,592
At 31 August 2024	6,063
Carrying amount	
At 31 August 2024	2,141
At 31 August 2023	2,083

8 Debtors

Amounts falling due within one year:	2024 £	2023 £
Other debtors	49,202	81,041
Prepayments and accrued income	12,090	20,225
	61,292	101,266

9 Stocks

	2024 £	2023 £
Goods for resale	7,800	-

10 Creditors: amounts falling due within one year

	2024 £	2023 £
Other taxation and social security	5,419	4,510
Deferred income	164,234	178,106
Other creditors	1,005	872
Accruals	7,702	16,970
	178,360	200,458

11 Retirement benefit schemes

Defined contribution schemes	2024 £	2023 £
Charge to profit or loss in respect of defined contribution schemes	4,790	3,566

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

12 Designated funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

		Movement in funds			
	Balance at 1 September 2023	Incoming resources	Resources expended	Transfers	Balance at 31 August 2024
	£	£	£	£	£
Growth fund	70,000	-	(8,325)	-	61,675
	70,000	-	(8,325)	-	61,675

	Balance at 1 September 2022	Incoming resources	Resources expended	Transfers	Balance at 31 August 2023
	£	£	£	£	£
Growth fund	-	-	-	70,000	70,000
	-	-	-	70,000	70,000

The purpose of the growth fund is to support agreed strategic ventures.

13 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

		Movement in funds			
	Balance at 1 September 2023	Income	Expenditure	Transfers	Balance at 31 August 2024
	£	£	£	£	£
Project Fundraising	4,491	2,272	(1,100)	-	5,663
Community Projects	12,737	5,093	(3,531)	-	14,299
	17,228	7,365	(4,631)	-	19,962

	Balance at 1 September 2022	Income	Expenditure	Transfers	Balance at 31 August 2023
	£	£	£	£	£
Project Fundraising	5,613	1,218	2,340	-	4,491
Community Projects	9,644	6,163	(3,070)	-	12,737
	15,257	7,381	(5,410)	-	17,228

Project Fundraising relates to money raised by our fundraising team to go towards buying specific items for the club.

Community Projects relates to income raised from fundraising and donations for community events including the Primary Schools Gala.

14 Analysis of net assets between funds

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Fund balances at 31 August 2024 are represented by:			
Tangible assets	2,141	-	2,141
Current assets/(liabilities)	279,248	19,962	299,210
	281,389	19,962	301,351

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Fund balances at 31 August 2023 are are represented by:			
Tangible assets	2,083	-	2,083
Current assets/(liabilities)	270,377	17,228	287,605
	272,460	17,228	289,688

15 Related party transactions

There were no disclosable related party transactions during the year (2023: none), except for those disclosed in note 4 to the accounts.

Remuneration of key management personnel

The remuneration of key management personnel was as follows:

	2024 £	2023 £
Aggregate compensation	140,266	99,159

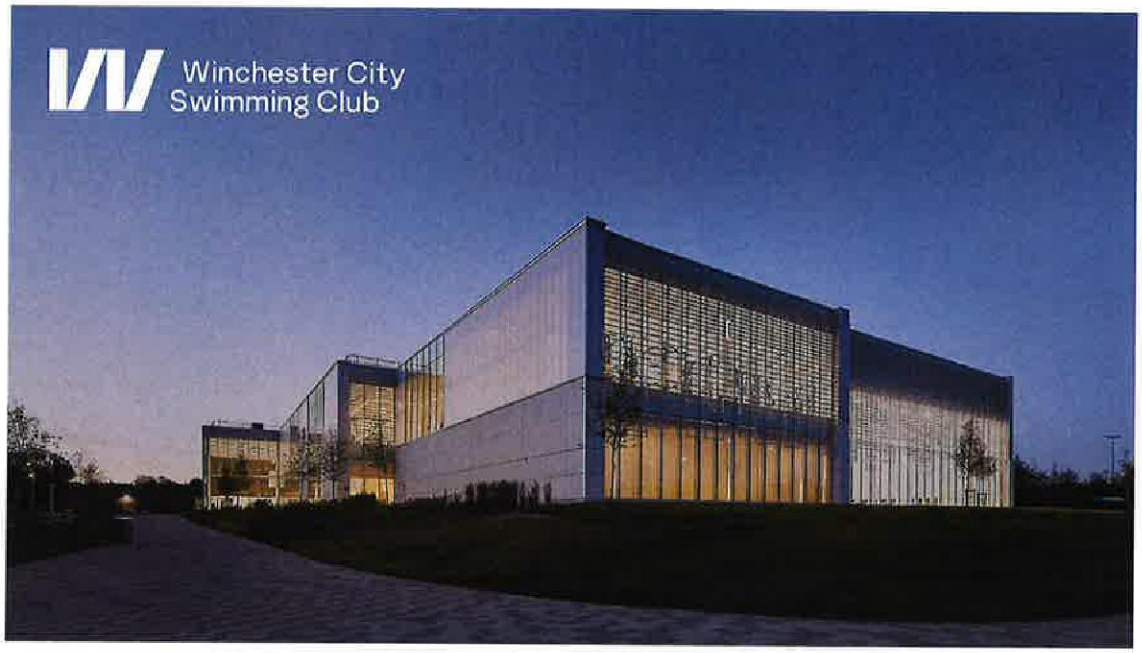
Key management comprised 4 staff members (2023: 3).

16 Cash generated from operations	2024	2023
	£	£
Surplus for the year	11,663	95,414
Adjustments for:		
Investment income recognised in statement of financial activities	(1,749)	(896)
Depreciation and impairment of tangible fixed assets	1,592	1,439
Movements in working capital:		
(Increase) in stocks	(7,800)	-
Decrease/(increase) in debtors	39,974	(68,464)
(Decrease)/increase in creditors	(8,226)	3,393
(Decrease)/increase in deferred income	(13,872)	22,748
Cash generated from operations	21,582	53,634

WINCHESTER CITY PENGUINS SWIMMING CLUB

England & Wales - Charity number 1153439

Accounts



Annual Report and Financial Statements

Year Ended 31st August 2023

We have been teaching swimming for over 100 years. From early starters to Olympic hopefuls, together we swim with the same belief – to reach from one end of the pool to the other. Old or young. Fast or slow.

If We Try. We Win.

SwimMark
ESSENTIAL CLUB

Registered charity #1153439

Contents

1. Legal and administrative information 3
2. Introduction 4
3. 2022-2023 summary 5
4. Governing instrument 5
5. Board of Trustees 6
6. Role of the Trustees 6
7. Management team and staffing 7
8. Membership 7
9. Major events timeline 9
10. Aim 1 – Learn to Swim 9
11. Aim 2 – Community Programme 11
12. Aim 3 – Development and Performance Programme 12
13. Aim 4 – Club development programme and engagement 16
14. Aim 5 – Lead role for swimming in Winchester 16
15. Aim 6 - Governance, Structure, Equality and Financial sustainability 17
16. Operational management 19
17. Financial management 19
18. Board approval 21
19. Statement of Trustees Responsibilities 22
20. Independent examiners report 23
21. Annual financial statement 24

1. Legal and administrative information

Trustees	Sue Falconer David Lynch (Treasurer) Bob Menlove Becky Roberts (Secretary) Richard Rolls Darren Whitt (Chair) Justin Bradley (Resigned 31st October 2022) Paulo Moreira (Resigned 27th February 2023) Beverely Russell (Resigned 24th April 2023)
Charity number	1153439
Charity name	Winchester City Penguins Swimming Club
Independent Examiner	Knight Goodhead Limited 7 Bournemouth Road Chandler's Ford Eastleigh Hampshire SO53 3DA

2. Introduction

On behalf of the Board of Trustees, we are pleased to present the Annual Report with the financial statements for the club for the year ended August 2023.

We are a Charitable Incorporated Organisation (the "CIO") formally registered as Winchester City Penguins Swimming Club (WCPSC). Since November 2023, our working name is Winchester City Swimming Club but our registered name is unchanged.

We are affiliated to Swim England with charitable objectives to promote the participation of the community in competitive swimming and other related activities, namely the teaching of swimming and its inclusive community development.

Throughout this trading year we have been developing and defining our business strategy for the seasons ahead. This work will be introduced in some part within this report. However, the objectives below, as introduced at the start of September 2022, will be the main reporting areas.

Our goal is to be:

"the most respected swimming organisation within our local, regional and national community"

"a great place to swim, a great organisation to work with"

Our aims

1. We will provide an outstanding Learn to Swim experience in Winchester
2. We will expand our community provision
3. We will provide a Performance Programme that consistently delivers success at Regional and Home Nation Championships.
4. We will deliver a thriving Club Programme focused on county success and the engagement and retention of swimmers.
5. We will take a lead role in raising the swimming bar in Winchester and surrounding areas across those who provide swimming opportunities
6. We will continue to improve the governance, structure, equality and financial sustainability as we grow our club

3. 2022-2023 summary

We had a really positive start of the year with the first Club Championships post-pandemic and one of the first-time we used our wonderful new facility operated by Everyone Active at Winchester Sport and Leisure Park (WSLP). We organised our first open meet competition - the Winter Sparkler - which was attended by 40 visiting clubs. This was really well organised and has set the standard for all our subsequent meets of the season. They have been enormously popular, attracting clubs from a significant area, in part because of our excellent high-class facilities. Alongside supporting our comprehensive training programme, this has and will prove invaluable as the club continues to grow and build our reputation.

The previous Board of Trustees were successful in recruiting Grant Robins as the new Chief Executive Officer (CEO) in January. Grant brings a wealth of experience which has benefited the club in improving our community, lessons and performance programmes.

During the early part of 2023 the Charity continued to provide a vibrant programme of development and performance training, swimming meets (competitions), Grand Prix series and Learn to Swim (lessons). It was a priority to address gaps in our coaching team which was partly addressed with the appointment of a new Assistant Head Coach in January 2023. This is essential for our great swimmers who train so hard. It will always be our goal as an athlete centred club to make positive experiences possible and the club remains committed to implementing a fully resourced coaching, teaching and management team.

The entire team - swimmers, coaches, staff and volunteers have been proactive and positive in providing our swimmers with great experiences while at Winchester. It is recognised that there are shortcomings in a number of areas and the management team working alongside the Board of Trustees are focused on addressing these going forward.

The Charity continues to rely on, and very much values the support of volunteers that give their time selflessly for the enjoyment of our members.

The Charity's finances have been very well managed, particularly considering the period coming out of the pandemic. This is important for the longer-term stability and future success of the Charity.

The trustees together with the CEO and operations team have developed the new Club Strategy, Values, Objectives and Identity. This strategy will be launched during the 2024 AGM. The same team have also focused on continued careful management of the Charity's finances, on-going governance, pool availability and improving the Charity's image via effective branding and marketing.

Overall, the Charity finished the year with a management team in place and a strategy to help form a strong foundation for the coming years ahead.

4. Governing instrument

The WCPSC Constitution acts as the governing instrument of the Charitable Incorporated Organisation.

5. Board of Trustees

The following have held office during the year:

- Paulo Moreira (until 27th February 2023)
- Beverly Russell (until 24th April 2023)
- Becky Roberts (Charity Officer – Secretary)
- Sue Falconer
- David Lynch (Charity Officer – Treasurer)
- Bob Menlove
- Richard Rolls
- Darren Whitt (Charity Officer – Chair)

6. Role of the Trustees

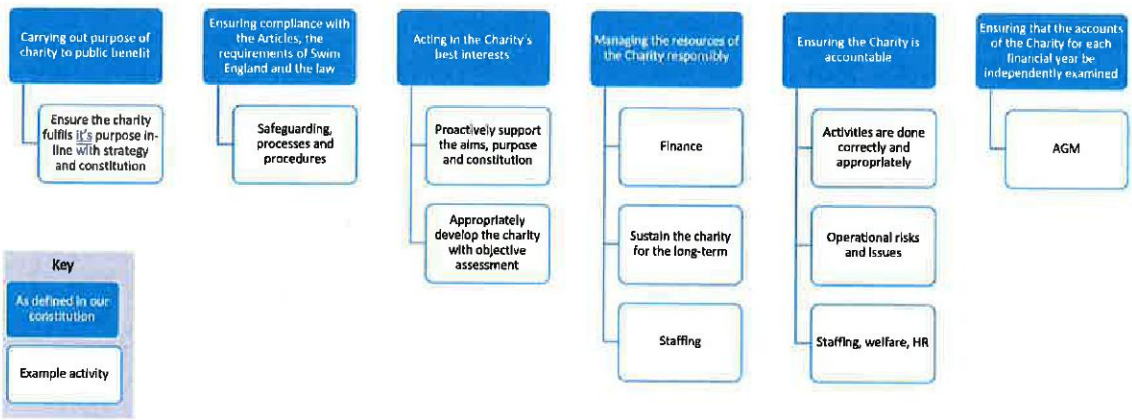
Trustees ensure that WCPSC is meeting its objectives, and in accordance with the constitution of the charity and Charity Commission. The Trustees are volunteers but have the legal duty to comply with the Charities Act 2011 and take the lead on making and maintaining policies for the managerial and financial stability of the club. All Trustees are insured under our Swim England policy against Public & Products Liability, Professional Indemnity, and Management Liability.

Trustees are not typically involved in the day-to-day management of the club. They may however hold a secondary volunteer position that supports the operations of the Charity. The Chief Executive Officer has responsibility for the management of the Charity's activities and the provision of the resources and facilities.

However, during the year for three months, the Charity was without a Chief Executive and so the Board helped with the management of the Charity until Chief Executive Officer employment began on 20th January 2023.

As the manager of the CEO, the Chair meets the CEO regularly to determine status, put forward and discuss requests from the Board and to provide support and guidance as needed. The Chair reports back into the board either informally or formally at Board of Trustee meetings.

The board continues to operate as per the constitution. It is responsible for Risk, Finance, Welfare and Governance as summarised in the diagram below:



7. Management team and staffing

A management team oversees the operations of the Club. The following have held office during the year 2022-23:

- Grant Robins — Chief Executive Officer (from 20th January 2023)
- Alison Crompton — Head of Finance
- Ben Reid — Head Performance Coach
- James Swatton — Head of Lessons
- Tara Barklay — Head of Development (from 28th August 2023)
- Zoe Stemp — Assistant Head Coach (from 16th January 2023)
- Aidan Johnsonn — Age Group Support Coach (from 6th March 2023)
- Gemma Campbell — Administration Executive (from 1st October 2022)
- Donna Williams — Lessons Administration (from 21st August 2023)

Leavers through the year:

- Alison Oakley — Interim Chief Executive Officer (until 31st October 2022)
- Paul Dollery — Head of Development (until 31st October 2022)
- Malik Gray — Lessons Supervisor (5th Sept 2022 to 31st Oct 2022)

In addition, the charity employs over 60 paid part time coaching or teaching staff.

Volunteers play a major part in running the Charity. This dedicated group fills a wide range of roles, including open meets administration, team management, judging and timekeeping at galas, coordinating our community programme, fundraising, publicity and supporting the general operations of the club.

8. Membership

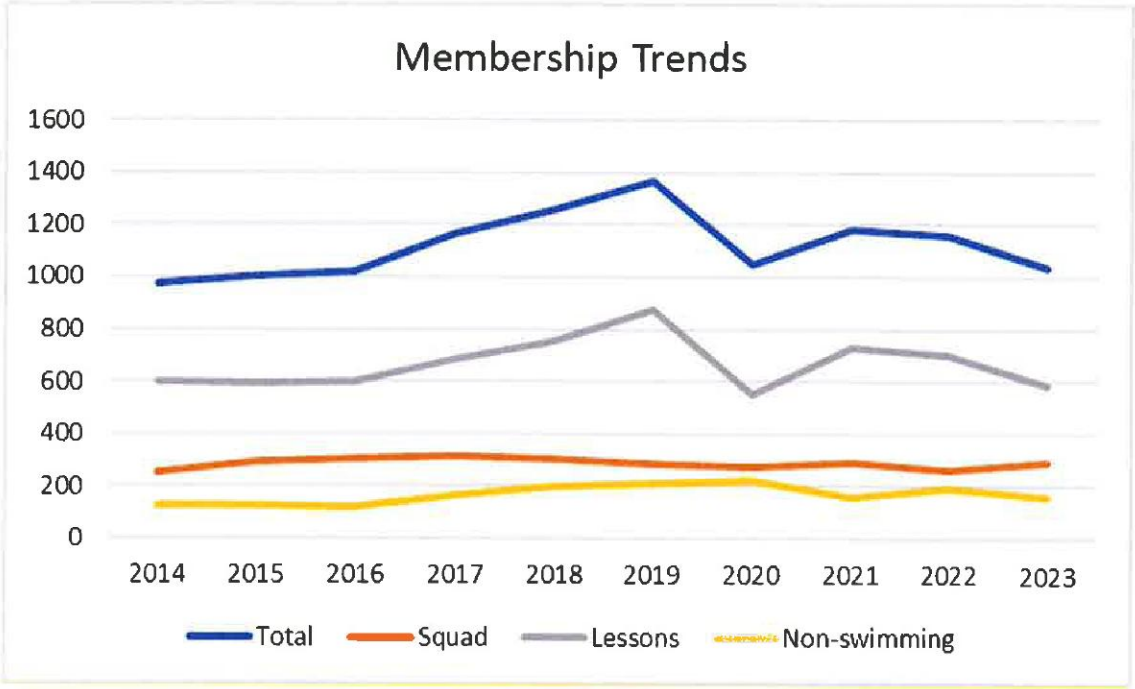
The club had a total of 1,040 members as at August 2023 which is a small reduction of 120 members from 2022 to 2023.

The competitive arm of the club saw an increase back up to 290 members, comparable with the 2020 to 2021 season. This was partly due to an influx of swimmers from Alton Swimming Club at the end of the season.

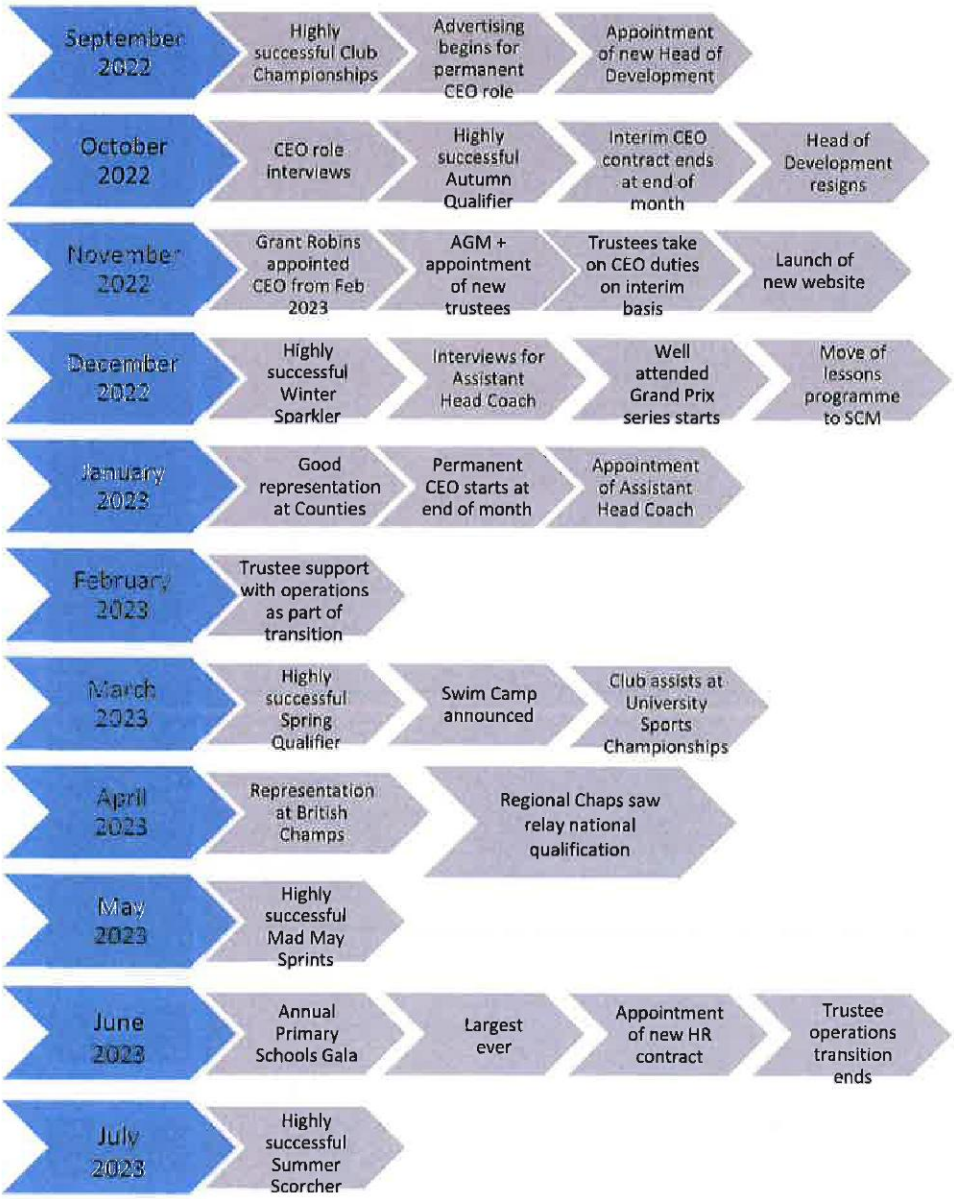
The lessons membership has dropped significantly during the year to 587 from 701 last financial year. A large number of pool closures at Kings pool at weekends and the cost of living crisis have played a factor in the drop in numbers.

The non-swimming members dropped to 161 following a reduction in the number of casual staff working in the lessons programme and a slight reduction in volunteer numbers.

Whilst the club endeavours to maximise swimmer membership, in all cases we are ultimately limited by pool capacity in accordance with conditions set by each pool operator.


Membership Trends
1600
1400
1200
1000
800
600
400
200
0
2014
2015
2016
2017
2018
2019
2020
2021
2022
2023
Total
Squad
Lessons
Non-swimming

9. Major events timeline



10. Aim 1 – Learn to Swim

We are extremely proud of the fact we have been able to cement ourselves as one of the go-to learn-to-swims in the county. Despite the facility-related disruption our lessons have experienced, member retention rate across terms has consistently remained above 80% and has grown term by term.

- Autumn Term 2022 (83%)
- Spring Term 2023 (88%)
- Summer Term 2023 (90%)

This high retention rate demonstrates membership satisfaction and is in no small part due to the following factors:

Collaboration and co-operation between lessons and coaching management has led to a record high number of lessons swimmers progressing into junior squad pathways, primarily Bronze Squad and Junior Development Squad. The lessons programme has produced 49 graduates from autumn 2022 to summer 2023. Autumn term 2022 saw 19 swimmers progress, while spring and summer term saw 30 lessons swimmers move up into the squads programme. This contrasts favourably with the previous year's termly average of 13, which was already a positive progression from years prior.



A continued recruitment of new and highly qualified teachers via the Head of Lessons' Swimming Teacher Association (STA) Trainer-Assessor status, with 26 Level 2 Qualified teachers on the club's payroll, holding the higher standard of teaching qualification, either as a Swim England Level 2 or STA qualified teacher. This expertise, together with the Head of Lessons' ongoing review and refinement of the club's learn-to-swim curriculum, is creating clearer assessment standards and enabling a more seamless progression through the stages. The new, generous discount for club members on Swim England courses is expected to continue to strengthen recruitment and continue to foster a high standard of qualification and competence among teaching staff.

The first year of Swim Club Manager (SCM) utilisation for assessment has seen the percentage of stage passes incrementally increased, with 33% of swimmers progressing through an entire Swim England learn-to-swim stage within one term, meaning approximately one third of swimmers will move 'up' per term and therefore, on average, a swimmer will move up one full stage each academic year. Ongoing support is required for teachers to increase SCM proficiency and confidence.

Whilst retention rates have been encouragingly high, learn-to-swim encountered challenges with a consistent series of closures at main facility, Kings School - relating to soiling incidents from other pool users, and this has impacted membership, with a drop in overall membership down year-on-year. With the strong foundations laid by our implementation of the new assessment structure and continued development of Level 2 qualified teachers, the club's focus will shift now to maintaining this dynamic with Kings, steadily increasing our membership through effective marketing and continued, high quality lessons.





11. Aim 2 – Community Programme

Aligned with our Charity objectives, our community programmes ensure that all local children can enjoy the benefits of swimming for fun, safety and as a route into aquatic sports. They are run with ring fenced funding raised from local sponsors.

In June 2023, the 21st Primary Schools Gala welcomed over 230 children from 23 local schools at Winchester Sport and Leisure Park (WSLP). This annual event was organised by a small team of volunteers, with over 50 supportive volunteers. Winchester Round Table were the main sponsor, along with a range of local businesses and organisations.

Two weeks after our Primary Schools Gala, WCPSC held the Inclusive Gala for primary school children with additional needs, also at WSLP. A record 48 children from Harestock, Kings Worthy, Otterbourne, Shepherds Down, South Wonston, Weeke and Winnall schools took part in a range of individual and relay races, with a focus on having fun in the water. During the summer term WCPSC ran curriculum swimming programmes for two local primary schools, Stanmore and Kingsworthy at Kings' School pool.



An additional booster programme was organised for those that did not achieve 25m during the schools provided swimming course: 30 children were identified, 10 took up the opportunity.

Lessons were provided for five local children integrated into the WCPSC lessons programme, referred by the charity Friends of the Family.

WCPSC has promoted the community disability swimming sessions at WSLP, however the Charity has been unable to support the Friday session as it had at River Park Leisure Centre prior to the opening of WSLP. An additional disability session has been allocated on Thursday lunchtimes.

The Charity has a published mission that 'by 2026 together, we will create a healthier, happier and a more successful Winchester swimming community'. To deliver this WCPSC will continue to increase the resources for community programmes through sponsorship and grants, and expand the provision for non member participants in 2023/24.

Number of non member participants during reporting year:

- 278 in galas
- 5 integrated in lessons
- 113 in school swimming
- 10 on school booster course
- Total: 406

12. Aim 3 – Development and Performance Programme

The Charity began the 2022-2023 season with a new squad structure, team of coaches and a sense of optimism around the programme. This was the first full season with Ben Reid as Head Coach of WCPSC and an opportunity to review and drive the development and performance programme.

Below is a summary of the competition season. Whilst it is impossible to mention all of the individual successes, none of this year would have been possible without the dedication of the Swimmers and Coaches and the support of all of the parents and volunteers.

The season began with our Club Championships which heralded a number of firsts; first competition of 2022/2023; first time WCPSC had hosted a Club Championships since the pandemic; and, first time in our new home at the Winchester Sports and Leisure Park operated by Everyone Active.

It was a great way to start the new season with 159 swimmers entering the meet, and a total of 779 individual entries. The weekend was very successful, with the whole club getting together and racing in a safe and fun environment. We closed off both the Saturday and the Sunday with SKINS for three Age Groups and it went down a storm.





In October, the **Swim England County Team Championships** took place which saw six swimmers selected to represent Hampshire in Sheffield.

Also in October we hosted a Level 2 meet, another first. This proved to be extremely popular and the club had representation from all over the UK in attendance as well as International swimmers Will Perry (British Paralympian) and multiple time Turkish Olympian Ekaterina Avramova.

As a club, we saw a total of 72 of our swimmers entering in a total of 320 events. Many of our swimmers competed outstandingly, achieving many personal best times over the weekend and some gaining their Swim England Winter National times. Not only was this competition very successful from our swimmers point of view, it received some fantastic feedback from many of the clubs in attendance.

Two of our National Swimmers, were selected onto the Swim England Diploma in Sporting Excellence (DiSE) programme and is delivered by Swim England in conjunction with Loughborough College. It is a two year programme which aims to help equip talented athletes with the relevant expertise and capabilities in order to have a successful senior career/post-swimming career. Previous alumni of this prestigious programme include Adam Peaty, Rebecca Adlington, Molly Renshaw, James Wilby and Alice Dearing just to name a few.

In November saw the Swim England South East Regionals take place at our home facility. The Club had 31 individual entrants and entered a total of 102 events. Winchester were placed 8th on the Top Open Club leaderboard with 52 points but failed to appear in the Top 10 in the Junior club table. On the medal count we finished 6th in the Open category with a total of five medals. In summary:

- Gold - Ben Dinsalde - 50m and 100m Breaststroke
- Silver - Charlotte Prince-Raynor - 100m and 200m Backstroke
- Bronze - Jeremy Williams - 200m Freestyle

In the Junior Medal table, we placed 15th:

- Silver - Ben Hatfield - 50m and 100m Backstroke



The Club had some outstanding success from our Para Swimmers. Caitlin Hatfield represented GB in the World Down syndrome Championships in Portugal and helped GB achieve top overall nation.

Aidan Standbrook competed in the British Para-Swimming Winter Nationals.



Swim England (Short Course) Winter Nationals:
The first weekend in December saw the Club represented by 6 of our swimmers competing for the Swim England Winter Short Course Championships in Sheffield.

Arena League 2022-2023:

For the first time in the Club's history, we entered both A and B teams. Team A competed in the Premier Division of one of the toughest divisions in the country, competing against clubs such as Wycombe, Portsmouth, Guildford, Bromley and many other top UK clubs, whilst Team B started in Division 2 with the aim of building them up through the divisions in the coming seasons.

Each Round saw the club's swimmers competing all over the county and by far exceeding expectations as well as demonstrating great team spirit, unity and camaraderie during the bus trips, or cheering each other on during the races.

Our A team comfortably maintained its position in the Premier Division, and Team B won their league gaining promotion to Division One for next season.





Swim England Hampshire County Championships 2023:

The new year started with the County Championships where the club had a total of 103 individuals qualify and enter the championships entering a total of 558 events. This competition was held at the club's home pool in Winchester and spanned across three weekends.

During this period, we welcomed Assistant Head Coach Zoe Stemp to the coaching team who made an immediate and positive impact. Summary:

- The Club came 7th overall in the 14 and under category, obtaining 28 medals
- 8 Gold
- 10 Silver

- 28 Bronze
- 4th overall in the 15 and over category.
- Total: 44 medals; 12 Gold, 17 Silver and 15 Bronze.



British Para Series:
Aidan Stanbrook competed at the World Para Series the British Para Swimming Championships at Ponds Forge, Sheffield. This meet was a targeted meet for Aidan as part of him being on the Swim England National Youth Development Programme.

Aidan had an incredible meet, set best times in all of his races and qualified for finals in the 50m Freestyle, 100m Freestyle & the 50m Butterfly.

Winchester Spring Qualifier:
We hosted our third of five Open Meets. This was another fantastic meet which was so well attended by both new and returning clubs.

British Championships 2023:
The British Championships is the highest level domestic meet in Great Britain. It is hosted by British Swimming and takes place in April. It is at this meet that senior and junior international team selections are made. This is an extremely competitive event which makes it all the more special for those that qualify. This year we had four qualifiers - Benjamin Dinsdale, Pravin Mahendrakumar, Sophie Hamilton and Eva Johnson.



South East Summer Regionals 2023 Results:
The Swim England South East Regionals was a very successful meet for Winchester. It was the first regionals for Ben as Head Coach and Zoe as Assistant Head Coach with the Club. The event took place over three weekends, 15 sessions and two locations with the first and third weekend taking place at our home at Winchester Sports & Leisure Park operated by Everyone Active and included Juniors, Youth Swimmers and team relays.

The swimmers displayed great enthusiasm and attitude going into their races and achieved so many Personal Best's (PB's) throughout the competition.

Summer National Meets - British National Qualifiers:

- Eva Johnson – 50m & 100m Breaststroke
- Ben Dinsdale – 100m Breaststroke
- Aidan Stanbrook – 50m & 100m Freestyle, 100m Backstroke.
- Mahendrakumar – 50m, 100m & 200m Breaststroke **Bronze Medal in the Men's 100m Breaststroke.*
- Mia Goodale – 200m Freestyle

Summer National Meets - English Summer National Qualifiers:

- Arthur Grundy – 50m & 100m Breaststroke *Gold Medal in the 100m.
- Aidan Stanbrook – 100m Breaststroke
- Lexi Rolls – 50m & 100m Butterfly
- Freddie Sadler – 50m, 100m & 200m Butterfly *Bronze Medal in the 100m.
- Cat Tarmey – 50m & 100m Backstroke
- Alice Whyte – 50m, 100m & 200m Backstroke & 200m IM
- Sophie Hamilton – 50m Breaststroke
- Ben Dinsdale – 50m Breaststroke *Silver Medal

Winchester Summer Scorcher:
Whilst the Head Coach was away with our National swimmers in Sheffield the club concluded its home meets programme with another successful end of season meet. Well done to all the swimmers, officials, volunteers and coaches.

Roundup:
The 2022/2023 season was packed full of events with some fantastic achievements from the club's swimmers. The club has established itself at WSLP where it has hosted successful meets throughout the season.

13. Aim 4 – Club development programme and engagement

During this financial year, the club was without a Head of Development Coach, until Tara Barley was recruited in late August 2023. The club was committed to building a development pathway and is grateful to the coaching team who supported the swimmers whilst a new development coach was found.

In this financial year, the club ran a successful Grand Prix series led by Thelma Hawkings. This allows the very youngest swimmers to have their first taste of competition in a safe environment and give them the experience of competitive swimming. As always, the support of volunteers was instrumental in enabling these events to be delivered.

University Varsity Gala:
In March the club was delighted to assist the Winchester University Swim Team's annual varsity competition. The club will continue to work with the University for the benefit of both organisations in the future.

14. Aim 5 – Lead role for swimming in Winchester

Through the club's outreach community programmes, WCPSC have collaborated with stakeholders throughout the year to improve lives through swimming. The club recognises it can't achieve this on our own, and so collaborates with works like minded groups.

The club's partnerships include:

- Everyone Active (EA)- The club meet on a regular basis to ensure the partnership develops in a proactive and positive manner. Discussions have been varied but extensive including ensuring cost control whilst the nationwide energy crisis ensues. Work continues to evolve and embrace new opportunities for the community in which we serve. Extensive pool hire has allowed the club to deliver a comprehensive Open

Meet programme, training sessions across all the club's development and performance squads.

- Winchester University - Ongoing discussions with the University are regular, collaborative and mutually beneficial. It is hoped the University will entice and recruit students to train and compete for the club. As part of this collaboration the club is hoping to utilise expertise that the University has to offer.
- Winchester College - The College has invested heavily in its sports facilities and the club has maintained regular dialogue about future utilisation of staff and facility resources.
- Kings School and Oaklands Community Pool - Used to deliver the club's comprehensive Learn To Swim programmes. At Kings we have had significant challenges trying to sustain consistencies in the weekly schedule. With determination and tenacity, it is anticipated this will provide the club with future solutions when faced with pool closures. It is hoped that these closures will be minimal going forwards.
- Army Training Regiment - This continues to be a valuable facility to increase our pool time to enable the club to deliver the training programmes for development and performance squads more effectively. However, conflicts across the globe have elevated the security alert and has lead to major access challenges. Following a review of safeguarding procedures and utilising parental support we are able to continue to work with the ATR facility.

15. Aim 6 - Governance, Structure, Equality and Financial sustainability

Governance - Swim England:
WCPSC is affiliated with the governing body, Swim England. Swim Mark accreditation is Swim England's quality standard for clubs and recognises high standards of governance, sustainability and effectiveness.

Governance - SwimMark:
WCPSC completes a "fit for purpose" audit every two years to ensure we achieve the Swim Mark accreditation. In 2022, through the support of Trustees, the operations team and volunteers the club succeeded in being re-accredited. Given the circumstances in the lead up to submission, this was an outstanding effort.

Charity Commission:
The club continues to operate under the auspices of the Charity commission, our constitution and financial reporting abides by these guidelines. This includes undertaking a full financial annual independent examination.

Human Resources:
The Board of Trustees working alongside management recognise the importance of providing appropriate support to all staff. As part of this, the club has contracted a third party to provide Human Resource provision. Amongst many things, this will ensure the club correctly follows employment law, practices, policies, recruitment and appraisal processes. The Club takes its employment responsibilities seriously and aims to create a positive working environment that is supportive, professional and dynamic.

Position	Name	Hours
CEO	Grant Robins	Part-time
Operations: Head of Finance Membership Officer Lessons Administrator Finance and Operations Assistant	 Alison Crompton Gemma Campbell Donna Williams Vacant	 Part-Time Part-Time Part-Time TBC
Coaching and Teaching: Head Coach Assistant Head Coach Head of Lessons Head of Development	 Ben Reid Zoe Stemp James Swatton Tara Barklay	 Full-Time Full-Time Full-Time Full-Time
Casual Hours Staff: 16 coaches 62 Teachers and Helpers		Part-Time (2 of which are voluntary) part-Time

Operations Team / Staffing:
The operations team are a mixture of full-time and part-time contracted staff to ensure the charity is run responsibly including payroll, pool hire and membership administration. With over 1000 members this is an ever evolving landscape that makes the team agile, supportive and productive. The contracted staff are listed in the table below.

Volunteers:
Volunteers are essential for the full operations of the charity. Volunteers at Winchester are welcomed with open arms and come with their inherent skills and enthusiasm to help support various aspects of the club. From communication to event management and from safeguarding to the club shop, there is a job that needs doing if we are seriously putting our swimmers 1st and their positive experience while at Winchester. At the beginning of 2023, a volunteering coordination team was established which has had a positive impact on recruiting volunteers to help with various activities the club undertakes.

Recognising the importance of volunteers, the management team organised a BBQ for all active volunteers in June 2023. The club intends to maintain a way of recognising the value of volunteers going forward.



Equality, diversity and Inclusion:
We continue to strive for our club to represent the area from which it is placed. This means, without exception, within the realms of the structure, human resources and available water time, anyone who wants to Learn to Swim, Improve their swimming and get themselves involved in the competitive

nature of swimming is welcome to be part of it. We aim to track our membership and its demographics to ensure access is available to those that show willing and potential to really embrace Swimming and the opportunities it provides.

Our community outreach programme really demonstrates our desire to be inclusive and with the activities this year that were held, next year can be even better.

16. Operational management

Staff:

Despite significant effort, throughout the year, the Charity has not been able to achieve a full complement of staff. However, there has been investment and support where feasible. The appraisal process has allowed for development opportunities across the contracted staff and non-contracted.

The Charity continues to focus on recruiting, together with ongoing staff development programmes and exploring new ways to improve how operations are performed. The financial investment here is paramount to help reach the Charitiy's objectives.

Recruitment:

Across the country, coaches are increasingly becoming in short supply and has made recruitment a particular challenge to achieve a full compliment and staff and reduce the significant load on our existing coaching team.

The Charity recognises the importance of providing a positive experience so as to retain them for as long as possible. Growing coaches from within, is one solution the Charity has embarked on to try and encourage our helpers and teachers from our Learn-to-Swim programme to embark a career into coaching with WCPSC.

Identity and Branding:

Following consultation with members in the early part of 2023, our mission, vision, objectives and branding were starting to get defined for the period ahead leading up to 2026 and beyond. With a new pool, structure, values and goals it felt appropriate to blend all this together and try to enhance the club's professional image and messaging. The Charity engaged with a design company, White & Co, who is helping evolve our identity and branding across the Charity. This has been a deliberate and considered soft launch, aligned with our existing strategy and identity to ensure members feel connected with existing protocols while engaging with the future ahead.

Website:

The club launched a new website towards the end of 2022 which has provided up-to-date information on our open meets programme, our community, lessons and swimming programmes, news articles, as well as automating registration for Learn to Swim registration and trial requests for our development and performance swimming programmes.

17. Financial management

Managing a charity that has 1,000 members, close on 80 or more staff and uses various different locations for its home is complicated at best. It also requires constant supervision

and management. It is because of the prudent decisions made by the management and Board of Trustees that has allowed WCPSC to thrive.

Financially, the Charity is in a healthy position, this is particularly pleasing given the unfamiliar territory post the pandemic, moving into a very expensive brand new facility and the changing nature of our staff. All of this has had to be planned, managed and nurtured this year.

Pool hire:
Costs are expensive, particularly with the current energy crisis. The Charity continues to work with it's pool providers to find solutions to this issue. They are sympathetic, but the reality is, heating water is currently expensive. Where possible, the Charity endeavours to absorb costs without passing onto members. An area of focus concerns Everyone Active, where they hire the centre to external users which affects WCPSC's regular training schedule. The management team continue to negotiate to deliver the best outcome for consistency of training for members.

Hosted Open Meets:
These continue to play a major part of our overall programme and significant time is spent by the meet promoters, coaches and volunteers ensuring the club provides a first class experience. Hosted open meets not only provide excellent opportunities for our own swimmers and of course for those swimmers attending from visiting clubs, but it also supports the Charity financially.

Financial considerations going forward:
The management and Board of Trustees were aware that 2023/2024 will need investment and therefore, having appropriate resources to expand the programme was factored into the Charity's budget.

As detailed within the set of independently examined accounts in the next section below, the Charity's 2022-23 financial year shows a surplus of £95,414 (2022: £31,218).

£23,443 of this surplus has been allocated to the Charity's general reserves fund to provide sufficient financial resources to support the Charity for at least three months. The remaining £70,000 has been assigned to a Growth Fund and has been ring-fenced for future development areas that have been identified through compiling the Strategy. These areas include:

- Transition to Winchester College
- Community officer (Part-Time)
- Upgrading Safeguarding training
- Learn to Swim registered training centre status
- Communications and Social media

Additionally, it also takes into consideration unknowns for the coming year:

- Utilise Winchester College and their new sports facilities
- Working with the University to provide mutually beneficial activities
- Continue to roll out our three year strategy and the associated costs

- Provide more off site activities of our swimmers to develop as people
- Work with our facilities to provide an uninterrupted swim programme
- Potential stakeholders for any future ATR redevelopment proposals
- Land training provision for swimmers
- Membership costs to remain as static as possible

Reserves policy:
The free reserves of the charity stood at £202,460 (2022: £179,017) at year's end. This exceeds the three months operating expenditure quoted in our reserves policy and is kept under review by the Trustees.

Fundraising:
There were various fundraising activities carried out during the year including:

- Charity lottery
- Easy Fundraising
- Raffles at events

The fundraising income was used to purchase a pace clock for the ATR and iPads for the coaches as a tool to help them film and improve swimmers' technique.

During the pandemic, when there were periods when the pools were forced to close and lessons were cancelled accordingly, the club had accumulated a large number of creditors, many of which did not return to the lessons programme and therefore the credits remained on the system. During this financial year, the finance team worked to contact all creditors who had left the club to offer to refund the money owed, but also offered them the opportunity to donate their credit to the club's community programme. Funds raised through this have been ring-fenced for the community projects fund.

The Primary Schools' Gala and Inclusive Gala organising committee secured sponsorship of local businesses and individuals to more than cover these annual events and the residual sponsorship has been ring-fenced for future community activities.

18. Board approval

Approved by the Board of Trustees and signed on its behalf by:



13/1/24

R A ROBERTS

WINCHESTER CITY PENGUINS SWIMMING CLUB

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 AUGUST 2023

The trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;

- observe the methods and principles in the Charities SORP;

- make judgements and estimates that are reasonable and prudent;

- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping sufficient accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

WINCHESTER CITY PENGUINS SWIMMING CLUB

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF WINCHESTER CITY PENGUINS SWIMMING CLUB

I report to the trustees on my examination of the financial statements of Winchester City Penguins Swimming Club (the charity) for the year ended 31 August 2023.

Responsibilities and basis of report

As the trustees of the charity you are responsible for the preparation of the financial statements in accordance with the requirements of the Charities Act 2011 (the 2011 Act).

I report in respect of my examination of the charity's financial statements carried out under section 145 of the 2011 Act. In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the ICAEW, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1 accounting records were not kept in respect of the charity as required by section 130 of the 2011 Act; or

2 the financial statements do not accord with those records; or

3 the financial statements do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.



C J Goodhead FCA
Knight Goodhead Limited
7 Bournemouth Road, Chandler's Ford,
Eastleigh, Hampshire, SO53 3DA

Dated: 13 January 2024

WINCHESTER CITY PENGUINS SWIMMING CLUB

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 AUGUST 2023

	Notes	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Total 2022 £
Income from:					
Donations and legacies		46,522	3,685	50,207	55,555
Charitable activities	2	795,453	3,696	799,149	725,889
Other trading activities		2,057	-	2,057	12,454
Investments		896	-	896	27
Total income		844,928	7,381	852,309	793,925
Expenditure on:					
Charitable activities	3	751,485	5,410	756,895	762,707
Net income for the year/ Net movement in funds		93,443	1,971	95,414	31,218
Fund balances at 1 September 2022		179,017	15,257	194,274	163,056
Fund balances at 31 August 2023		272,460	17,228	289,688	194,274

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derives from continuing activities.

WINCHESTER CITY PENGUINS SWIMMING CLUB

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 AUGUST 2023

Prior financial year

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
Income from:				
Donations and legacies		55,555	-	55,555
Charitable activities	2	719,037	6,852	725,889
Other trading activities		12,454	-	12,454
Investments		27	-	27
Total income		787,073	6,852	793,925
Expenditure on:				
Charitable activities	3	757,768	4,939	762,707
Net income for the year/ Net movement in funds		29,305	1,913	31,218
Fund balances at 1 September 2021		149,712	13,344	163,056
Fund balances at 31 August 2022		179,017	15,257	194,274

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derives from continuing activities.

WINCHESTER CITY PENGUINS SWIMMING CLUB

BALANCE SHEET

AS AT 31 AUGUST 2023

	Notes	2023 £	2023 £	2022 £	2022 £
Fixed assets					
Tangible assets	7		2,083		397
Current assets					
Debtors	8	101,266		32,802	
Cash at bank and in hand		386,797		335,392	
		488,063		368,194	
Creditors: amounts falling due within one year	9	(200,458)		(174,317)	
Net current assets			287,605		193,877
Total assets less current liabilities			289,688		194,274
Income funds					
Restricted funds	11		17,228		15,257
Unrestricted funds					
Designated funds	10	70,000		-	
General unrestricted funds		202,460		179,017	
			272,460		179,017
			289,688		194,274

The accounts were approved by the Trustees on 13/1/2024

RICHARD ROLLS

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Trustee

WINCHESTER CITY PENGUINS SWIMMING CLUB

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2023

	Notes	2023		2022	
		£	£	£	£
Cash flows from operating activities					
Cash generated from operations	14		53,634		36,334
Investing activities					
Purchase of tangible fixed assets		(3,125)		-	
Investment income received		896		27	
Net cash (used in)/generated from investing activities			(2,229)		27
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			51,405		36,361
Cash and cash equivalents at beginning of year			335,392		299,031
Cash and cash equivalents at end of year			386,797		335,392

1 Accounting policies

Company information

Winchester City Penguins Swimming Club is a Charitable Incorporated Organisation and is registered with the Charity Commission in England and Wales.

1.1 Accounting convention

The accounts have been prepared in accordance with the charity's constitution, the Charities Act 2011 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared on the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

1 Accounting policies (Continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

A liability arises as soon as there is a legal or constructive obligation committing the charity to the expenditure.

Expenditure falling directly within one cost category is allocated to that category, and if expenditure relates to more than one cost category it is apportioned on a reasonable, justifiable and consistent basis between them.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures, fittings & equipment	33% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Financial instruments

The charitable company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors, cash at bank and creditors. These basic financial instruments are measured and transaction price. Financial assets and liabilities classified as due within one year are not amortised.

1 Accounting policies (Continued)

1.8 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

2 Charitable activities

	2023	2022
	£	£
Swimming lessons	339,232	355,442
Gala and open meet	174,848	121,642
Training fees	275,038	240,374
Other income	10,031	8,431
	799,149	725,889

3 Charitable activities

	Unrestricted funds 2021	Restricted funds 2021	Total 2023	Total 2022
	£	£	£	£
Staff costs	328,801	-	328,801	337,095
Depreciation	1,439	-	1,439	398
Goods for resale	2,563	-	2,563	1,629
Gym hire	540	-	540	2,867
Pool costs	266,773	-	266,773	272,342
Other lesson costs	1,070	2,340	3,410	2,345
Gala costs	101,285	3,070	104,355	79,225
Training	26,207	-	26,207	34,734
Administration	13,878	-	13,878	9,674
Travel	628	-	628	1,289
Bank charges	91	-	91	85
Accountancy	6,720	-	6,720	6,930
Bad debt	150	-	150	364
Legal and professional fees	1,340	-	1,340	13,730
	751,485	5,410	756,895	762,707

Included in accountancy costs is £1,740 (2022: £1,500) payable to the independent examiners for the independent examination and £4,980 (2022: £5,430) for other services.

4 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during this year or the previous year.

No trustees were reimbursed for expenses incurred on behalf of the charity in this year or the previous year.

5 Employees

Number of employees

The average monthly number of employees during the year was:

	2023 Number	2022 Number
Charitable Activities	78	86

Employment costs	2023 £	2022 £
Wages and salaries	313,584	323,487
Social security costs	11,651	10,405
Other pension costs	3,566	3,203
	328,801	337,095

There were no employees whose annual remuneration was £60,000 or more.

6 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

7 Tangible fixed assets

	Fixtures, fittings & equipment
	£
Cost	
At 1 September 2022	5,561
Additions	3,125
Disposals	(2,132)
At 31 August 2023	6,554
Depreciation and impairment	
At 1 September 2022	5,164
Depreciation charged in the year	1,439
Eliminated in respect of disposals	(2,132)
At 31 August 2023	4,471
Carrying amount	
At 31 August 2023	2,083
At 31 August 2022	397

8 Debtors

	2023	2022
Amounts falling due within one year:	£	£
Other debtors	81,041	32,802
Prepayments and accrued income	20,225	-
	101,266	32,802

9 Creditors: amounts falling due within one year

	2023	2022
	£	£
Other taxation and social security	4,510	3,846
Deferred income	178,106	155,358
Other creditors	872	4,817
Accruals	16,970	10,296
	200,458	174,317

10 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

		Movement in funds			
	Balance at 1 September 2022	Incoming resources	Resources expended	Transfers	Balance at 31 August 2023
	£	£	£	£	£
Growth fund	-	-	-	70,000	70,000
	-	-	-	70,000	70,000

The purpose of the growth fund is to support agreed strategic ventures.

11 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

		Movement in funds			
	Balance at 1 September 2022	Income	Expenditure	Transfers	Balance at 31 August 2023
	£	£	£	£	£
Project Fundraising	5,613	1,218	(2,340)	-	4,491
Community Projects (formerly Gala income)	9,644	6,163	(3,070)	-	12,737
	15,257	7,381	(5,410)	-	17,228

	Balance at 1 September 2021	Income	Expenditure	Transfers	Balance at 31 August 2022
	£	£	£	£	£
Project Fundraising	4,477	1,136	-	-	5,613
Community Projects (formerly Gala income)	8,867	5,716	(4,939)	-	9,644
	13,344	6,852	(4,939)	-	15,257

Project Fundraising relates to money raised by our fundraising team to go towards buying specific items for the club.

Community Projects relates to income raised from fundraising and donations for community events including the Primary Schools Gala.

12 Analysis of net assets between funds

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Fund balances at 31 August 2023 are represented by:			
Tangible assets	2,083	-	2,083
Current assets/(liabilities)	270,377	17,228	287,605
	272,460	17,228	289,688

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
Fund balances at 31 August 2022 are are represented by:			
Tangible assets	397	-	397
Current assets/(liabilities)	178,620	15,257	193,877
	179,017	15,257	194,274

13 Related party transactions

There were no disclosable related party transactions during the year (2022: none), except for those disclosed in note 4 to the accounts.

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2023 £	2022 £
Aggregate compensation	99,159	93,403

Key management comprised 3 full time equivalent staff members (2022: 3).

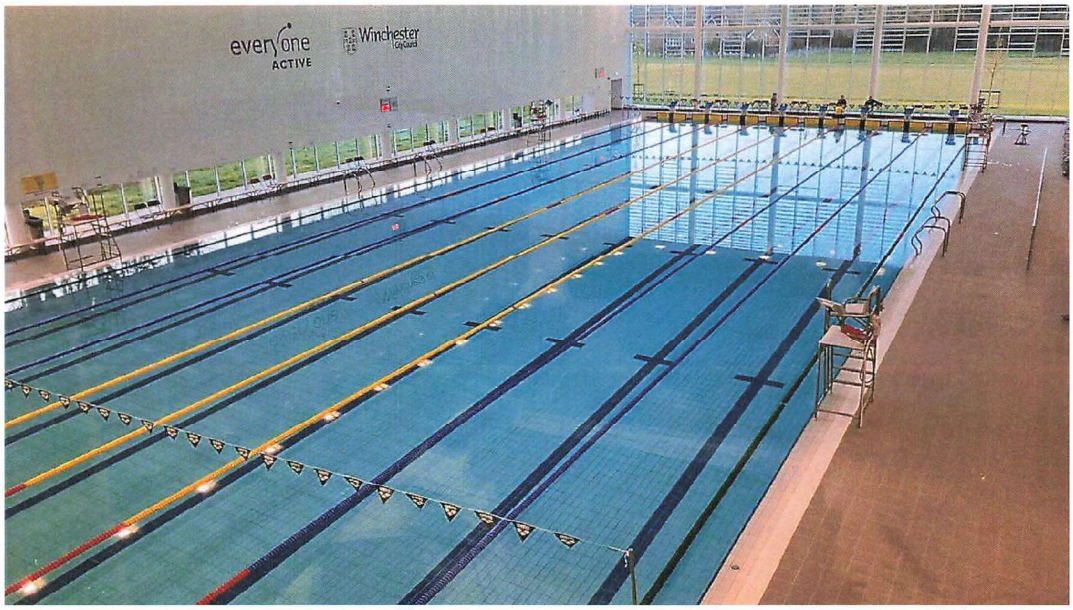
14 Cash generated from operations	2023	2022
	£	£
Surplus for the year	95,414	31,218
Adjustments for:		
Investment income recognised in statement of financial activities	(896)	(27)
Depreciation and impairment of tangible fixed assets	1,439	398
Movements in working capital:		
(Increase)/decrease in debtors	(68,464)	190
Increase in creditors	3,393	5,423
Increase/(decrease) in deferred income	22,748	(868)
Cash generated from operations	53,634	36,334

WINCHESTER CITY PENGUINS SWIMMING CLUB

England & Wales - Charity number 1153439

Accounts

Winchester City Penguins Swimming Club



Winchester Sport and Leisure Park - Opened June 2021

Annual Report and Financial Statements

Year Ended 31 August 2022

SwimMark
ESSENTIAL CLUB

Contents

Legal and Administrative Information	3
Introduction	4
2021-22 Summary	5
Governing Instrument	5
Board of Trustees	5
Trustees' role	6
Management Team and Staffing	6
Membership	7
Major Events timeline	8
Aim 1: Learn to Swim	10
Aim 2: Community Provision	13
Aim 3: Performance Programme	14
Financial Management	21
Statement of Trustees Responsibilities	22
Independent examiner report	23
Statement of Financial Activities	24
Prior year Statement of Financial Activities	25
Balance Sheet	26
Cash Flow Statement	27
Notes to the accounts	28

Legal and Administrative Information

Trustees	Justin Bradley Darren Whitt Lionel Jones (Resigned 6 March 2022) Liz Hatfield (Resigned 6 March 2022) Poppy Morley (Resigned 12 February 2022) Delia Baxter (Resigned 8 February 2022) Alison Oakley (Resigned 7 July 2021) Beverley Russell David Lynch Sophie Gay (Resigned 9 June 2022) Robert Bowker (Resigned 22 June 2022) Daniel Fraczek-Krygier (Resigned 29 August 2022) Sue Falconer (Co-opted 12 July 2022)
Charity number	1153439
Independent Examiner	Knight Goodhead Limited 7 Bournemouth Road Chandler's Ford Eastleigh Hampshire SO53 3DA

Report of the Board of Trustees

Introduction

On behalf of the Board of Trustees, we are pleased to present the Annual Report with the financial statements for the club for the year ended 31 August 2022.

Winchester City Penguins Swimming Club (WCPSC) is a Charitable Incorporated Organisation (CIO), affiliated to Swim England with charitable objectives to promote the participation of the community in competitive swimming and other related activities by the teaching, development, and practice of these activities.

Our goal is to be:

the most respected swimming organisation within our local, regional and national community

'a great place to swim' *'a great organisation to work with'*

Our aims

1. We will provide an outstanding Learn to Swim experience in Winchester
2. We will expand our community provision
3. We will provide a Performance Programme that consistently delivers success at Regional and Home Nation Championships.
4. We will deliver a thriving Club Programme focused on county success and the engagement and retention of swimmers.
5. We will take a lead role in raising the swimming bar in Winchester and surrounding areas across those who provide swimming opportunities
6. We will continue to improve the governance, structure, equality and financial sustainability as we grow our club

2021-22 Summary

The year proved to have quite a challenging start with a great deal of unrest within the club. We faced several senior personnel changes during this time and were in many ways still recovering from the effects of the pandemic.

Throughout all this turmoil though the club continued to provide a strong programme of swimming for all abilities, from lessons through to performance. We were welcomed into the new leisure centre at Bar End, and after some in depth negotiations set up our programme in the new 50m pool.

The finances benefitted from several key roles within the club remaining empty, and thus the salary costs were significantly lower than budgeted. We finished the year with a robust management team in place, a new structure, and a strong foundation for the coming year.

Governing Instrument

The WCPSC Constitution acts as the governing instrument of the Charitable Incorporated Organisation.

Board of Trustees

The following have held office during the year:

- Liz Hatfield (until 6 March 2022)
- Lionel Jones (until 6 March 2022)
- Alison Oakley (until 7 July 2022)
- Justin Bradley
- Delia Baxter (until 8 February 2022)
- Darren Whitt
- Sophie Gay (until 9 June 2022)
- Poppy Morley (until 12 February 2022)
- Robert Bowker (until 22 June 2022)
- Beverley Russell
- David Lynch
- Daniel Fraczek-Krygier (until 29 August 2022)
- Sue Falconer (co-opted 12 July 2022)

Trustees' role

Trustees ensure that WCPSC is meeting its objectives, and in accordance with the constitution of the charity and Charity Commission. The Trustees are volunteers but have the legal duty to comply with the Charities Act 2011 and take the lead on making and maintaining policies for the managerial and financial stability of the club. All Trustees are insured under our Swim England policy against Public & Products Liability, Professional Indemnity, and Management Liability.

Trustees are not typically involved in the day-to-day management of the club. They may however hold a secondary volunteer position that supports the operations of the club. The Chief Executive has responsibility for the management of the club's activities and the provision of the resources and facilities.

During this period the club was temporarily without a Chief Executive and so the Board stepped in to help with the management of the club while a solution was sought.

Management Team and Staffing

A management team oversees the operations of the Club. The following have held office during the year 2021-22:

- Mike Fisher – Chief Executive Officer (until 30/4/22)
- Alison Oakley - Interim Chief Executive Officer (from 8/7/22)
- Vicky Harrison – Head of Operations and Finance (until 15/9/21)
- Alison Crompton - Head of Finance (from 16/9/21)
- Steve Greenfield – Interim Head Development Coach(until 4/1/22)
- Zoe Baker – Head Performance Coach (until 22/4/22)
- Ben Reid - Head Coach (from 1/5/22)
- James Swatton - Head of Lessons (4/10/21)
- Rachael Taylor - Admin Exec (8/11/21 - 18/8/22)
- Alison Crompton - Membership Secretary (Until 15/9/21)

In addition, the charity employs over 80 paid staff at any given time, comprising coaches, administrators, teachers, and helpers.

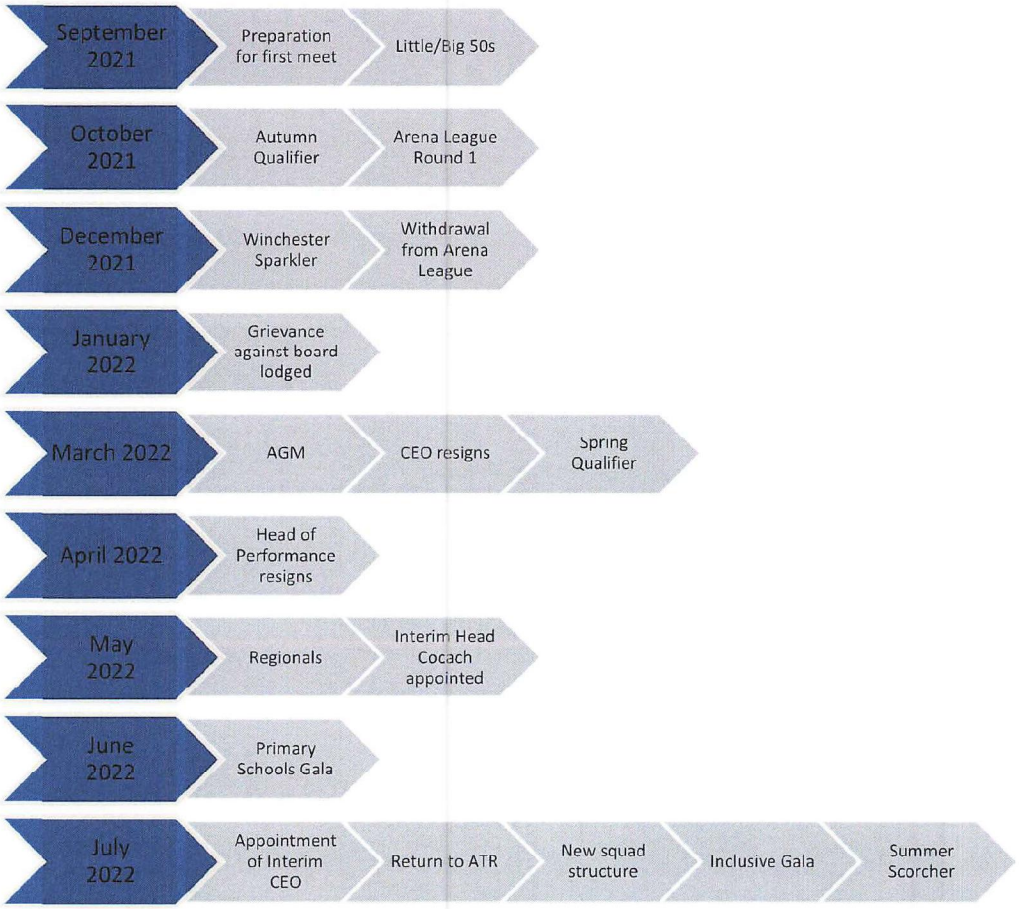
Volunteers play a major part in running the club. This dedicated group fills a wide range of roles, including open meets administration, team management, judging and timekeeping at galas, coordinating our community programme, fundraising, publicity and supporting the general operations of the club.

Membership

The club had a total of 1,160 members as at September 2022. This is a very small change on the 2021 figure of 1,081, and demonstrates a stable level, although the structure of the membership has changed. The competitive arm of the club saw a small decrease in membership from 290 to 264. This will partly be due to a change in coaching staff and partly due to members leaving for university. The lessons membership remained fairly stable with the largest change being in the non- swimming members, where we saw an increase of 22%. This represents an increase in our volunteer network as we return to normal club operations after the pandemic.



Major Events timeline



Aim 1: Learn to Swim

The learn-to-swim programme aims to ensure each of our swimmers develops their water confidence and progresses along our developmental pathway. The Lessons programme is a vital component of the Charity's activities, providing an important community service, creating a pool of talented swimmers and providing financial support to the competitive programme.

With new Lessons Manager James Swatton joining the club shortly after the start of the 2021 Autumn Term, the lessons programme began for that teaching block in September 2021 with 731 members registered to participate. This represented a substantial increase relative to the previous year's 549 members, with the growth being the product of a combination of factors, namely a) the gradual reopening of facilities and easing of lockdown measures post-covid pandemic phase, b) the stabilising of management and teaching figures to promote and uphold a higher standard of teaching, wrestling in an increase of awareness via word-of-mouth.

This stability and consistency, whilst resulting in an initial increase in enrolment, also enabled a higher level of member retention across terms once most spaces had been filled: whereas the lessons programme had experienced a larger number of enrolments across 2021, members across 2022 opted to remain in the programme, minimising the typical 'end of season churn.'

Autumn Term Leavers: 173 (September - December 2021)

Spring Term Leavers: 94 (January - March 2022)

Summer Term Leavers: 82 (April - July 2022)

The management and teaching team chose to retain certain procedural practices introduced during the lockdown as they had proven efficient, most the drop-off and pick-up policy:

- Parents welcomed on site by the session supervisor (previously a covid liaison) and directed to changing rooms.
- Swimmers then registered poolside via teacher at their colour-coded class meeting points.
- Swimmers subsequently meet at the blue 'rally point' area adjacent to

changing rooms at the end of their lesson, for the supervisor to then escort all swimmers back to their parent/guardian - allowing for a visual handover.

- At the request of Kings School, parents/guardians are not allowed poolside, reducing the number of bodies in the enclosed area, and allowing teachers freer access to poolside area to patrol and monitor their entire learning space. The lower number of bodies has also eased the strain on Kings' aging facilities, enabling stability in air and water quality and consequently fewer unforeseen closures.

Parents and staff have been largely excellent in managing the spectator restrictions, with supervisors acting as a direct route of parent-to-teacher communication.

Great credit should go to all the lessons teaching and admin staff for maintaining a high standard of teaching throughout such a transitional period, with the programme's success being attributed to the high quality of lessons and tuition:

"Small classes, really engaged teachers, fun lessons. Thank you!" - 22 June 2022

"Great swimming lessons. Real attention to detail and care for the kids." - 25 May 2022

Across the year, the Lessons Manager and teaching team did extremely well to not only grow membership, but also provide a product of a high enough quality and standard to retain an increasingly high percentage of members across terms.

Lessons Staff Development and Training

The year saw new Lessons Manager James Swatton place a high priority on staff development to ensure standards were consistently met. This started with an end-of-year review meeting, open to all teaching staff (both teachers and aquatic helpers) in which individuals were encouraged to provide honest and constructive feedback on their opinion of Penguins lessons, areas they appreciated, and ways in which to improve moving forward. This open forum resulted in two alterations made the management team:

1. Implementation of a 'sliding pay scale' for Level 1 and Level 2 teachers, to recognise exceptional teaching and tenure.
2. Ongoing adjustment and refinement to the termly progress reports written by

teachers for each individual swimmer in their class, to reduce the amount of time required of teachers outside their poolside hours.

Staff Training for aquatic helpers was also delivered by James across the Easter Holidays, to cover safe holding and handling procedures. This consisted of a classroom-based CPD to outline best teaching practices, followed by an in-pool practical to cover holding and handling as well as poolside manner.



Aim 2: Community Provision

As well as the services for members, WCPSC typically provides a number of additional programmes and opportunities to help the residents of Winchester and surrounding areas engage with swimming.

Following on from the effects of the pandemic our Community Provision had been on hold for the previous season. With the dedication of a small team of volunteers we are pleased to have been able to restart our community provision with our annual schools gala and inclusive gala.

The schools gala saw over 20 schools and 250 swimmers join us for an amazing morning of fun racing, and it was fantastic to see so many happy faces getting back in the water. The Mayor joined our great turnout of volunteers to help the day run smoothly. We finished with lunch and a celebration cake to mark the 20th schools gala we have hosted.

A few weeks later we were able to hold an inclusive gala. A much smaller event but no less important. The mayor again joined us to see some of our National level swimmers in the water supporting and encouraging all who joined in. Our amazing announcer Scottie even dived in to ensure a real running commentary could be given!

We have been able to use some of the club's funds to support families who would otherwise be unable to access swimming lessons. We provided swimming lessons for 6 swimmers recommended by the charity 'Friends of the Family' over the summer term. This is an activity we plan to continue throughout the next year.

Aim 3: Performance Programme



The 2021-22 season was one of real pride for the Winchester Penguins performance perspective. This kicked off in November with Penguins having a record number of qualifiers and achieving a total of 27 medals at the South East Regional Short Course Championships.

Our Ex-Head of Performance Coach, Zoe Baker was selected to represent LA Current in season 3 of the ISL along with one of the performance swimmers Imogen Clark. This competition took place between August and December and was hosted in Naples and Eindhoven.

In December 2021, the Swim England Winter Short Course Nationals took place in Sheffield with several the performance swimmers due to compete. For personal reasons the Head of Performance Coach felt unable to attend this meet leaving the swimmers with limited support.

The National Arena League ran between September and December, with Winchester being represented in the Premier Division of the South East Region. Unfortunately, after competing in Rounds 1 & 2, a decision was made by the coaching team in place at the time to pull out of the 3rd and final round.

The 2021 calendar year finished with our swimmers competing at our own 'Winter Sparkler' meet. This was a Long Course level 3 meet hosted at the new home of Winchester City Penguins. The highlight of this meet was our own Lewis Burras who swam the 50m Freestyle in a time of 21.79 making him the second faster man in British history.

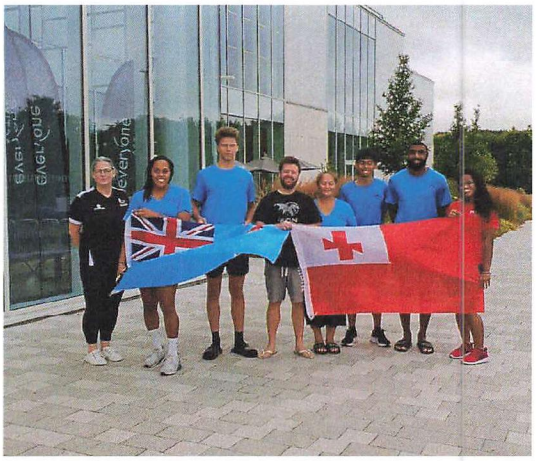


January 2022 kicked off with 3 weekends of the county championships with a fantastic representation of Winchester Swimmers across all age groups with many swimmers gaining their Regional Times.

On March 14th our Head of Performance Coach submitted her resignation to take up a new role in Australia. She would be stepping down from her role after the British Swimming Championships. Once again, Penguins had a really strong representation at the British Swimming Championships which was highlighted by Lewis who won both the Men's 100m & 50m Freestyle, qualifying him for Team GB to compete at the World Swimming Championships in Budapest, the European Swimming Championships in Rome, and Team England for the Commonwealth Games which was being hosted in Birmingham. One of our Ex-Performance swimmers Imogen Clark was also selected to represent Team England at the Commonwealth Games too.

On May 3rd 2022, a new Head Coach was appointed. Ben Reid joined us from British Swimming where he was coaching in the Bath National Centre coaching some of the best athletes in the country including double Olympic gold medalist Tom Dean, multiple Olympic medalist James Guy, and a whole host of international medalists. This marked an exciting time for the club as the club moved away from its previous structure of having a Head of Performance & a Head of Development, and instead moving to a more traditional club programme with a Head Coach overseeing the whole programme. Shortly after Ben's appointment, the club was restructured in order to fulfil the new remit but still support a competitive performance swimming programme.

In early July 2022 following a presentation to all members, the club underwent its restructure, reducing the total number of squads and ensuring each squad was financially viable.



Shortly after the World Swimming Championships, we were contacted by members of Team Fiji and Team Tonga, who had 5 swimmers looking for a base in the UK to train up until the Commonwealth Games. Accompanied by Team manager Lucy and hosted by one of our Ex-Coaches Sarah Standen, the swimmers joined our National Squad and trained with Head Coach Ben Reid up until they departed for the Commonwealth Games Village. It was a great to see Winchester represented at the Commonwealth Games by these international swimmers racing alongside our other Ex Performance swimmers Lewis & Imogen.

Alongside the Commonwealth Games, Winchester had its best ever representation at both the British and English Summer Championships with many first-time qualifiers, and Winchester having its first ever Relay representation with the girls 14-16, 4 x 100 Freestyle Relay.

The season was capped off with medals from Fraser White in the Men's 100m Backstroke & Mia Goodale in the Women's 100m Freestyle.







Aim 4: Club Programme

During this financial year, we were without a Head of Development Coach, however Steve Greenfield did step in for an interim period and gave limited guidance and support until he stepped down in January 2022. We were very aware that the development section of our club was not given its rightful attention and we did suffer a loss of swimmers as many felt unsupported.

Despite all of this, our Junior section did compete in the Junior Arena League. This was a virtual competition and all the swimmers that did take part were delighted to be able to return to competition.

In this financial year, the club ran a successful Grand Prix series lead by our own Thelma Hawkings. This allows our very youngest swimmers to have their very first taste of competition in a safe environment and give them the first taste of what a journey in competitive swimming can provide. For the first time this was hosted at the new leisure centre at Bar End and we would like to thank EA for all their support in hosting this.

Thelma was also very influential in organising our novice gala and schools gala which again, for the first time was hosted at the new leisure centre. The schools gala saw over 250 swimmers compete from over 20 schools in the local area.

We also hosted an inclusive gala; it was so great to see so many happy swimmers getting into swimming after a rough couple of years after COVID. It was also great to see these competitions supported by many of our senior swimmers.



Aim 5: Lead role for swimming in Winchester

Sports Facilities

Having moved into the new Bar End Leisure centre in the summer of 2021, we were able to locate much of our swimming to the 50m facility. Although the discussions on lesson provision had not been successful, we had negotiated greater access to the new pool than originally offered. This allowed nearly all our squads to train in the heart of the city.

We did however still need additional pool time to allow all our swimmers to train at an acceptable level. We achieved this by continuing to utilise local pools that had offered us water time previously. We were training our younger swimmers in the Kings School pool and several of our squads travelled to Oaklands Community pool in Southampton for additional sessions.

In the last 2 months of this financial year, we were also allowed access back to the ATR. We had been in negotiations with them since the restrictions had been lifted and were finally able to start training with them 3 evenings a week, giving us much needed additional time to allow all our squads to receive the correct level of training.

As the season moved on our new Head Coach was able to restructure the timetable which allowed many more of our swimmers to train at the Bar End pool and reduce the reliance on Oaklands and Kings. The pool time created at Kings was reallocated to our lessons programme, allowing that to expand.

Partnerships with Providers and Pool Operators

Once we settled into the new facility it was important to the club to create and build on a strong working relationship with the pool operator. This was vital for the smooth running of our club and especially considering our ability to host our own open meets. The support we received from Everyone Active was incredible and we would not have been able to achieve all that we have in this year without it.

In returning to the ATR we have established new links with the permanent staff and have jointly created a working pattern that fulfils their rules whilst allowing our members to train.

Aim 6: Governance, structure, equality and financial sustainability

Despite the initial disappointment with negotiating the contract to access the new 50m pool at the Bar End centre and the loss of the ability to host any of our lessons provision there, we have worked tirelessly to make the best of the situation the club found itself in.

We did not get exactly the amount of pool time we wished for, but the space we did have allowed for a reasonable programme of training for the majority of our swimmers. Initially this was heavily based around the needs of the Senior performance squads only, and subsequently did not allow sufficient time or access for the remainder of the club.

It has previously been documented in detail that we did not achieve the pricing structure we were hoping for either. The overall cost was higher than anticipated, especially as we had lost the lessons time we had previously had at River Park. This loss was approximately £75,000 per annum, and resulted in a need to either change the financial structure of the club or find alternative sources of income.

We certainly rose to the challenge to create additional income and we have over the past year established Winchester as a centre of excellence for hosting open meets. We have organised and hosted meets at all levels, from our first Big/Little 50s to a National Qualifier L1 meet attracting swimmers from around the UK and abroad. The feedback has been incredible, and we now have an established reputation which we will build on as we continue to host meets, with the support of Everyone Active, into the future to help sustain our club. The meets have all been profitable and have helped to replace some of the lessons finding that has been lost. However, there is still a of loss from the previous year of approx. £25,000 per annum.

Our financial situation has also been helped by an extension to the initial reduction in hire costs until April 2023.

Unfortunately, the structure that was initially created by the Head of Performance was centred around a limited number of senior performance swimmers who had been brought into the club to create a performance centre. This was a costly and ambitious exercise that had little planning or funding behind it. The outcome was a structure that was leading to heavy operating losses each month and was therefore unsustainable.

With the arrival of the new Head Coach in May this was immediately addressed, and a new more stable, financially viable model of working was introduced. Significant cost savings were made and although we continue to strive to manage our expenditure closely, this new model has given the club greater stability.

Arena Kit and Sponsorship

The new deal struck with Arena to be our sponsors and provide our club kit sadly did not work out as planned. The financial benefit for the club was very limited although the contract demanded exclusivity and prevented us obtaining additional sponsorship. To compound this the service received in providing our kit has been very poor and left many swimmers disappointed. Kit orders have taken up to a year to arrive, have not always been correct and we have recently discovered that not all goods ordered will be delivered. There is also no continuity of supply as the design has changed. We will therefore not be able to achieve our desire of a uniform look for our teams.

Considering this we have looked to break the sponsorship deal and be free to access a more sustainable and reliable supply chain.

Staffing

This financial year has been a turbulent one for staffing and we have had a significant change in senior staff. Our Head of Performance was not in a position to lead the club and so an Interim Head of Development was brought in to provide much needed stability and allow the non-performance sector to develop. The coaching team was very unstable and lacked any direction, with coaches feeling undervalued.

This mood spread throughout the club and resulted in a Formal Grievance being lodged by the Head of Performance. This grievance was fully investigated by an independent, external professional. The resulting report did not find any wrongdoing on the part of the club, although recommendations were made for the future improvement of the club. The report is available to read on request.

During this process we also lost our Chief Executive Officer and were left without any management or leadership. As a temporary measure the Trustee Board took the lead until an Interim CEO could be appointed, pending the advertising for a permanent position.

With the appointment of the Interim CEO, the new Head Coach, (in charge of squad training at all levels), our lessons manager and our new Head of Finance, we created a strong and decisive management team. We have new coaches joining an organisation where team spirit is restored, and our dedicated team are motivated to be the best they can and provide a high level of swimming for all our members.

Employment Policies

Our employment policies had been robustly reviewed at the end of the previous financial year. However, they came under scrutiny during the Grievance Investigation and recommendations were made when the final report was delivered. Those recommendations are being discussed and will be implemented in our policies in the future.

Financial Management

Financial decisions

We had a significant level of planning in place to cope with the detrimental effects of the pandemic. As swimming returned to normal our trustees needed to assess the financial situation carefully. We had, through regular monitoring, survived the periods of closure without significant ill effect. We still maintained a healthy reserve, and this was largely due to the Government support that had been made available.

We now turned to consider the funding for our daily operations. Unfortunately, the structure put in place with the opening of the new 50m facility was not financially viable and led to regular operating losses of up to £10,000 per month. There was a need to change the way the club functioned as this clearly was not acceptable.

The new structure has improved lane utilisation, fewer squads with more appropriate numbers in each, a more streamlined coaching team and a move towards permanent contracts rather than a reliance on Zero Hours contracts. This leads to a budget that is more controllable and predictable. With income levels improving as our open meet programme is continued, we can be cautiously optimistic. The final figure for the year end showed a profit of £31,218. However, this gives a false image of profitability and is largely due to a reduction in the salary costs as both the HOP and CEO remained vacant roles for a period of time. This is not a true reflection of the financial situation and had those roles been filled for the duration of the year we would have achieved a near break-even result.

Fundraising

The work of the fundraising team in 2021-2022 continued with administering the Penguins Lottery and 'easyfundraising'. During the financial year the team raised £1,135.87.

As detailed above our hosted meets raised a significant amount of money which was added to the financial income for the club, to aid with day-to-day costs. It is not ring fenced as fundraising.

Our schools gala actively sought sponsorship from a number of local businesses and individuals. The generosity of these allowed us to provide the fantastic morning enjoyed by all who attended. The residual monies raised that were not spent on the initial event have been ring fenced to provide for future schools activities.

Financial Position for 2021-22

As detailed within the set of independently examined accounts below, the Charity's 2021-22 financial year shows a profit of £31,218.

Reserves policy

The free reserves of the charity stood at £179,017 at year's end. This is just below the three months operating expenditure quoted in our reserves policy. The trustees have been keeping the overall finances, including the reserves, under close review during the year and with the new Bar End facility in operation.

Board Approval

Approved by the Board of Trustees and signed on its behalf by:



27th Nov '22.

S. FALCONER
Trustee

WINCHESTER CITY PENGUINS SWIMMING CLUB

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 AUGUST 2022

The trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;

- observe the methods and principles in the Charities SORP;

- make judgements and estimates that are reasonable and prudent;

- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping sufficient accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

WINCHESTER CITY PENGUINS SWIMMING CLUB

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF WINCHESTER CITY PENGUINS SWIMMING CLUB

I report to the trustees on my examination of the financial statements of Winchester City Penguins Swimming Club (the charity) for the year ended 31 August 2022.

Responsibilities and basis of report

As the trustees of the charity you are responsible for the preparation of the financial statements in accordance with the requirements of the Charities Act 2011 (the 2011 Act).

I report in respect of my examination of the charity's financial statements carried out under section 145 of the 2011 Act. In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the ICAEW, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1 accounting records were not kept in respect of the charity as required by section 130 of the 2011 Act; or
2 the financial statements do not accord with those records; or
3 the financial statements do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

C J Goodhead FCA
Knight Goodhead Limited
7 Bournemouth Road, Chandler's Ford,
Eastleigh, Hampshire, SO53 3DA

Dated: 27 November 2022

WINCHESTER CITY PENGUINS SWIMMING CLUB

STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 AUGUST 2022

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Total 2021 £
Income from:					
Donations and legacies	2	55,555	-	55,555	43,927
Charitable activities	3	719,037	6,852	725,889	441,212
Other trading activities		12,454	-	12,454	1,069
Investments		27	-	27	9
Total income		787,073	6,852	793,925	486,217
Expenditure on:					
Charitable activities	4	757,768	4,939	762,707	519,512
Net income/(expenditure) for the year/ Net movement in funds		29,305	1,913	31,218	(33,295)
Fund balances at 1 September 2021		149,712	13,344	163,056	196,351
Fund balances at 31 August 2022		179,017	15,257	194,274	163,056

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derives from continuing activities.

WINCHESTER CITY PENGUINS SWIMMING CLUB

STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 AUGUST 2022

Prior financial year

	Notes	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Income from:				
Donations and legacies	2	43,927	-	43,927
Charitable activities	3	438,374	2,838	441,212
Other trading activities		1,069	-	1,069
Investments		9	-	9
Total income		483,379	2,838	486,217
Expenditure on:				
Charitable activities	4	518,281	1,231	519,512
Net income/(expenditure) for the year/ Net movement in funds		(34,902)	1,607	(33,295)
Fund balances at 1 September 2020		184,614	11,737	196,351
Fund balances at 31 August 2021		149,712	13,344	163,056

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derives from continuing activities.

WINCHESTER CITY PENGUINS SWIMMING CLUB

BALANCE SHEET

AS AT 31 AUGUST 2022

	Notes	2022 £	£	2021 £	£
Fixed assets					
Tangible assets	7		397		795
Current assets					
Debtors	8	32,802		32,992	
Cash at bank and in hand		335,392		299,031	
		368,194		332,023	
Creditors: amounts falling due within one year	9	(174,317)		(169,762)	
Net current assets			193,877		162,261
Total assets less current liabilities			194,274		163,056
Income funds					
Restricted funds	10		15,257		13,344
Unrestricted funds			179,017		149,712
			194,274		163,056

The accounts were approved by the Trustees on 27.11.22.

S. FALCONER

Trustee

WINCHESTER CITY PENGUINS SWIMMING CLUB

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2022

	Notes	2022		2021	
		£	£	£	£
Cash flows from operating activities					
Cash generated from operations	13		36,334		9,070
Investing activities					
Purchase of tangible fixed assets		-		(1,193)	
Investment income received		27		9	
Net cash generated from/(used in) investing activities			27		(1,184)
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			36,361		7,886
Cash and cash equivalents at beginning of year			299,031		291,145
Cash and cash equivalents at end of year			335,392		299,031

1 Accounting policies

Company information

Winchester City Penguins Swimming Club is a Charitable Incorporated Organisation and is registered with the Charity Commission in England and Wales.

1.1 Accounting convention

The accounts have been prepared in accordance with the charity's constitution, the Charities Act 2011 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared on the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

1 Accounting policies (Continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

A liability arises as soon as there is a legal or constructive obligation committing the charity to the expenditure.

Expenditure falling directly within one cost category is allocated to that category, and if expenditure relates to more than one cost category it is apportioned on a reasonable, justifiable and consistent basis between them.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures, fittings & equipment	33% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Financial instruments

The charitable company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors, cash at bank and creditors. These basic financial instruments are measured and transaction price. Financial assets and liabilities classified as due within one year are not amortised.

1 Accounting policies (Continued)

1.8 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

2 Donations and legacies

	2022	2021
	£	£
Membership	55,555	43,927

3 Charitable activities

	2022	2021
	£	£
Swimming lessons	355,442	227,561
Gala and open meet	121,642	4,435
Training fees	240,374	140,488
Other income	8,431	2,938
CJRS grant income	-	65,790
	725,889	441,212

4 Charitable activities

	Unrestricted funds 2021	Restricted funds 2021	Total 2022	Total 2021
	£	£	£	£
Staff costs	337,095	-	337,095	326,718
Depreciation	398	-	398	398
Social events	-	-	-	1,231
Goods for resale	1,629	-	1,629	678
Fundraising	2,867	-	2,867	1,073
Pool costs	272,342	-	272,342	139,886
Other lesson costs	2,345	-	2,345	2,984
Gala costs	74,286	4,939	79,225	4,224
Training	34,734	-	34,734	22,863
Administration	9,674	-	9,674	9,210
Travel	1,289	-	1,289	170
Bank charges	85	-	85	30
Accountancy	6,930	-	6,930	8,640
Training camp expenses	-	-	-	550
Bad debt	364	-	364	857
Legal and professional fees	13,730	-	13,730	-
	757,768	4,939	762,707	519,512

Included in accountancy costs is £1,500 (2021: £1,650) payable to the independent examiners for the independent examination and £5,430 (2021: £6,990) for other services.

5 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during this year or the previous year.

No trustees were reimbursed for expenses incurred on behalf of the charity in this year or the previous year.

6 Employees

Number of employees

The average monthly number of employees during the year was:

	2022 Number	2021 Number
Charitable Activities	86	54

Employment costs	2022 £	2021 £
Wages and salaries	323,487	308,331
Social security costs	10,405	13,883
Other pension costs	3,203	4,504
	337,095	326,718

There were no employees whose annual remuneration was £60,000 or more.

7 Tangible fixed assets

	Fixtures, fittings & equipment £
Cost	
At 1 September 2021	5,561
At 31 August 2022	5,561
Depreciation and impairment	
At 1 September 2021	4,766
Depreciation charged in the year	398
At 31 August 2022	5,164
Carrying amount	
At 31 August 2022	397
At 31 August 2021	795

8 Debtors

	2022	2021
Amounts falling due within one year:	**£**	**£**
Other debtors	32,802	32,992

9 Creditors: amounts falling due within one year

	2022	2021
	£	**£**
Other taxation and social security	3,846	3,856
Deferred income	155,358	156,226
Other creditors	4,817	1,050
Accruals	10,296	8,630
	174,317	169,762

10 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

		Movement in funds			
	Balance at 1 September 2021	Income	Expenditure	Transfers	Balance at 31 August 2022
	£	£	£	£	£
Project Fundraising	4,477	1,136	-	-	5,613
Gala income	8,867	5,716	(4,939)	-	9,644
	13,344	6,852	(4,939)	-	15,257

	Balance at 1 September 2020	Income	Expenditure	Transfers	Balance at 31 August 2021
	£	£	£	£	£
Project Fundraising	2,870	2,838	(1,231)	-	4,477
Gala income	8,867	-	-	-	8,867
	11,737	2,838	(1,231)	-	13,344

Project fundraising relates to money raised by our fundraising team to go towards buying specific items for the club.

Gala income relates to income raised from fundraising and donations for specific gala events.

11 Analysis of net assets between funds

	Unrestricted funds 2022	Restricted funds 2022	Total 2022
	£	£	£
Fund balances at 31 August 2022 are represented by:			
Tangible assets	397	-	397
Current assets/(liabilities)	178,620	15,257	193,877
	179,017	15,257	194,274

	Unrestricted funds 2021	Restricted funds 2021	Total 2021
	£	£	£
Fund balances at 31 August 2021 are are represented by:			
Tangible assets	795	-	795
Current assets/(liabilities)	148,917	13,344	162,261
	149,712	13,344	163,056

12 Related party transactions

There were no disclosable related party transactions during the year (2021: none), except for those disclosed in note 5 to the accounts.

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2022	2021
	£	£
Aggregate compensation	93,403	116,887

Key management comprised 3 full time equivalent staff members (2021: 3).

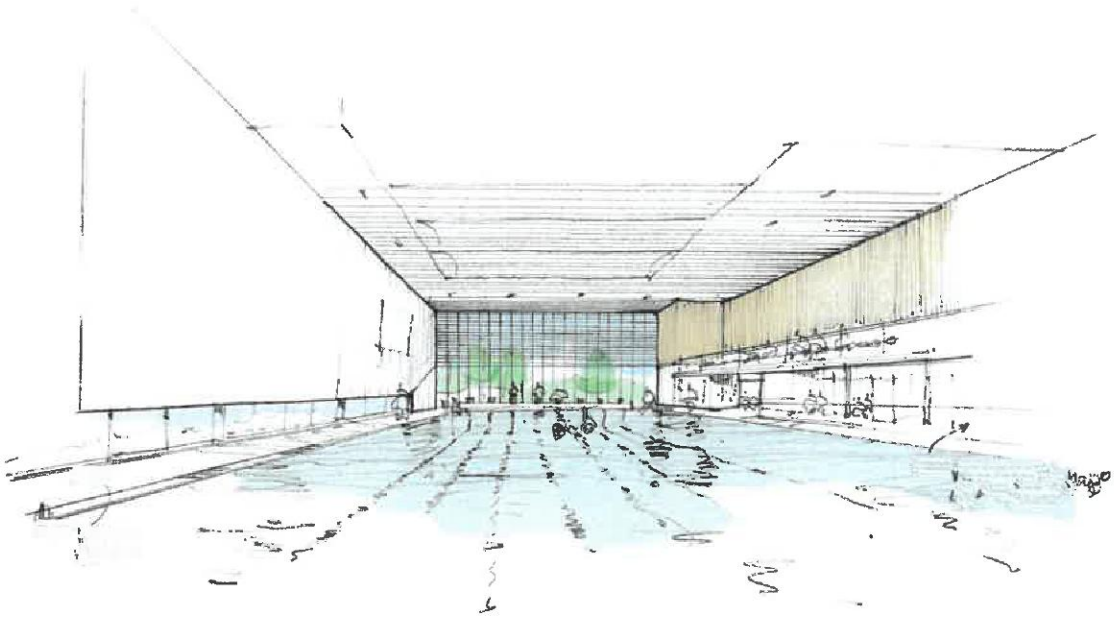
13	Cash generated from operations	2022	2021
		£	£
	Surplus/(deficit) for the year	31,218	(33,295)
	Adjustments for:		
	Investment income recognised in statement of financial activities	(27)	(9)
	Depreciation and impairment of tangible fixed assets	398	398
	Movements in working capital:		
	Decrease/(increase) in debtors	190	(1,074)
	Increase/(decrease) in creditors	5,423	(53,919)
	(Decrease)/increase in deferred income	(868)	96,969
	Cash generated from operations	36,334	9,070

WINCHESTER CITY PENGUINS SWIMMING CLUB

England & Wales - Charity number 1153439

Accounts

Winchester City Penguins Swimming Club



Winchester Sport and Leisure Park - Opened June 2021

Annual Report and Financial Statements
Year Ended 31 August 2021

SwimMark
ESSENTIAL CLUB

Contents

Legal and Administrative information	Page 3
Introduction	Page 4
2020-21 Summary	Page 5
Governing Instrument	Page 5
Board of Trustees	Page 5
Trustees Role	Page 6
Management Team and Staffing	Page 6
Membership	Page 7
Major Events Timeline	Page 8
Aim 1: Learn to Swim	Page 9
Aim 2: Community Provision	Page 11
Aim 3: Performance Programme	Page 12
Aim 4: Club Programme	Page 13
Aim 5: Lead role for swimming in Winchester	Page 15
Aim 6: Governance, structure, equality and financial sustainability	Page 16
Board Approval	Page 21
Trustees' Responsibilities	Page 22
Independent Examiner's Report	Page 23
Financial Statements	Page 24

Legal and Administrative Information

Trustees	Liz Hatfield Lionel Jones Alison Oakley Justin Bradley Darren Whitt Sophie Gay Poppy Morley Delia Baxter
Charity number	1153439
Independent Examiner	Knight Goodhead Limited 7 Bournemouth Road Chandler's Ford Eastleigh Hampshire SO53 3DA

Report of the Board of Trustees

Introduction

On behalf of the Board of Trustees, we are pleased to present the Annual Report with the financial statements for the club for the year ended 31 August, 2021.

Winchester City Penguins Swimming Club (WCPSC) is a Charitable Incorporated Organisation (CIO), affiliated to Swim England with charitable objects to promote the participation of the community in competitive swimming and other related activities by the teaching, development and practice of these activities.

Our goal is to be..

the most respected swimming organisation within our local, regional and national community
'a great place to swim' *'a great organisation to work with'*

Our aims

1. We will provide an outstanding Learn to Swim experience in Winchester
2. We will expand our community provision
3. We will provide a Performance Programme that consistently delivers success at Regional and Home Nation Championships.
4. We will deliver a thriving Club Programme focused on county success and the engagement and retention of swimmers.
5. We will take a lead role in raising the swimming bar in Winchester and surrounding areas across those who provide swimming opportunities
6. We will continue to improve the governance, structure, equality and financial sustainability in preparation for moving into a new pool facility

2020-21 Summary

The year can be summarised as a challenging one from a number of different perspectives but one in which the Charity continued to provide a good swimming programme, sought new opportunities, and managed the main challenges.

The ongoing Covid 19 pandemic meant there were two major shut-downs during the year, one for a month in 2020 and another for over three months in 2021. Even when able to train during the year, there were knock-on implications to pool availability, competitions, staff recruitment, organisational finances, etc.

The opening of the new Winchester Sport and Leisure Park, including its 50m pool, in June 2021 provided a boost to the competitive swimmers. However, there were difficult negotiations over access to the site, both in terms of gaining the pool hours and hire costs necessary for a comprehensive programme and in hosting lessons at the new site. Failure to be offered the latter resulted in a net deficit c£75k per annum being added to the accounts.

In 2020-21 we started to have a high turnover of staff, especially from key roles, whilst it should be considered a success that financial losses were limited to £33,295 by the end of the financial year. Full financial statements for the year ended 31 August, 2021 are presented later in this report.

Governing Instrument

The WCPSC Constitution acts as the governing instrument of the Charitable Incorporated Organisation.

Board of Trustees

The following have held office during the year:

- Liz Hatfield
- Lionel Jones
- Alison Oakley
- Justin Bradley
- Delia Baxter
- Darren Whitt (from January 2021)
- Cullen Whyte (until July 2021)
- Poppy Morley
- Natalie Hill (until January 2021)

Trustees' role

Trustees ensure that WCPSC is meeting its objectives, and in accordance with the constitution of the charity and Charity Commission. The Trustees are volunteers but have the legal duty to comply with the Charities Act 2011 and also take the lead on making and maintaining policies for the managerial and financial stability of the club. All Trustees are insured under our Swim England policy against Public & Products Liability, Professional Indemnity, and Management Liability.

Trustees are not typically involved in the day-to-day management of the club. They may however hold a secondary volunteer position that supports the operations of the club. The Chief Executive has responsibility for the management of the club's activities and the provision of the resources and facilities.

Management Team and Staffing

A management team oversees the operations of the Club. The following have held office during the year 2020-21:

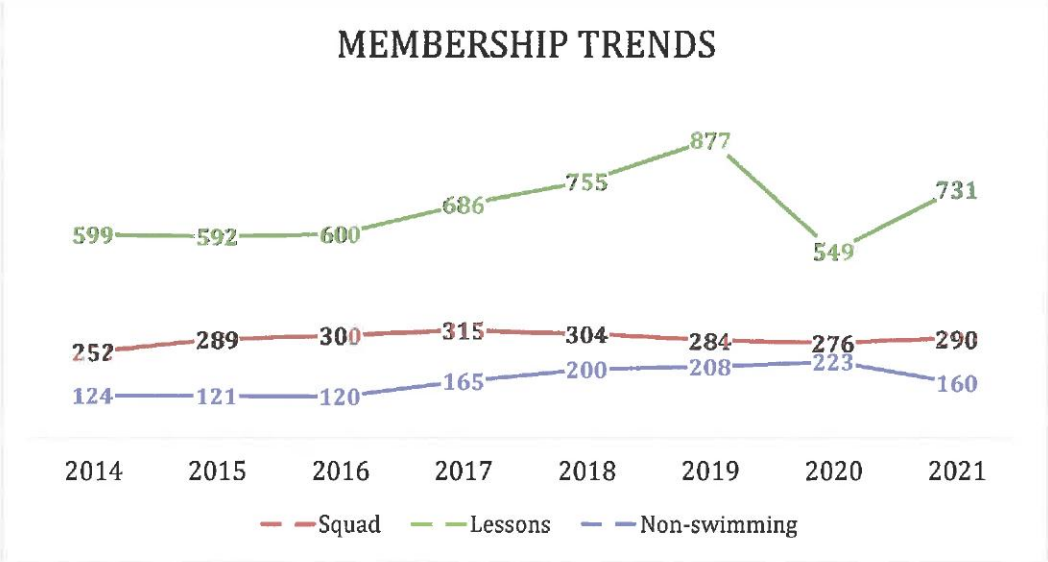
- Mike Fisher – Chief Executive Officer
- Vicky Harrison – Head of Operations and Finance
- Sarah Standen – Head Development Coach (until 31st July 2021)
- Steve Greenfield – Interim Head Development Coach (from 31st July 2021)
- Zoe Baker – Head Performance Coach
- Connie Standen – Lessons Manager (until 27th June 2021)
- Issy Harrison – Interim Lessons Manager (from 27th June 2021)
- Alison Crompton - Membership Secretary

In addition, the charity employs over 80 paid staff at any given time, comprising coaches, administrators, teachers, and helpers.

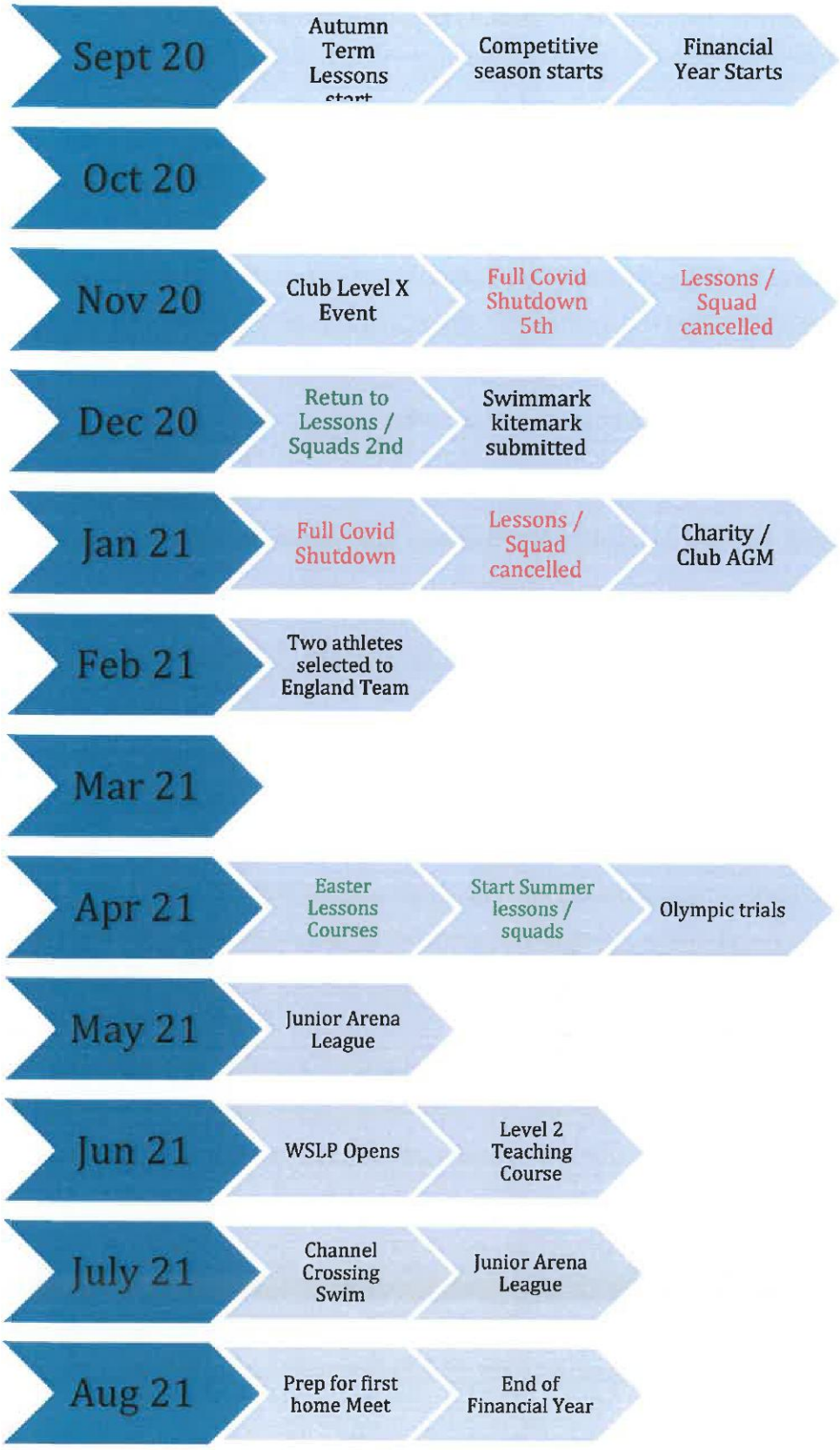
Volunteers play a major part in running the club. This dedicated group fill a wide range of roles, including open meets administration, team management, judging and timekeeping at galas, coordinating our community programme, fundraising, publicity and supporting the general operations of the club.

Membership

The club had a total of 1,181 members as at September 2021. This is a 13% increase on the 2020 figure of 1048, driven by a recovery in the Lessons memberships, although slightly offset by a reduction in the number of non-swimming memberships. This may have been the result of less volunteering opportunities with limited competitions available to competitive swimmers, and with a freeze on Helper recruitment during Covid restrictions, with staff unable to work from the water. The number of competitive swimmers has remained stable.



Major Events timeline



Aim 1: Learn to Swim

The learn-to-swim programme aims to ensure each of our swimmers develops their water confidence and progresses along our developmental pathway. The Lessons programme is a vital component of the Charity's activities, providing an important community service, creating a pool of talented swimmers and providing financial support to the competitive programme.

The lessons programme restarted in September 2020 with 549 members registered to participate. This was significantly down on the 877 we had with the programme one year previous, and was a natural result of, a) people being reticent to return under Covid restrictions, b) the limited numbers we could put in the pool to maintain two metre social distancing, and c) people choosing not to return at all following a long absence from swimming.

The management and teaching team went to considerable efforts to ensure swimmers were welcomed back to a safe and positive environment, and created new systems and processes to ensure there was a smooth transition back to the pool, including;

- The introduction of Parent and Child classes in order to continue to include early stage classes (Helpers not allowed in the water).
- Video instructions of how to register and move around the buildings
- Covid-secure on-site swimmer registration, with additional staff placed outside the building to support the process
- Additional signage of how to move in and around the building
- Mask-wearing and social distancing protocols for teaching staff
- Parents / guardians not able to come poolside

Parents, swimmers and staff were brilliant in working with the new rules and regulations and quickly got used to the 'new normal'. However, national infection rates increased throughout the term, and November saw a four-week shutdown initiated through to 2nd December. Lessons returned for the last two weeks of term.

Although there were initial plans and intentions to start the Spring term, the Government finally decided that a further shut-down was needed, with no end-date published at the time. Staff were returned to furlough arrangements, and Spring term swimming fees placed on credit.

Following the Government's published Roadmap out of lockdown, swimming was able to return in time for the Easter school holidays in April 2021. As such, and following over three months of no

swimming lessons, the Club programmed an unprecedented number of courses over the Easter holiday period, filling four courses.

Great credit should go to all the lessons teaching and admin staff for putting on the courses for 334 swimmers in one week during Easter. A more typical Easter would see the Club run one, week-long half-term course for between 60 and 80 swimmers. Customer feedback was very positive with 100% of swimmers saying they would book back onto a Penguins Holiday Course again.

"My daughter came out of every lesson smiling from ear to ear and couldn't wait to come back the following day. I am very impressed with the progress she has made in a week."

"As we can`t currently see our swimmers swim, the reports are brilliant for offering feedback. The teacher clearly recognised my swimmers strengths and weaknesses."

Across the year, and accommodating the ever-changing restrictions, the Lessons Manager and teaching team did extremely well to recover membership numbers in this part of the programme to over 700 swimmers by the end of the year.

Lessons Staff Development and Training

2021 saw the club continue to invest in the development of the teaching team through staff training events for both Teachers and Helpers.

July 2021 saw the club host in-house training for our teaching team and included two sessions run by some of our most experienced staff members; Henry Tighe, Issy Harrison, Sarah Standen, Vicky Harrison and Julia Passingham.

Forty-two Helpers attended the event and were supported through topics including; the responsibilities of setting up the pool, safe-handling for each stroke, and basic stroke correction.



Aim 2: Community Provision

As well as the services for members, WCPSC typically provides a number of additional programmes and opportunities to help the residents of Winchester and surrounding areas engage with swimming.

Unfortunately, due to the timing of Covid Lockdowns, the restrictions placed on swimming activities, and staff turnover in key roles, it was not possible to run any of the Community Programme during 2020/21.

Funds remain ring-fenced ready for the reintroduction of activities, and support amongst funders remains strong, such as Round Table. We look forward to re-introducing our Community Activities at the earliest opportunity.

Aim 3: Performance Programme

Although a great deal of the competitive season was lost to Covid lockdowns or restrictions, WCPSC swimmers were selected for a variety of teams and programmes during 2020-21.

Imogen Clark was selected for the second season to swim for the Energy Standard Team in the International Swimming League (ISL) in Budapest, Hungary. **Kayla van der Merwe** was selected for the British Swimming World Class Programme for the 2020/21 Olympic season. **Iona Morley** was invited to the Scottish National Programme 2020/21 for the butterfly and distance camps. **Charlotte Prince-Rayner and Kate Baxter** were selected for the DiSE (Diploma in Sporting Excellence) programme.

Anoush Sanjar, Ben Hatfield, Mia Goodale and Zakhos Lekkas were selected for the Swim England National Talent Development Camp 2020.

Head Performance Coach, **Zoe Baker**, was selected as a Swim England National Junior Coach for the FFN Golden Tour event in Nice. She was also recruited into the Women into High Performance (WiHP) programme, and selected as a coach for the Energy Standard Team at the International Swimming League.

Swimming for individuals recognised as elite swimmers by British Swimming was able to continue at identified centers and meets during the early part of 2021, including meets in Manchester and Glasgow. Imogen Clark and Kayla Van der Merwe participated as part of Olympic Qualifying preparation.

July 2021 saw a first real opportunity for the Elite and Senior Performance Swimmers to get back into racing at Pond Forge Sports Centre in Sheffield. The club secured 29 medals in total with some very fast swimming. All swimmers were either right on their PB's or faster than their PBs (long course) which was very encouraging after only one cycle of training. The team achieved 14 Gold, 8 silver, and 7 bronze medals.

Aim 4: Club Programme

Grand Prix 5 and Level X Time Trials

October 2020 saw the club able to revisit the Grand Prix series having cancelled GP3 and 4 earlier in the year.

GP5 was run over 4 sessions with 4 heats of 5 swimmers at each session. The event was run like a time trial with officials complying with Swim England's Level X Covid requirements.

Swimmers for the Grand Prix Series were from Foundation, Development & Junior Fitness squads, with the event also including Prep squad swimmers competing for their own event.

There were so many amazing swims with over 90% of the swims PBs, and many also achieved times for various levels of Swim England Sprint Awards.

Huge 100s

With a one-month Nov-Dec 2020 lockdown about to start, plans for the first in-house competitive event for a significant amount of time had to be quickly re-thought, re-scheduled and re-organised in a safe way in order to beat the deadline. The event, titled the Huge 100's, was well received with members thankful to event organiser and lead Coach Oli Purgavie.

The event saw a total of 138 PBs across all the swimmers with a congratulations going to the following winners:

- Kali Ruffell-Moreira (Girls 12/Under)
- George Barfield (Boys 12/Under)
- Lexi Rolls (Girls 13/Over)
- Benedict Whitt (Boys 13/Over)

Junior Arena League

May to July 2021 saw Winchester participate in the inaugural Junior Arena League. The event was a three-round, national competition with 121 clubs taking part. The Winchester City Penguins team finished 18th nationally, and the top team in Hampshire. Those present said 'it was great to see them all racing and progressing their skills through the three rounds. Our young swimmers did so

well. They stepped up and gave it their all. For some it was their first experience at galas and relays! Very proud of them.'



Cross Channel Relay Team

After 18 months of hard training the Sea6 channel-relay team, supported and coached by the club, managed to complete the Dover to Calais crossing in just over 10 hours. Each of the team had to swim in strict rotations of one hour, in water just over 13C. They left Dover close to midnight on Friday 9th July and arrived in France just after 10am on the Saturday morning. Their time was one of the fastest ever recorded by a group of junior girls. Coaches Rory Fitzgerald and Kate Steels both highlighted what determination and courage the team displayed in dealing with jellyfish, sea sickness and exhaustion.

The relay channel crossing was successfully completed by: Em Menlove, Alice Whyte, Darcy Hunt, Eva Johnson, Cat Tarmey and Maddie Thomas.

Aim 5: Lead role for swimming in Winchester

Sports Facilities

June 2021 saw the opening of the new Sports and Leisure Park in Winchester.

The Club advocated, and planned for, multiple users of the pool's facilities, including other local swimming clubs and a new water polo club. Initial proposals included a multi-club Saturday morning long course session to provide access for others and to work collaboratively. Unfortunately, the club's pool time requests were not met therefore it had to prioritise use for its own purposes, whilst other swimming club's requests were subsequently turned down by the Operator. The Water Polo Club did secure pool time and a relationship with WCPSC is evolving.

The Club continues to advocate for new sporting facilities and additional access for Winchester, working with Winchester Sport and Arts Leisure and others Trusts to explore options.

Partnerships with Providers and Pool Operators

WCPSC maintained a close dialogue with other swim schools and providers during the pandemic, identifying best practice and planning for activities under Covid restrictions. It was important, as users of the same facilities, to work with the operator in standard ways, and provide a joined-up two-way conversation with the operators. There were a number of factors that needed constant review, including pool-lay-outs, one-way systems, change-overs, hygiene measures, parent protocols, and use of changing rooms.

Swim Teacher Seminar for Winchester

In June 2019 the Club hosted the inaugural Winchester Swim Teacher Seminar. This event is part of the club's desire to raise the bar of swimming in Winchester inside and outside Penguins and considered a great way of working positively with other local swim schools to do so. The club has yet been able to reinstate the Seminar, which it intended to host on an annual basis, primarily due to staff capacity and managing Covid restrictions and impacts.

Aim 6: Governance, structure, equality and financial sustainability

Access To, and Costs Of, Winchester Sport and Leisure Park Opens

Negotiating an agreement for affordable access to Winchester Sport and Leisure Park can be summarised as protracted, challenging and unsupported by Winchester City Council.

Initial hopes for straight forward discussions about moving a vast majority of the programme to the new site were short lived once final discussions started. These hopes were built on;

- The initial Facility Needs Assessment, which highlighted that a 50m, rather than 25m, pool is only needed due to the demands of the local swimming club.
- WCPSC had provided an indication of demand to the Council years ahead of the opening date and prior to the appointment of the Operator. This was subsequently provided again to the Operator as soon as they were appointed.
- No issues were flagged about meeting the club's pool time requirements

In the lead into discussions with the Operator about affordable access, WCPSC liaised with Swim England staff members and other clubs utilising 25 and 50m pools run by Everyone Active to collect benchmarking information on;

- pool hire costs
- access
- opening times
- LC / SC balance
- competitions they host
- hire pricing and discounts
- additional costs, such as land / gym training
- community use / partnership agreements

Based on precedence set in similar facilities with the same operator and also knowing the financial arrangements between the Operator and City Council and the key contractual requirements of the Operator, the club were very clear on what would constitute a positive outcome in negotiations.

However, the club was not able to secure the volume of pool time and prices that would have enabled a full transition of squads to the new pool. Primarily on the basis that the operator wanted to reserve the pool space for future growth of the learn to swim programme, including in the deep-water pool, alongside the shallow 23.5m tank and teaching pool. Even seeking the further support of Swim England and City Council, limited movement was forthcoming, with the City Council unwilling to even mediate in discussions. This was a very disappointing position given volunteers at the club were the people that proposed, planned, petitioned for, and ultimately secured a facility that was designed to cater for the 'extra demand created by club use at peak times' and high level competition.

More disappointing were the discussions regarding a transfer of the club's lessons provision from River Park to the new site. Contrary to verbal and written assurances from the Facility Operator and the City Council about this, the Operator finally decided to renege on this commitment and utilise a clause in the Operator contract that allowed for exclusive provision of lessons. Something the Council had included in order to secure good interest during the tendering process whilst providing assurances to the club. After increased pressure from the club to recognise their concerns, the Council finally referred the Club's concerns to its legal team, who stated it needed to honour its contract with Everyone Active and couldn't support the club with its requirements.

The Club did secure 1 year of discounted prices from the Operator, reflecting the flexibility the Operator had with its own contract with the Council, which was subsidising the facility in its first year.

Once into the facility, the transition was not without problems, including an extended wait of several months for a fix to the backstroke flags, which had been installed in the wrong places and not at all in two of the four positions.

New Arena Kit and Sponsorship

On the back of a positive response and feedback from members July 2021 saw the club agree to move to a new arrangement with Arena for the supply of squad kit. Arena will also provide some sponsorship support for home Open Meets.

Staffing

During the financial year, staffing became an increasingly challenging obstacle to effective operations.

In June 2021, the Lessons Manager, Connie Standen moved on to new opportunities outside of the club. Connie was connected with the club for many years and had a deep understanding of the lessons and wider club programme. Recruiting a long-term replacement took over three months and two rounds of recruitment.

At the start of August 2021, the Club's Head of Development, Sarah Standen, also stepped down from her role at the club. Sarah was another staff member who left with significant organisational understanding and 'memory'. Without a long term strategy and supporting organisational structure to base re-recruitment on (both of which were imminently due), it was felt appropriate to identify an interim solution.

Employment Policies

As a responsible and progressive employer, the Club made a number of positive decisions during the 2020/21 financial year to recognise our staff as central to the Charities activities. Against a challenging operational and financial backdrop Trustees agreed to;

- Give permanent staff 2 years' worth of backdated cost of living increase
- Extend the basis on which expenses can be claimed
- Provide additional holiday entitlement
- Provide generous additional professional development leave entitlement above and beyond holiday entitlement
- Top up furlough pay to 100% of salary for the duration of the furlough programme (although some staff generously sacrificed some of their annual leave entitlement when asked)
- Ensure casual staff had access to the furlough scheme during lockdowns
- Make a cost of moving allowance available for those in such a position
- Pay extended sick leave at full salary
- Provide ongoing performance reviews set against job descriptions

Financial Management

Financial decisions through the pandemic

The overarching concern of the Trustee group for the year was steering a path through the ever-changing landscape of the Covid 19 pandemic. Trustees were determined to make decisions in a transparent and timely fashion for the long-term and short-term interests of the club and its members. With the experiences of Covid in the 2020 calendar year to date, Trustees were able to

draw upon the decisions of the March 2020 lockdown and beyond by which to implement new financial measures. As such, further lockdowns were handled as follows;

November2020 4-week shutdown

- Lessons swimmers were automatically provided a credit on account for any lost swimming due the shutdown
- Squad swimmers paid 50% of training fees, with 50% credited to account against future fees

January – to April 2021 shutdown

- Lessons swimmers were automatically provided a credit on account for any lost swimming due the shutdown
- Squad swimmers initially paid one third of fees for January, February and March
- Squad swimmers subsequently paid 1.5 months of training fees for April and May combined, with swimming due to return after the first week of April. There was, however, some uncertainty about the volume of swimming available with a decision pending on whether River Park LC would reopen ahead of the opening of the new Winchester Sport and Leisure Park.

Members were reminded that Trustees would be considerate of people's individual financial circumstances, and that people may be significantly affected by the ongoing pandemic. Individuals facing these difficulties were encouraged to make contact and to agree to bespoke arrangements.

Financial Recovery Planning

Due to a combination of Covid, and a transition to the new Winchester Sport and Leisure Park, the financial projections included several thousand pounds worth of losses each month. This figure was reviewed and remodeled regularly throughout the year, primarily linked to the uptake in lesson provision. It remained consistently projected as a significant deficit.

The deficit was primarily a function of;

- c£75,000 worth of lost surplus from lessons provision at River Park Leisure Centre, that was not able to transfer across to WSLP.
- Loss of lessons members from the learn-to-swim programme due to Covid pandemic
- Expansion of resources dedicated to deficit-generating squads

April 2021 saw a Trustee decision to accept c£5-7k of losses each month for 12-15 months to buy-time to recover previous levels of income. Projected monthly losses were in the region of £10k at the time. This required;

- A review of the squads provision with the intention of rationalising their provision in the context of the finances and bringing down projected deficits to the £5-7k 'window'.
- Stabilising and growing lessons provision within the existing capacity
- Forward planning the recovery of lost income, which subsequently included;
    - Expanding new lessons provision to new sites (later undermined by the loss of the Lessons Manager).
    - Ensuring hosting events at the new WSLP are financially maximised in the short and medium term.
    - Supporting the coaching team to continue to review and revise the coaching programme and create financial efficiencies without compromising long-term goals.
    - Identifying and pursuing additional revenue generating activities when capacity exists.
    - Utilising the new strategy and financial picture to review and refocus what is needed from a coaching programme, along with the associated pool time and staffing structure to support it.

Fundraising

The work of the fundraising team in 2020-2021 focused on continuing to administer the Penguins Lottery. During the financial year the team raised £2,838.

Financial Position for 2020-21

As detailed within the set of independently examined accounts below, the Charity's 2020-21 financial year shows a deficit of £33,295.

Reserves policy

The free reserves of the charity stood at £149,712 at year's end. This exceeds the three months operating expenditure quoted in our reserves policy. The trustees have been keeping the overall finances, including the reserves, under close review during the pandemic and with the new Bar End facility in operation.

Board Approval

Approved by the Board of Trustees and signed on its behalf by:



Lionel Jones

WINCHESTER CITY PENGUINS SWIMMING CLUB

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 AUGUST 2021

The trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;

- observe the methods and principles in the Charities SORP;

- make judgements and estimates that are reasonable and prudent;

- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping sufficient accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

WINCHESTER CITY PENGUINS SWIMMING CLUB

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF WINCHESTER CITY PENGUINS SWIMMING CLUB

I report to the trustees on my examination of the financial statements of Winchester City Penguins Swimming Club (the charity) for the year ended 31 August 2021.

Responsibilities and basis of report

As the trustees of the charity you are responsible for the preparation of the financial statements in accordance with the requirements of the Charities Act 2011 (the 2011 Act).

I report in respect of my examination of the charity's financial statements carried out under section 145 of the 2011 Act. In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the ICAEW, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1 accounting records were not kept in respect of the charity as required by section 130 of the 2011 Act; or

2 the financial statements do not accord with those records; or

3 the financial statements do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

C J Goodhead FCA
Knight Goodhead Limited
7 Bournemouth Road, Chandler's Ford,
Eastleigh, Hampshire, SO53 3DA

Dated: 6 March 2022

WINCHESTER CITY PENGUINS SWIMMING CLUB

STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 AUGUST 2021

	Notes	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Total 2020 £
Income from:					
Donations and legacies	2	43,927	-	43,927	52,619
Charitable activities	3	438,374	2,838	441,212	499,538
Other trading activities		1,069	-	1,069	4,793
Investments		9	-	9	149
Total income		483,379	2,838	486,217	557,099
Expenditure on:					
Charitable activities	4	518,281	1,231	519,512	559,965
Net (expenditure)/income for the year/ Net movement in funds		(34,902)	1,607	(33,295)	(2,866)
Fund balances at 1 September 2020		184,614	11,737	196,351	199,217
Fund balances at 31 August 2021		149,712	13,344	163,056	196,351

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derives from continuing activities.

WINCHESTER CITY PENGUINS SWIMMING CLUB

STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 AUGUST 2021

Prior financial year

	Notes	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
Income from:				
Donations and legacies	2	50,567	2,052	52,619
Charitable activities	3	499,192	346	499,538
Other trading activities		4,793	-	4,793
Investments		149	-	149
Total income		554,701	2,398	557,099
Expenditure on:				
Charitable activities	4	557,144	2,821	559,965
Net (expenditure)/income for the year/ Net movement in funds		(2,443)	(423)	(2,866)
Fund balances at 1 September 2019		187,057	12,160	199,217
Fund balances at 31 August 2020		184,614	11,737	196,351

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derives from continuing activities.

WINCHESTER CITY PENGUINS SWIMMING CLUB

BALANCE SHEET

AS AT 31 AUGUST 2021

	Notes	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Tangible assets	7		795		-
Current assets					
Debtors	8	32,992		31,918	
Cash at bank and in hand		299,031		291,145	
		332,023		323,063	
Creditors: amounts falling due within one year	9	(169,762)		(126,712)	
Net current assets			162,261		196,351
Total assets less current liabilities			163,056		196,351
Income funds					
Restricted funds	10		13,344		11,737
Unrestricted funds			149,712		184,614
			163,056		196,351

The accounts were approved by the Trustees on 06/03/2022

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D. WHITT
Trustee

WINCHESTER CITY PENGUINS SWIMMING CLUB

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2021

	Notes	2021		2020	
		£	£	£	£
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	13		9,070		(34,713)
Investing activities					
Purchase of tangible fixed assets		(1,193)		-	
Investment income received		9		149	
Net cash (used in)/generated from investing activities			(1,184)		149
Net cash used in financing activities			-		-
Net increase/(decrease) in cash and cash equivalents			7,886		(34,564)
Cash and cash equivalents at beginning of year			291,145		325,709
Cash and cash equivalents at end of year			299,031		291,145

1 Accounting policies

Company information

Winchester City Penguins Swimming Club is a Charitable Incorporated Organisation and is registered with the Charity Commission in England and Wales.

1.1 Accounting convention

The accounts have been prepared in accordance with the charity's constitution, the Charities Act 2011 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared on the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

1 **Accounting policies (Continued)**

1.5 Expenditure

A liability arises as soon as there is a legal or constructive obligation committing the charity to the expenditure.

Expenditure falling directly within one cost category is allocated to that category, and if expenditure relates to more than one cost category it is apportioned on a reasonable, justifiable and consistent basis between them.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures, fittings & equipment	33% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Financial instruments

The charitable company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors, cash at bank and creditors. These basic financial instruments are measured and transaction price. Financial assets and liabilities classified as due within one year are not amortised.

1.8 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

2 Donations and legacies

	2021	2020
	£	£
Membership	43,927	50,315
Sponsorship	-	2,304
	43,927	52,619

3 Charitable activities

	2021	2020
	£	£
Swimming lessons	227,561	262,335
Gala and open meet	4,435	25,228
Training fees	140,488	142,357
Other income	2,938	2,533
CJRS grant income	65,790	67,085
	441,212	499,538

4 Charitable activities

	Unrestricted funds 2021	Restricted funds 2021	Total 2021	Total 2020
	£	£	£	£
Staff costs	326,718	-	326,718	326,824
Depreciation	398	-	398	-
Social events	-	1,231	1,231	53
Goods for resale	678	-	678	3,185
Fundraising	1,073	-	1,073	-
Pool costs	139,886	-	139,886	157,027
Other lesson costs	2,984	-	2,984	3,442
Gala costs	4,224	-	4,224	27,381
Training	22,863	-	22,863	25,897
Administration	9,210	-	9,210	6,450
Travel	170	-	170	888
Bank charges	30	-	30	30
Accountancy	8,640	-	8,640	8,788
Training camp expenses	550	-	550	-
Bad debt	857	-	857	-
	518,281	1,231	519,512	559,965

5 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during this year or the previous year.

No trustees were reimbursed for expenses incurred on behalf of the charity in this year or the previous year.

6 Employees

Number of employees

The average monthly number of employees during the year was:

	2021 Number	2020 Number
Charitable Activities	54	90

Employment costs	2021 £	2020 £
Wages and salaries	308,331	310,264
Social security costs	13,883	12,561
Other pension costs	4,504	3,999
	326,718	326,824

There were no employees whose annual remuneration was £60,000 or more.

7 Tangible fixed assets

	Fixtures, fittings & equipment £
Cost	
At 1 September 2020	4,368
Additions	1,193
At 31 August 2021	5,561
Depreciation and impairment	
At 1 September 2020	4,368
Depreciation charged in the year	398
At 31 August 2021	4,766
Carrying amount	
At 31 August 2021	795
At 31 August 2020	-

8 Debtors

	2021	2020
Amounts falling due within one year:	£	£
Other debtors	32,992	27,779
Prepayments and accrued income	-	4,139
	32,992	31,918

9 Creditors: amounts falling due within one year

	Notes	2021 £	2020 £
Other taxation and social security		3,856	5,972
Deferred income		156,226	59,257
Other creditors		1,050	31,145
Accruals		8,630	30,338
		169,762	126,712

10 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

		Movement in funds			
	Balance at 1 September 2020	Income	Expenditure	Transfers	Balance at 31 August 2021
	£	£	£	£	£
Project Fundraising	2,870	2,838	(1,231)	-	4,477
Gala income	8,867	-	-	-	8,867
	11,737	2,838	(1,231)	-	13,344

	Balance at 1 September 2019	Income	Expenditure	Transfers	Balance at 31 August 2020
	£	£	£	£	£
Project Fundraising	818	2,052	-	-	2,870
Gala income	11,342	346	(2,821)	-	8,867
	12,160	2,398	(2,821)	-	11,737

Project fundraising relates to money raised by our fundraising team to go towards buying specific items for the club.

Gala income relates to income raised from fundraising and donations for specific gala events.

11 Analysis of net assets between funds

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Fund balances at 31 August 2021 are represented by:			
Tangible assets	795	-	795
Current assets/(liabilities)	148,917	13,344	162,261
	149,712	13,344	163,056

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
Fund balances at 31 August 2020 are are represented by:			
Current assets/(liabilities)	184,614	11,737	196,351
	184,614	11,737	196,351

12 Related party transactions

There were no disclosable related party transactions during the year (2020: none), except for those disclosed in note 5 to the accounts.

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2021 £	2020 £
Aggregate compensation	116,887	111,404

13 Cash generated from operations	2021	2020
	£	£
Deficit for the year	(33,295)	(2,866)
Adjustments for:		
Investment income recognised in statement of financial activities	(9)	(149)
Depreciation and impairment of tangible fixed assets	398	-
Movements in working capital:		
(Increase)/decrease in debtors	(1,074)	10,356
(Decrease)/increase in creditors	(53,919)	42,167
Increase/(decrease) in deferred income	96,969	(84,221)
Cash generated from/(absorbed by) operations	9,070	(34,713)