

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.



Registered charity #1153439

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1. Legal and administrative information

Trustees	Sue Falconer David Lynch (Treasurer) Bob Menlove Becky Roberts (Secretary) Richard Rolls Darren Whitt (Chair) Justin Bradley (Resigned 31 st October 2022) Paulo Moreira (Resigned 27 th February 2023) Beverly Russell (Resigned 24 th 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

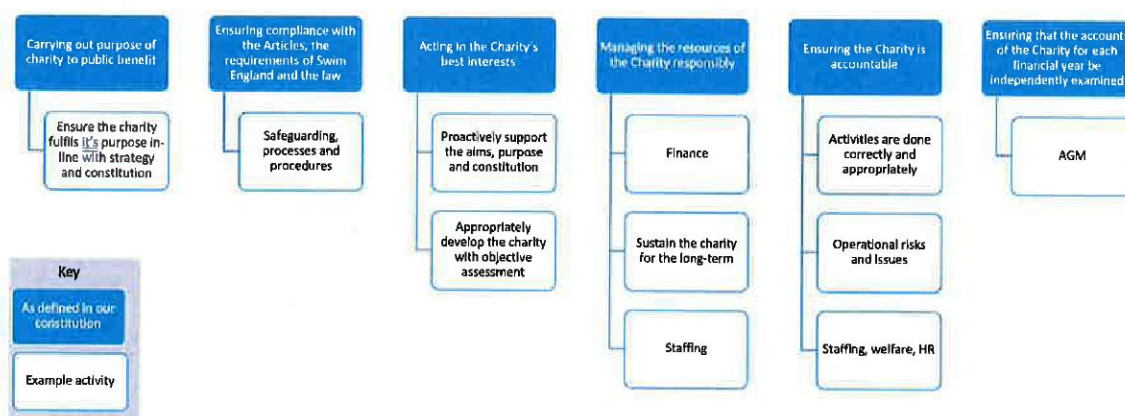
Trustees ensure that WCPSC is meeting its objectives, and in accordance with the constitution of the charity and Charity Commission. The Trustees are volunteers but have the legal duty to comply with the Charities Act 2011 and take the lead on making and maintaining policies for the managerial and financial 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

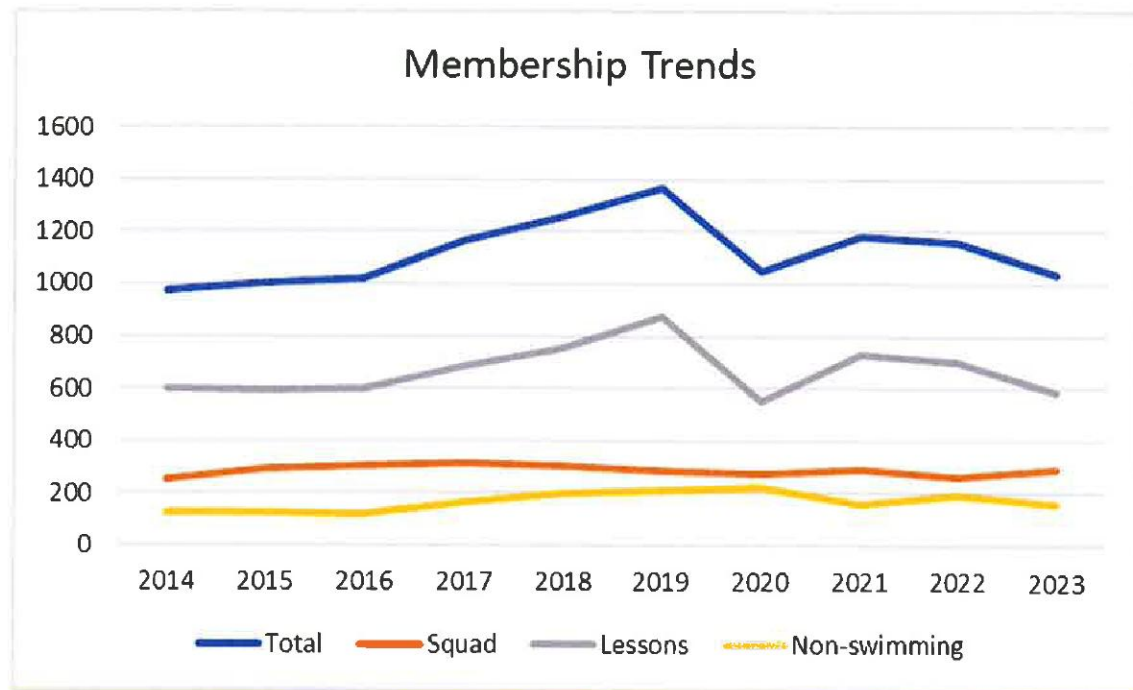
The club had a total of 1,040 members as at August 2023 which is a small reduction of 120 members from 2022 to 2023.

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.

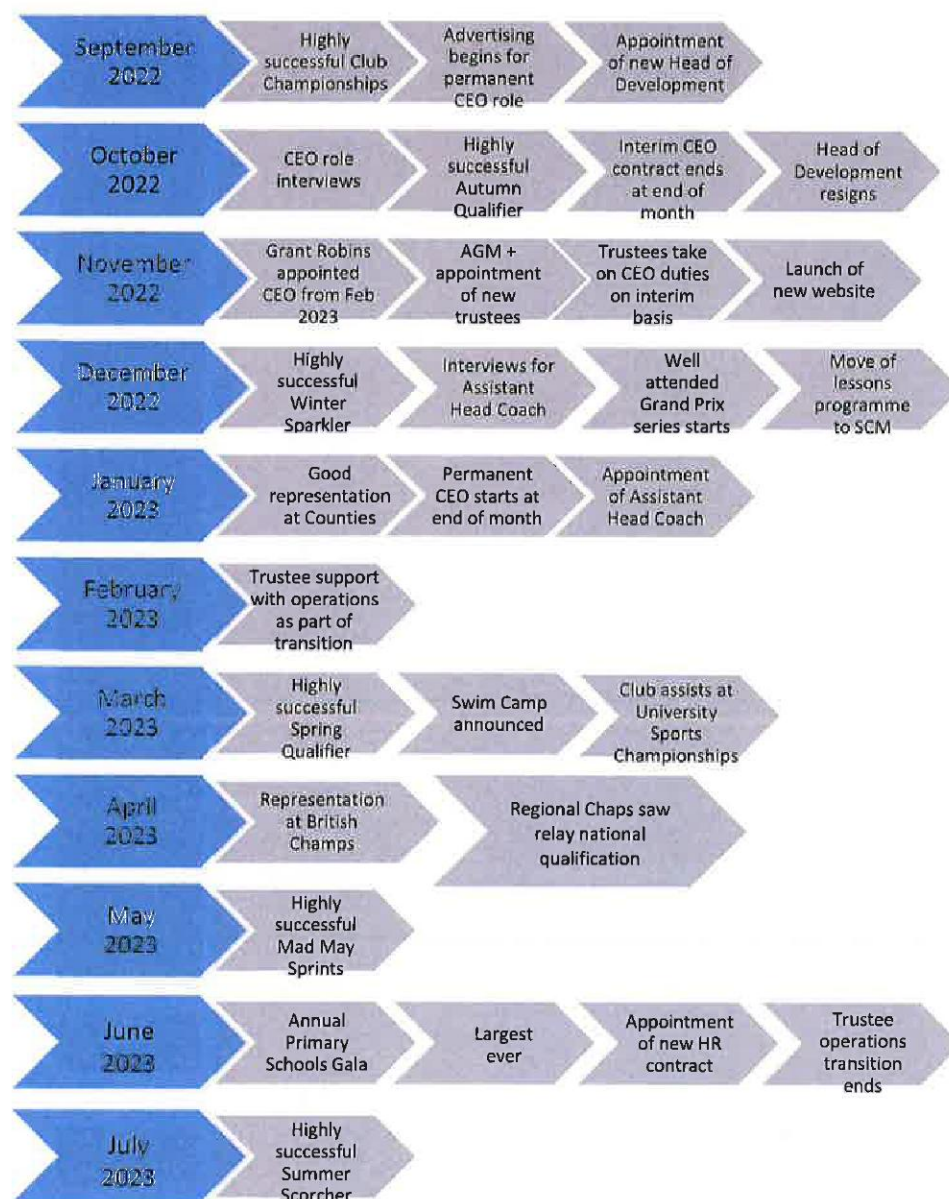
The lessons membership has dropped significantly during the year to 587 from 701 last financial year. A large number of pool closures at Kings pool at weekends and the cost of living crisis have played a factor in the drop in numbers.

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.



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.

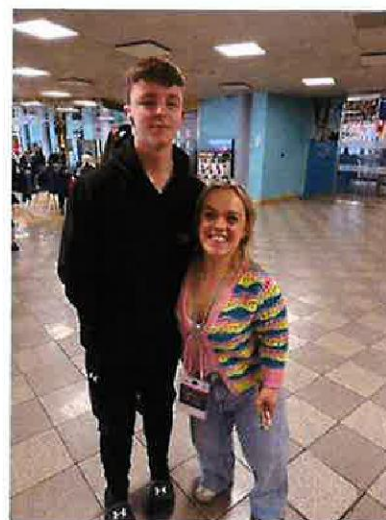
British Para Series:

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 Scorchers:

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 Charity'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 its 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. 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 £
<u>Income from:</u>					
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
<u>Expenditure on:</u>					
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

		Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
	Notes			
<u>Income from:</u>				
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
<u>Expenditure on:</u>				
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 £	£	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
<u>Unrestricted funds</u>					
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

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RICHARD ROLLS

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

WINCHESTER CITY PENGUINS SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2023

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.

WINCHESTER CITY PENGUINS SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2023

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
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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.

WINCHESTER CITY PENGUINS SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2023

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
	<u>799,149</u>	<u>725,889</u>

WINCHESTER CITY PENGUINS SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2023

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
	<u>751,485</u>	<u>5,410</u>	<u>756,895</u>	<u>762,707</u>

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.

WINCHESTER CITY PENGUINS SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2023

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.

WINCHESTER CITY PENGUINS SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2023

7 Tangible fixed assets

	Fixtures, fittings & equipment £
Cost	
At 1 September 2022	5,561
Additions	3,125
Disposals	(2,132)
At 31 August 2023	<u>6,554</u>
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	<u>4,471</u>
Carrying amount	
At 31 August 2023	<u>2,083</u>
At 31 August 2022	<u>397</u>

8 Debtors

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

WINCHESTER CITY PENGUINS SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2023

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
	<u>200,458</u>	<u>174,317</u>

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
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	-	-	-	70,000	70,000
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

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

WINCHESTER CITY PENGUINS SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2023

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:

	Balance at 1 September 2022	Movement in funds		Transfers	Balance at 31 August 2023
	£	Income £	Expenditure £	£	£
Project Fundraising	5,613	1,218	(2,340)	-	4,491
Community Projects (formerly Gala income)	9,644	6,163	(3,070)	-	12,737
	<u>15,257</u>	<u>7,381</u>	<u>(5,410)</u>	<u>-</u>	<u>17,228</u>
	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
	<u>13,344</u>	<u>6,852</u>	<u>(4,939)</u>	<u>-</u>	<u>15,257</u>

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.

WINCHESTER CITY PENGUINS SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2023

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
	<u>272,460</u>	<u>17,228</u>	<u>289,688</u>

	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
	<u>179,017</u>	<u>15,257</u>	<u>194,274</u>

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	<u>99,159</u>	<u>93,403</u>

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

WINCHESTER CITY PENGUINS SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2023

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
