



ANNUAL REPORT 2024

**Many swimmers. Many strokes.
One island.**

**Morning workouts, evening
dips, chats with the regulars.**

The deck, the beach, the baths.

**Cheering for your son, your
daughter, your old friend.**

Nearly there, keep going!

**Open water. No end of it. Coast
to coast.**

**Cold water. High elbows. Close
ties.**

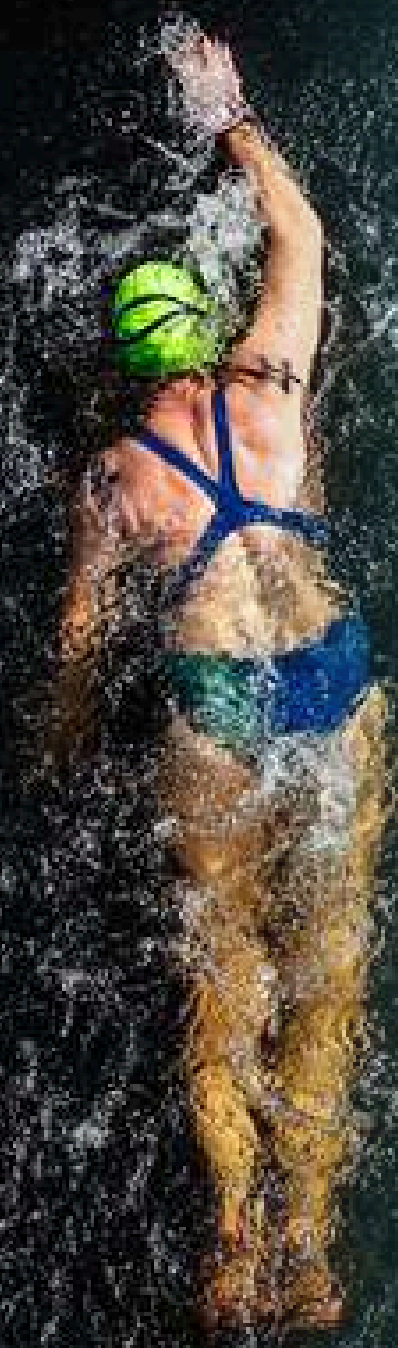
Whatever your stroke.

You are one. Of many.

On an island of swimmers.

**SWIM
IRELAND**

An island
of swimmers





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**SWIM
IRELAND**



Summer National
Championships

UL Sports Arena Limerick
Thursday 11th - Sunday 14th July 2024

Team Ireland

Organisation Purpose and Principal Activities

Swim Ireland is the National Governing Body of Swimming, Diving, Water Polo and Artistic Swimming on the island of Ireland. Our role, as set out by Sport Ireland, is to promote, develop and regulate our sports, administer the competitive element and to encourage participation. Our vision is to create “an island of swimmers.” We define swimming as “a form of physical activity in the water that people engage in whether for social connections, exercise, health and physical activity, challenge, mental wellbeing, skill development, competition, fun, or many of these reasons combined.”

On a day-to-day basis we:

- Provide programmes to encourage participation in the aquatics
- Organise and administer the sports of Swimming, Diving, Water Polo and Artistic Swimming in Ireland including training and deployment of coaches
- Organise representative level sport
- Provide sporting opportunities and pathways leading from local sport to National and International competition.
- Promote visibility of our sports
- Work with our clubs and members to operate to best practice standards.
- Provide member and club support
- Advise around the development of our sports
- Deliver a domestic competition programme
- Provide accredited aquatic qualifications, training and continuous professional development
- Deliver on the aquatic actions and strategic objectives set by the Irish Government in the National Swimming Strategy, National Physical Activity Plan and National Sports Policy

We have developed a very clear set of values and behaviours which guide all of our activity, and which are embedded within our performance management systems.

Swim Ireland Values & Behaviours





Our Strategy

The Swim Ireland 2022-2026 Strategic Plan aims to shape a culture that encourages, supports, and empowers people in Ireland to actively enjoy swimming and the aquatics indoors and outdoors. The plan sees Swim Ireland emphasising swimming as a life skill, and as a gateway to other sports, and expanding our role into new areas of technology and innovation and with the development of the first ever National Swimming Strategy we believe this will change the landscape of aquatics in Ireland. The Plan focuses on the areas that our organisation can impact to achieve our overall vision of ‘An island of swimmers’. We believe that a vital measure of success is the increase in opportunities, ensuring there are new participation initiatives, both indoor and outdoor, for people to swim, regardless of their age, background, or location. We aim to support our core membership base and clubs with solutions that help address their needs, growing the sport across the disciplines and deliver high performance targets. In realising our vision, we focus on the ‘3 Ps’, People, Places and Programmes. People, meaning our athletes, volunteers, coaches, teachers, members, and staff; Places, meaning the facilities and open water spaces where swimming happens; and programmes, meaning the opportunities that we provide across all abilities from the casual dipper to the Olympic hopeful.

FOCUS AREA 1 | National Infrastructure for the Aquatics

FOCUS AREA 2 | Community and Participation

FOCUS AREA 3 | Clubs and Regions

FOCUS AREA 4 | Performance

FOCUS AREA 5 | Organisation Excellence

The Strategy is supported by an Annual Operational Plan, approved, and monitored by Sport Ireland and the Board of Swim Ireland. Included in this report is an overview of our 2024 performance.

Our organisation is best seen within the context of our Departments which are set out on the next page.



Our Departments

Clubs, Regions, and Competitions

- Providing a safe and secure environment to the young people involved in our sport and ensuring that the voice of young people is heard at all levels.
- Providing support to our clubs, regions and disciplines enabling them in turn to deliver a high-quality experience to our grassroots membership.

Education and Community

- Delivering education in the form of courses and continued professional development to our own workforce of Swim Coaches and Teachers and within the Leisure Industry.
- Driving participation in our sport at a community level, with an emphasis on hard-to-reach groups who are a particular focus of National Sports Policy including: women & girls, people with a disability, older adults, and those from lower socio-economic backgrounds. The Swim Ireland Participation Department is responsible for the delivery of non-club events and programmes.

Performance

- The Performance Department is responsible for the highest performing athletes (and the coaches and clubs working with/for them) in Ireland up to and including the Olympic Games - in both swimming and diving. The department oversees the Regional Squad programmes in all four provinces as well as the National Squad Programmes and Performance Pathway levels. It is also responsible for the selection of all National Teams at junior, youth, and senior levels on an annual basis.

Corporate

- Growing our financial base, improving the profile of the aquatics through marketing and promotion, contributing to the shaping of relevant National policies, stakeholder relationships, staff training and development.

Operations

- Contributing to the shaping and implementation of relevant National strategies and policies with a key focus on the National Swimming Strategy.
- Reviewing swimming infrastructure provision throughout the country and providing support and advice to local authorities in developing new infrastructure
- Overseeing Swim Ireland pool operations
- Ensuring that our organisation is operating to best practice governance in line with the Governance Code for Sport.

We have reviewed our departmental structures in line with our strategic priorities and have implemented some changes for 2025 to better align our staffing resources to these priorities.

Executive Summary

2024 has been a transformative year for our sport, with a significant amount of work having been put in to achieve our strategy objectives, as we reach the halfway point of the strategic cycle. A huge thank you to all staff, our regions, committees and all our volunteers which have contributed to this success during the past year as we continue to build on our achievements heading into 2025. This report sets out our main activity for 2024 under the five pillars of our Strategy and includes some noteworthy highlights.

For the Paris Olympics and Paralympics, we enjoyed unparalleled success, which ensured the sport reached new heights and has provided a platform for further growth and development. The largest swimming team in history travelled to Paris, with all individual qualifiers progressing beyond the heats on at least one occasion at the Games, and our two Medley relays rose in the pre-meet rankings. Swimming accounted for 43% of Team Ireland's medal tally. Through the performances of both Daniel Wiffen and Mona McSharry, Ireland achieved its first Olympic medal in the pool in 28 years. The team achieved three medals, 1 gold and 2 bronze, with an Olympic record, and European record, while Ireland claimed 11th position on the Olympic Swimming Medal Table and Irish Senior Records re-written on 6 occasions.

Heading into Paris 2024 the Paralympics team targeted 11 finals, a target achieved with silver and bronze medals delivered from the world class Róisín Ní Riain. Recognition was also paid to Ellen Keane who has been an amazing athlete spanning over five Paralympic Games and incredible role model and ambassador for Irish Para swimming and the Paralympic movement. Congratulations to Róisín, Ellen, Nicole, Barry, Dearbhaile and Deaten who have all represented the nation proudly and gave their all for the Team Ireland in Paris.

Separately on the Performance stage, at the World Aquatics Championships in February, we finished 10th on the medal table, with two gold medals and we continued our success at European Junior level, winning 3 medals in Vilnius. Across the course of the year, 41 Irish Senior and 27 Irish Junior swimming records were broken. Our three Performance divers continued to maintain a commendable National Team presence at European and World level, with a bronze medal achieved at the European Championships and had two divers compete at the Olympic Games.



Through our Pathways, we successfully implemented the National Performance Transition Programme and the National Performance Pathway Programme, providing support to athletes and their home programme coaches. At Regional Development Pathway level, we supported over 300 athletes and their coaches, whilst also offering weekly supplementary training via the Athlete Support Programme.

In August, Ireland's first-ever National Swimming Strategy (2024-2027) published with a vision to provide everyone with an opportunity to swim. The Strategy is transformative in terms of how we support and fund the life skill and sport of swimming in Ireland and how and where we build swimming pools. The Strategy covers both indoor and outdoor swimming and takes account of all ages and abilities and reflects Swim Ireland's participation vision of 'providing everyone in Ireland with an opportunity to swim', all bolstered by the commitment by government to support Swim Ireland 'Swimming Activators' at local level. The Strategy will enable more inclusive, safe and accessible opportunities to swim. It will focus on increased participation for under-represented groups, better coaching supports and new and improved facilities using modern and sustainable technology, as well as increased focus on improving infrastructure to support Open Water. We look forward to working with all partners on the roll out of the Strategy.

From an infrastructure perspective, one of our biggest projects in 2024 was gathering comprehensive data on the number and types of pools to support the development of a Swimming Facilities Planning Model. We supported Local Authority applications for Swimming Pools under the Large Scale Sport Infrastructure Fund. We also continue to advocate for consideration of outdoor swimming in the context of Local Sports Plans in our engagements with Local Sports Partnerships and Local Authorities.

In relation to clubs, a key focus for the department over the past few years has been supporting and providing guidance to clubs as they work hard to rebuild their knowledge base. There continues to be a significant amount of volunteer turnover in clubs and the department has worked hard to engage with clubs daily and undertake club visits to offer the much-needed support and guidance. In March, Swim Ireland hosted four Regional Workshop events one in each of the four regions on the island of Ireland. These workshops were facilitated for our clubs to discuss how the five pillars of the Swim Ireland Strategic Plan impacts them, and for clubs to share real life examples of how they are incorporating plan objectives into their clubs.



The Competitions season was again a great success with exciting and well attended national events taking place across all our disciplines, including the Irish Open and Olympic Trials, and Irish Senior Cup (Water Polo) in Bangor, a successful Irish Open Diving event and Celtic Masters and Limerick Masters.

For our disciplines, a key target area for 2024 was the growth and development of an open water pathway and programme of events. We successfully delivered in several areas including introduction of the first club open water pathway programme, the successful delivery of the Dublin City Liffey Swim and Dun Laoghaire Harbour swim, with the National Championships expanded to include age groups and more distances. We also made a significant commitment to grow and develop Water Polo by recruiting a full-time dedicated Water Polo Officer to join a newly structured and enhanced Water Polo staff team. A new Masters development plan has been written which aligns with the overall Swim Ireland strategy.

In diving, Swim Ireland staff continue to support facilities operators who have the capability of running Learn to Dive programmes and look to assist in establishing regular provision of structured diving activities.

Swim Ireland is committed to reaching out to those parts of the population who do not have access to a swimming pool or do not swim. Throughout 2024, we increased aquatic opportunities for hard-to-reach groups by delivering over 465 community-based programmes, under Dormant Accounts, Women in Sport and Healthy Ireland funding. These programmes could not be delivered without the support of our partner organisations including Enable Ireland, City Connects, Sporting Pride, Vision Sports Ireland, and Foróige.



Swim Ireland also continues to operate Sean Mac Dermott Street Pool, partnering with Dublin City Council to ensure the area is accommodated and people within the community have access to a pool and learn to swim programmes. The Pop-Up Pool also continues to be a key activator for swimming participation with strong social benefit through programme delivery.

In relation to Education, the Swimindustry Conference attracted 150 swimming teachers and operators, providing education and networking opportunities for the leisure industry. Following its launch in late 2023 the Register of Aquatic Professionals replaced the traditional Coach/ Teacher Licensing. We also continue to further develop our CPDs with a library of 58 now available, with new content added monthly.

We continue to operate with best practice governance remaining at the forefront of everything we do, and we remain compliant with the Governance Code and are driving continuous improvement in our culture. During 2024, in accordance with Sport Ireland's 'Terms & Conditions of Grant Investment', KOSI were engaged to conduct a limited scope review of Swim Ireland, with the company recognised to have excellent compliance with the Governance Code for Sport. Swim Ireland were also delighted to win two awards at the recent Workplace Excellence Awards. The organisation was awarded Team of the Year – Business as well as the overall Team of the Year.

We continue to support our athletes through our Athletes Commission, as well as further developing our new Athletes Hub with relevant educational content. Under the pillars of our Diversity, Equality, Inclusion & Belonging Action Plan we also continue to deliver on objectives and following extensive consultation, we launched our Transgender and Non-Binary Participation and Competition Policy, which took effect in September 2024.

Finally, we were pleased to launch our new Women in Sport Action Plan 2024-2026, which builds on our successes to date, and continued to facilitate our Women in Sport programmes including Swimmin Women and Aqua Moves.

2024 has been a phenomenal year and we look forward to building on its success, further supporting our clubs, delivering on actions of the National Swimming Strategy throughout our new community of activators whilst also advocating and supporting increased investment in pool infrastructure. We also wish to further our community programme offering, building on our CPDs to upskill our swim coaches and teachers, and ensure our athletes are supported for the next Performance cycle, building on our goal of Ireland being an 'Island of Swimmers'.





Chairperson Report Cathal Marley

It is an honour to write my first annual report as the Chair of Swim Ireland. Having served of the Swim Ireland Board for the past 3 years, 2024 without doubt, has been one of the organisation's most successful year to date. This Annual Report sets out details of the activities of the organisation across the year, and I find myself in a difficult position to call out only some of the highlights in this report.

It goes without saying that our performance programme and swimmers delivered a Summer of spectacular racing in 2024; Three Olympic medals, two Paralympic medals, Olympic and Paralympic finals and semi-finals, World Short Course Medal, European Champion, a European Junior Champion and many other highlights to showcase the talent that we have. It has been a long time coming and to see the nation get behind these inspiring athletes, particularly at the Olympic & Paralympic Games in Paris, has been a real high point.

I would like to call out the work of the Swim Ireland Performance Director Jon Rudd, and his team and especially also to our clubs, club coaches, and volunteers who were fundamental to these achievements. I also want to recognise the athletes and those at all levels of the pathway for their dedication and successes in 2024 and already in 2025.

In September, we were delighted to see the launch of the first ever National Swimming Strategy, with our Olympic Champion Daniel Wiffen on hand to support the publication. The Strategy covers both indoor and outdoor swimming and takes account of all ages and abilities and reflects Swim Ireland's participation vision of 'providing everyone in Ireland with an opportunity to swim', all bolstered by the commitment by government to funding to support Swim Ireland 'Swimming Activators' at local level.



The Strategy, alongside our vision and strategy for 'An island of swimmers' will enable more inclusive, safe and accessible opportunities to swim. It will focus on increased participation for under-represented groups, continued support for clubs, pathways and performance and new and improved facilities.

I was especially delighted to see the implementation of the Strategy and the investment in new swimming infrastructure specially called out in the new Government's 'Programme for Government' for its term in office.

On that topic, an area of the Strategy where significant strides have been made in 2024 has been in relation to swimming infrastructure. Across the year we have worked with seven different local councils on swimming pool provision, with all at various stages in the process of delivering new pools. We celebrated a full year of running Sean MacDermott Street Swimming Pool which has been a huge success, and our Pop-Up Pools whilst having their challenges continue to inspire, provide significant participation opportunities and engage the community in wider discussions on swimming pool provision.

Since the beginning of 2025 we have expanded the Clubs Team with a new Clubs Manager and a new Club Support Officer role. We know that our clubs and members are at the heart of our organisation and we are reinvigorating our support and training programme and seeking to provide more face to face engagement opportunities alongside the virtual experiences.

The Athlete HUB was launched in March, providing a digital learning experience for our younger athletes, with a range of topics aimed at complementing their work in the pool. We will expand the Athlete HUB to include content for adult participants across our aquatic disciplines later this year.

At a domestic competition level, over 4,000 athletes representing 125 clubs competed at our national competitions for swimming, water polo, diving and open water, while an incredible 485 schools took part in the Minor Schools Championships. The quality of our competitions continues to improve with standards and numbers at all levels growing.

From a discipline's perspective, I was delighted to see a new Masters Swimming Strategy developed and was extremely impressed by those that represented Ireland and brought home numerous medals from the European and World Masters Championships. A plan is also being delivered for Water Polo, with a sport continuing to grow, evolve and push towards higher levels of international representation.

The growth of Open Water continued with highlights including over 2,000 participants in events and the launch of the open water club pathway programme. I look forward to more progress in this discipline in 2025.

From an education perspective, 1,300 teachers and coaches now feature on our Register of Aquatic Professionals which was launched in January of 2024 and throughout the year 600 teachers and coaches were qualified across Level 1 and Level 2.



Governance and Safeguarding remain top priorities for our Board and Executive. 2024 saw Swim Ireland receive an 'Excellent' score in the KOSI Audit, an independent audit commissioned by Sport Ireland reviewing governance in National Governing Bodies. For the first time Swim Ireland has an athlete nominee on our Board in 2016 Olympian Nicholas Quinn. And I was delighted to see Swim Ireland together with Swim Ulster host the European Aquatics Congress in September 2024 and for the Swim Ireland team to deliver a first ever European Aquatics Diversity, Equity and Inclusion Conference as part of the event.

It was also great to see Swim Ireland receive the 'Team of the Year' Award at the Workplace Excellence Awards, congratulations to all our staff who thoroughly deserve this recognition.

As we approach the AGM, I would like to thank the Board for their dedication, to the hard-working staff led by Sarah Keane for their vision and hard work and to our members and volunteers, across the country, who make our sports happen on a day-to-day basis, without you, we could not function.

Cathal Marley **Swim Ireland Chairperson**



CEO Report

Sarah Keane



As I reflect on 2024 it's hard to believe all that was achieved, and the strides that our organisation and sports have made both in and out of the pool. Our chairman has called out many of the highlights from the year and my report will very much look forward, but the success of our performance athletes and their accomplishments must be called out. Olympic, World, European Senior and European Junior medals across the year showcase the depth of talent across our small island and we look forward to an exciting four years into LA 2028.

We will continue, in 2025, with the introduction of our Performance Plan for LA 2028, to move this group and those coming through from our clubs and regions to the next level supported by the launch of some particularly exciting new projects in this sphere.

We know that our clubs are the heartbeat of Swim Ireland, how hard our Club Committees work to support our members and indeed take on many responsibilities to ensure the smooth and effective day to day running of our sports. We are extremely grateful for those volunteers, their efforts and the time and dedication they give to the aquatics, and we are very much focused on supporting them more in 2025 through more focused engagement and specific supports.

By amalgamating our clubs and education departments and giving fresh perspective to this team, we are confident that with our support, our clubs can continue to thrive, re-energise and run as smoothly as possible.

As part of our aim of increasing engagement with our club volunteers in 2025, the Swim Ireland team supported the delivery of Swim Ulster's Club Day in early March, and delivered a Club Conference for the Connacht, Leinster and Munster based clubs on 22 March in Limerick. Between the two events we were delighted to meet with close to 100 volunteers from over 50 clubs, and a further event will take place in Dublin prior to the end of the current season.

As part of the re-structure, our new Competitions, Events and Disciplines Department are now focused on the smooth running and implementation of strategic and business plans for competitions, water polo, diving and master's as well as working on some new and exciting projects including the launch of our Open Water Events calendar in February and the first Swim Ireland Open Water Swimming Strategy in the near future.

We are very grateful to the volunteers and officials that work with us across these areas, the delivery of our competitions and events would not be possible without you.

As you are aware 2024 saw the launch of the first ever National Swimming Strategy, an incredible milestone, which is a great recognition of the life skill, physical activity and sport that is swimming and the importance of the aquatics in our Island Nation. With an action plan now in place we look forward to working closely with Sport Ireland and the Department of Sport on its implementation. We also look forward to the launch of our research report on the 'Gaps in Swimming Pool Provision Report' which will highlight the areas around Ireland in need of swimming infrastructure based on populations, proximity to closest pools, schools, etc. We will continue our work with Local Authorities, and community groups supporting and guiding swimming pool provision and builds in their areas. With an increasing number of Swim Ireland Swimming Activators in a number of counties across the country, we will be able to deliver more participation opportunities in line with the needs of the local area, indoors and outdoors.



Our newly established Participation Department will be key to running programmes and initiatives that evolve from the strategy, with disability and hard to reach groups a focus additionally supported through Dormant Accounts and Healthy Ireland Funding.

It goes without saying that governance and safeguarding will continue to be priorities in 2025. We will continue to maintain best practice Safeguarding standards across the organisation and will launch a newly updated Safeguarding Policy later this year. We will continue to maintain full compliance with the Governance Code for Sport and up to date best practice in sport and our rule book and policies and procedures will also be updated, to reflect the issues and concerns that our members face.

To finish, I would like to thank our Chairman Cathal for his leadership of our Board, a group of dedicated and committed individuals. I am also grateful for and to the exceptional Swim Ireland staff who work hard to deliver our goals and objectives daily.

In 2025 we will continue to work to move Swim Ireland, and the aquatics forward. We will continue to build towards our mission for 'An island of swimmers' giving as many people as possible in Ireland the opportunity to participate in aquatics and importantly, we want to support our clubs, and members to succeed.

Sarah Keane
Swim Ireland CEO

Our Governance Structure

The Irish Amateur Swimming Association, trading as Swim Ireland, is a Company Limited by Guarantee. We are an all-island body, recognised by Government through Sport Ireland, Sport Northern Ireland and by the Olympic Federation of Ireland. We are recognised at European level by European Aquatics and at World Level by World Aquatics.

The constituent documents for the Company are the Memorandum & Articles of Association (M&A), collectively referred to as the Constitution. This defines Swim Ireland's legal framework. The Constitution is supplemented by various policy and procedural documents including a Rule Book that addresses broader organisational aspects. Swim Ireland adheres to the Governance Code for Sport with compliance overseen by the Board, supported by a Governance Committee which meets quarterly and reports formally to the Board of Directors. The Committee includes an external appointee who serves as Chairperson. Sport Ireland also provides external oversight of sporting organisation's compliance with the Code. In 2024, an external audit by KOSI on behalf of Sport Ireland awarded Swim Ireland an 'excellent' rating for Code compliance.

Copies of all the governing documents, our Public Statement of Compliance with the Governance Code, and our Strategic Plan 2022-2026, are available on the Swim Ireland website:

<https://www.swimireland.ie/about/policies>

Board of Directors

The organisation is overseen by a 12 strong voluntary Board of Directors, elected annually at our Annual General Meeting (AGM). We have an experienced Board made up of individuals with diverse skills and experiences, ensuring a comprehensive approach to decision making. Our Constitution requires a minimum 60/40 gender balance, and the current split is 60/40. Except for the Chairperson, the term of office for a director is 2 years, with a maximum of 2 consecutive terms allowed before a director must step aside for a minimum of 2 years. The Chairperson's term is for 3 years, with a maximum two consecutive terms allowed. A director who has served consecutive 4 years on the Board may serve a single term as Chairperson. As vacancies arise, the Board will review its collective skill set and gender balance and will set out the skill set that, in its view, the Director should hold. A skill set audit is conducted periodically and the last such audit was undertaken in December 2024. 10 of the Directors must be members of Swim Ireland. Individuals become members by affiliating through Clubs, of which there are 162 throughout the country. A significant and important change to the constitution was made in 2024 with an athlete representative included on the board for the first time.

The Board undertakes an annual evaluation of its performance and the last such evaluation took place between December 2024 and January 2025.

Table 1 below is an overview of the current Board, detailing their roles, skills, and length of term in office (as of end of December 2024).

Role of Board

The role of the Board is outlined in the Company Constitution and the Board Terms of Reference. In summary, the Board provides strategic direction and oversight, while the Chief Executive Officer and Executive Team handle the day-to-day operations. The Board Terms of Reference and Schedule of Matters Reserved for the Board clearly define the division of responsibilities. Policies are in place to manage conflicts of interest and loyalty.

Voluntary committees, supported by staff, manage some operational aspects of the sport's delivery. Each committee operates under Terms of Reference approved by the Board and reports to the Board through the Executive. Chairpersons of governance-focused committees, such as Audit & Risk, HR & Remuneration, and Governance, attend at least one Board meeting annually to present their reports.

The Board participates in an Annual Training and Induction Programme after the AGM and before the first meeting of the new Board. Additionally, the Board conducts an annual performance evaluation, with the most recent evaluation completed between December 2024 and January 2025.



Meetings of Board

Meetings take place approximately every six weeks with all Board papers generally issued at least five days in advance, allowing Director's time to prepare for the meeting. The CEO attends meetings of the Board but is not a Director of the Company. The Company Secretary is a member of staff but is not a Director of the Company and attends meetings at the request of the Board, taking the Minutes of Board meetings.

The President of Swim Ireland, elected annually on a rotating basis from the four Provinces, represents the organisation at ceremonial occasions and attends Alison Honan, Ulster Region was ratified as President at the AGM in 2024. Members of the Executive Team of Swim Ireland and other external consultants are invited to attend meetings of the Board to deliver updates from time to time.

Additionally, the Board undertakes a strategic away day each year where the focus is on discussing specific areas of the strategy. The last such session was in November 2024 when the Board undertook a mid- Cycle Review of the Strategic Plan.

Table 2 is a record of attendance from the 2024 AGM to March 2025

Board Work Plan

At the start of the year the Board approves the Annual Budget and Operational Plan and reviews the key areas of risk and the operational key performance indicators (KPIs) that it wishes to monitor. Finance is a standing agenda item for the Board and review of the Risk Register and Business Goals KPI review takes place quarterly. Additionally, the Board will undertake a deep dive into areas of strategic importance over the course of the year. The Board issues a points of note information document to all members and staff following each meeting and engages with external stakeholders through meetings and attendance at events.

Table 3 gives an overview of Board discussions throughout 2024.

Table 1: Board Biographies and Experience

Table 1 below is an overview of the current Board, detailing their roles, skills, and length of term in office.

Board Member	Specific Role	Duration on Board	Skills/Qualifications
Cathal Marley	Chairperson	2 years and 8 months	Highly experienced senior level business executive. Currently is Group CEO of EirGrid
Kate Sherry	Board Secretary	8 months	Chief Commercial Officer Edinburgh Airport, Board Member Norwegian Air.
Joan Hynes	Treasurer	3 years and 8 months	Head of Finance & Grants, Science Foundation Ireland.
Helen Desmond	Board Director Munster Region Nominee	3 years and 8 months	Member of Dolphin SC Cork since 2001 & former Secretary. National Referee Graduate of the WIS Leadership Programme
Jo McCormack	Board Director Connacht Region Nominee	3 years and 8 months	Professional background in healthcare, currently Clinical Lead in Midland Hub. Committee member of Longford SC: Longford's Community Games County Manager for past 5 years
Mark Brennan	Board Director (Independent)	Ratified at the 2020 AGM for a two-year term of office. Subsequently reappointed at the 2022 AGM for a second two-year term.	Head of Marketing, Allianz Group
Darragh McGinley	Board Director (Independent)	8 months	Head of Social Media, Indeed.
Mary Haughney	Ordinary Director Skills Based	1 year and 8 months	Senior Official working at International Level, experienced Administrator, member of the Board of Credit Union, former Swim Ireland President and graduate of the Swim Ireland Women in Sport Leadership Programme
William Irwin	Board Director Leinster Region Nominee	1 year and 8 months	Business Executive and member of Aer Lingus Masters Swimming Club
Nicholas Quinn	Athlete Nominee	8 months	Business Advisor (Workforce Management Consultant) in PwC & 2016 Olympian
Mark Wilson	Board Director Ulster Region Nominee	Resigned October 24 (work commitments)	Business Executive and senior Swimming Official.



Director's Record of Attendance

Table 2 below is a record of attendances from the 2024 AGM to March 2025

Name/Date	2024						2025		
	28/5	02/06	26/08	24/09	29/10	26/11	28/01	25/02	25/03
Directors	In Person	Virtual	Virtual	In Person	Virtual	Virtual	Virtual	Virtual	In Person
Cathal Marley, Chairperson	✓	✓	✓	✓	✓	✓	✓	✓	✓
Kate Sherry, Secretary	✓	✓	✓	✓	✓	✓	✓	✓	✗
Joan Hynes, Treasurer	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mark Brennan	✓	✗	✓	✗	✓	✓	✓	✗	✗
Jo McCormack	✓	✗	✗	✗	✓	✓	✓	✓	✗
Helen Desmond	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mary Haughney	✓	✗	✓	✓	✓	✓	✓	✓	✓
William Irwin	✓	✓	✓	✓	✓	✓	✓	✓	✓
Joe Cosgrove	✓	✗	✗	✓	✓	✗	✓	✓	✓
Darragh McGinley	✓	✓	✓	✓	✗	✓	✓	✗	✓
Mark Wilson*	✓	✓	✗	✗	✗	N/A	N/A	N/A	N/A
Nicholas Quinn**	N/A	✓	✓	✓	✓	✓	✓	✓	✓
In Attendance									
Alison Honan, Swim Ireland President	✓	✗	✓	✓	✓	✓	✓	✗	✓
Sarah Keane, CEO	✓	✓	✓	✓	✓	✓	✓	✗	✓
Mary McMorrow, Company Secretary	✓	✓	✓	✓	✓	✓	✓	✓	✓

Board of Directors substantive Discussions and Decisions AGM 2024 - AGM 2025

Standing Agenda Items: Finance Report/CEO Operation Report/Complaints Officer's Report

28th May 2024

- The Board approved the Risk Register
- The Board reviewed and approved Board Standing Orders/Board Terms of Reference/Board Travel Policy
- The Board received a report on the Sport Ireland Paris Cycle Review undertaken by Portas Consulting
- The Board received an update from the outgoing Chairperson of the Performance Management Group on progress made over the Cycle and approved the appointment of Aidan McLaughlin as incoming Chairperson.
- The Board reviewed feedback from the AGM and received an update on the status of National Committees and Regional Executives
- The Board received an update on the International sporting landscape as part of their training and induction from Brian MacNeice (Teneo)

2nd July 2024

- The Board reviewed Olympic Selection and appeals

26th August 2024

- The Board met to discuss matters relating to Open Sea Swimming in Leinster and agreed a way forward to include directly running the major races

29th October 2024

- The Board approved the draft 2025 budget and business plan for submission to Sport Ireland as part of our core grant application
- The Board received an update from the National Water Polo Committee
- The Board received an update on the Infrastructure pillar of the strategy
- The Board reviewed the outcome of the KOSI Audit

24th September 2024

- The Board received an update on community programmes from Head of Education and Community, Aisling McKeever
- The Board approved a pledge to support the European Aquatics Charter
- The Board approved changes to the Swim Ireland Employee Handbook
- The Board received an update from the CEO on changes to the staffing structure to accommodate the influx of additional staff to support the roll out of the NSS

Board of Directors substantive Discussions and Decisions

AGM 2024 - AGM 2025 continued

9th November 2024

- The Board reviewed progress of the organisation's strategic goals with a particular focus on infrastructure and on supporting our grassroots clubs

26th November 2024

- The Board received an update on Clubs and Membership from Adam Cox, Head of Clubs & Communities
- The Board received an update on Education from Aisling McKeever, Head of Education & Participation
- The Board received an update from the Chairperson of the Internal Audit Committee Keith Lynch, which included report on a Review of Internal Controls & a review of the KOSI External Audit Report
- The Board debriefed on the Annual Board Strategic Away Day
- The Board considered a Mid-Strategy Review of the Swim Ireland Strategic Plan 2022-2026
- The Board approved the Swim Ireland voting delegates for the OFI AGM and agreed the names of candidates standing for election for the OFI Board who would be supported

28th January 2025

- The Board received an update from Chairperson of the Athletes Commission, Grainne Murphy
- The Board approved arrangements for the AGM and an update on the Annual Regional Conferences
- The Board reviewed the Complaints & Disciplinary Officer's 2024 Review
- The Board received an update on DEIB from Director of Operations Mary McMorrow
- The Board reviewed CEO Performance (in the absence of the CEO)
- The Board approved the final 2025 Business Plan and Budget

25th February 2025

- The Board reviewed the Performance Plan for the LA Olympic Cycle
- The Board reviewed the Communications Plan for 2025
- The Board reviewed, and approved in principle, a proposal to operate a local authority pool in the Munster area

25th March 2025

- The Board received an update from the Chairperson of the Governance Committee, John McShane, and approved the Annual Statement of Compliance for the Governance Code for Sport
- The Board received an update from the HR & Remuneration Committee through HR Manager Chloe Kinahan
- The Board received an update in relation to the Women in Sport Strategy from Operations and Women in Sport Manager Sarah Kelly
- The Board reviewed and approved the 2024 Financial Statements

Regions and National Committee Structure

Regional Executives manage the affairs of its Region in accordance with an agreed national plan for the Company and the specific needs of that Region, including the development of aquatics at all levels within the Region. Their structure and responsibilities are set out in the Swim Ireland M&A. National Committees or Working Groups are appointed by the Board of Swim Ireland to provide an additional level of oversight and/or expertise in areas such as governance, finance, and risk. The principal oversight committees are Internal Audit, HR & Remuneration, and Governance Committees. All these Committees include a member of the Board of Directors.

Additionally, some of the day-to-day operations of the sport at a national level is undertaken by Committees. All Committees/Executives are made up of volunteers supported by a member of staff who acts as liaison to the Committee.

The Swim Ireland M&A specifies how National Committees are appointed and individual Terms of Reference describe its function. The Terms of Reference can be viewed on the [Swim Ireland website](#). Terms of Office begin at the conclusion of the Swim Ireland AGM and run until the conclusion of the AGM two years later (2 year terms), or as otherwise specified. Individuals may serve a maximum term of office of 6 consecutive years before having to step aside from a committee. Committees report to the Board through the offices of the CEO or, in the case of oversight committees, through a formal written report directly to the Board. The Chairpersons and Attendance sheets for each Committee and Working Groups can be found at Appendix A.



Table 4: 2024 Regions and Committees Updates

Name	2024 Regional Updates
Connacht Region	<p>The Connacht Region Management Committee (CRMC) met over 12 times through 2024.</p> <p>The main highlights in 2024 identified by the committee were:</p> <ul style="list-style-type: none"> • A major upside in number of members in clubs. • The level of professionalism at all our Regional Galas. • The commitment to organise the Annual Competition Calendar on time. • The commitment of the voluntary Regional and Sub Committees. • The increase in Trained Officials. • Setting up of ATU Sligo and University of Galway swim teams which allows swimmers to remain swimming after beyond leaving certificate. • The amazing work and commitment of our dedicated Pathway Development Coach for the region. • Swimmers from Connacht region attending international meets representing Ireland. • CRMC hosted a Delegates Meeting in September, nominated Delegates from clubs attended. As a result of the meeting, the CRMC bought equipment such as benches, brought fees down for the Aspiring and Championships galas. • Working with Swim Leinster and holding a joint LC Championship meet over 2 weekends in UL and NAC. • Natasha Walshe Ballina Dolphins SC who received Volunteer of the year award year for her contribution to swimming at club and as a Connacht committee member. • Connacht’s RPAG organised an opportunity for coaches to earn 3 CPD points by attending a workshop with Olympian Shane Ryan. <p>The main challenges in 2024 within the Region were:</p> <ul style="list-style-type: none"> • Engaging volunteers from our region, clubs, and members • Lack of access to some facilities for clubs through the year • Difficult to book pools for our LC Aspiring and LC Championships, we share a facility with another region and some of the dates were already booked or provisionally booked. We would like to ensure next year that both parties have a meeting with UL and SI together to book facilities.

Name

2024 Regional Updates

Leinster Region

The Leinster Region Management Committee held 7 online meetings over the past year. All vacant committee positions have been filled since the last RAC and the RPAG has been re-populated with the appointment of a new Chair and additional members. Our greatest challenge in 2024 has been the negotiation of a new 4 year contract with the NAC to include sufficient dates at an affordable rate to deliver the prescribed regional competition calendar.

Highlights

- Leinster club numbers at record levels with most at full capacity.
- 26 regional club swimmers outside the national centres named as national Programme Athletes (club affiliation as of July 2024)
- Largest number of athletes qualifying for the regional programme, limited to 80 taking part in the programme, onshore only opportunities offered to additional athletes.
- Re-introduction of the Regional Forums as a vehicle to speak directly to clubs and receive their feedback. Sports Engine (TeamUnify) Webinar organised by the region for Coaches and Gala Secretaries at the end of January.
- Retention of the Interprovincial Cup by Leinster
- The awarding of the Presidents Prize to long-time regional Gala Secretary, Ger Fleming, in recognition of his many years of excellent service.
- Collaboration with the Connacht Region to deliver separate Age Group and Youth/Senior Regional Championships in 2025.
- Support for clubs in the region to hire timing pad system at reduced cost enabling delivery of Level 3 meets.
- Supports for clubs in the region to offer additional sessions with distance events at L3 meets to help address oversubscription at regional meets.
- While the region continues to require additional Officials, we are delighted to have 2 new National Referees, 2 new National Starters, 1 new National Judge and 4 new Probationary Judges.



Name	2024 Regional Updates
Leinster Region	<p>Challenges</p> <ul style="list-style-type: none"> • The Leinster region has the greatest number of competitive swimmers and it is becoming increasingly difficult to deliver all the regional competitions within the limited number of days available to us in the NAC coupled with the lack of available/suitable venues elsewhere in the region. It is a testament to our clubs and coaches that the numbers of entries continue to grow and over-subscription has become an ongoing challenge. • Increased pool hire costs for the NAC coupled with ancillary costs for gala days such as car park attendants have added to financial pressures. • Lack of suitable/available venues outside the NAC to accommodate numbers for Future Challengers meets – no additional days available within the contract to hold FC in the NAC. • Lack of volunteers to join the Competitions committee in particular and help with organisation and running of regional meets. Additional Level 3 Officials also still required. • Insufficient number of club Level 3 meets per season as clubs cannot access sufficient pool time. • The role of Regional Support Officer has not been filled and this has left a gap in the services to clubs and the competition team within the region. • For club members who wish to continue training and competing post-secondary school but are moving away from their existing clubs to access 3rd level education, there is a lack of opportunities and we are failing to retain these swimmers. Most clubs in urban areas are at capacity and cannot facilitate them while third level swimming clubs, with one exception, are not offering suitable training opportunities. <p>Future Plans</p> <ul style="list-style-type: none"> • We had hoped to produce a Regional Competition Handbook for the 2024/2025 season but this will be high priority for the 2025/2026 season. • The Regional Forums will continue with clubs asked to advise on topics they wish to see discussed. • The re-location of a 2nd timing system to the southern half of the region for clubs to access has been put on hold subject to demand from clubs running Level 3 galas but we hope to address this for the 2025/2026 season.

Name	2024 Regional Updates
Munster Region	<p>After a busy 2023 return to swimming the Munster Exec/Pathway and Competitions committees have been working hard for the 2024/2025 seasons. All 25 junior, 10 masters, and 2 teaching clubs regionally, with just under 4,000 members, reaffiliated with Swim Ireland. Some of the work completed and what is currently planned is outlined below.</p> <p>Highlights from 2024 include:</p> <ul style="list-style-type: none"> • The region's strategic vision was presented to SI officials. • Circa 100K Munster Sports Capital Equipment Grant funding approved for replacement of aging infrastructure. • The region fully funds the Pathway Coach. • FastWave will be used to assist in all competitions both remotely and in person at Munster Galas. • FastWave will be used at the Munster Splash (a first for swimming in Ireland). • Competition Handbook issued initially in 2023 & has continued to be an annual feature. • Pool practicals continued to be organised for new officials. • 4 new officials joined the Munster family in the past year. • Regular job shadowing of the timing suite roles at all regional meets. • One Munster coach attend the LEN conference in the autumn. • Munster School entries continue to use HY-TEK & JotForm. Fastwave will provide a more efficient and user-friendly application. • Munster shop continues to be very successful with a larger portfolio of generic and branded products available. • Meet Mobile available for all Aspiring & Championship Meets, additional investment continues in this area. • A larger storage facility for Munster equipment close to UL is now in place. Additional storage facility has been rented in Tralee for the mobile timing equipment. • Munster Open - Splash 2025 - first time held, well received in the region. • Investment in Swim Munster Branding - Backdrops, Pull Up signs & Back Stroke Flags. • Management and maintenance of old timing equipment continues to be very successful. • Shared regional office space in UL. • 2 PA systems purchased to help reduce running costs for the region and clubs in hosting swimming meets. • Munster photocopier/printer now stored in UL and has proved beneficial with meet printing. • Cottage industry developed in repairing swimming equipment with a master tool maker in Tralee. This has been shared & used by all regions. <p>Planning for 2025/2026 includes:</p> <ul style="list-style-type: none"> • Further investment in timing equipment and Gala IT services. • Plan to re-purpose/replace the old UL timing system into mobile regional timing systems. • Collaboration on digital equipment used by NCL. • Seek to develop sponsorship opportunities.

Name	2024 Regional Updates
Ulster Region	<p data-bbox="411 170 788 203">Swim Ulster Board Activities</p> <p data-bbox="411 248 1465 403">The Swim Ulster Board chaired by Nick Berryman has had an impactful and productive year, holding six meetings—both virtual and in-person—throughout 2024. Their role in governance and strategic oversight was instrumental in achieving several key milestones:</p> <p data-bbox="411 450 1469 562">Staff Team Recruitment: The board oversaw the recruitment of two new staff members, Mark Stoops as the Operations and Communications Support Officer and Brenda Dann as the Schools and Community Development Officer.</p> <p data-bbox="411 609 1449 680">Financial Management: Reserves were increased in line with policy, and a new auditor was appointed to enhance financial oversight.</p> <p data-bbox="411 728 1390 799">Annual General Meeting: The board successfully hosted the AGM, further engaging with the Swim Ulster community.</p> <p data-bbox="411 846 1469 958">Governance and Policy: They are now in the process of refreshing the company articles, ensuring the organisation's compliance and modernisation ahead of the February 2025 AGM.</p> <p data-bbox="411 1005 1417 1120">Funding and Support: The board continues to support the executive team in securing funding from Sport NI, achieving year-on-year increases. Another funding application is planned for 2025.</p> <p data-bbox="411 1167 1474 1279">Major Events: They played a crucial role in hosting the European Aquatics Congress and Diversity, Equity, and Inclusion Conference, welcoming delegates from across Europe.</p> <p data-bbox="411 1326 724 1359">Committee Leadership:</p> <p data-bbox="411 1406 1481 1478">The newly established Coaches Advisory Committee, chaired by Nick Berryman, provides a platform for coach engagement and development.</p> <p data-bbox="411 1525 1490 1597">The Competitions Committee, chaired by Frank Stevens, continues to strengthen competitive opportunities across Ulster.</p> <p data-bbox="411 1644 1430 1677">The board was proud to nominate Alison Honan as President of Swim Ireland</p> <p data-bbox="411 1724 1501 1836">Through its commitment to strong governance and strategic leadership, the Swim Ulster Board continues to enhance the organisation's growth, visibility, and impact in aquatics across the region.</p> <p data-bbox="411 1883 1485 2076">In addition, the board undertook the development of a comprehensive multi-year Safeguarding Plan in conjunction with Kate Hills and Paul Stevenson from the NSPCC. This initiative was further supported by Board Safeguarding training, ensuring that Swim Ulster continues to prioritise the safety and wellbeing of all participants across its programmes.</p>

Name	2024 Regional Updates
Ulster Region	<p data-bbox="411 170 759 203">Schools and Communities</p> <p data-bbox="411 250 1493 405">Swim Ulster partnered with Alliance ASC to support 96 children from low socio-economic backgrounds in learning to swim through the North Belfast Swims Initiative. This initiative focuses on making swimming more accessible to families facing financial barriers, ensuring all children can enjoy the benefits of swimming.</p> <p data-bbox="411 450 1501 602">Swim Ulster is actively engaged in discussions with local councils across the region to expand similar partnerships. Building on the success of the North Belfast Swims Initiative, these programmes aim to make swimming lessons accessible to even more children who might otherwise be excluded due to financial constraints.</p> <p data-bbox="411 647 995 680">Coaches, Clubs, and Aquatics Development</p> <p data-bbox="411 725 1493 880">Swim Ulster hosted its Annual Club Conference on 2 March 2024, with 21 clubs in attendance. Additionally, the 2024 Coaching Conference in January featured Stuart McNarry, National High-Performance Coach with Swim Wales, as a guest speaker. Over 120 coaches participated in this engaging and informative event.</p> <p data-bbox="411 925 844 958">Talent Development Programme</p> <p data-bbox="411 1003 1466 1120">Led by Mark Craig, Swim Ulster’s Talent Development Programme continues to provide opportunities for young swimmers to develop their skills and progress within the sport.</p> <p data-bbox="411 1164 1485 1319">Talent Identification (ID) sessions are held regularly at Greenvale Leisure Centre, Enniskillen, and Newry. While term one of the Newry sessions was cancelled due to pool renovations, Greenvale has continued to host sessions every Sunday, ensuring ongoing opportunities for participants.</p> <p data-bbox="411 1364 1501 1480">The Regional Squad has also enjoyed a successful year, with regular training and a valuable competition experience in England, helping swimmers to further develop their skills and gain exposure to different competitive environments.</p> <p data-bbox="411 1525 1453 1641">The programme remains focused on supporting young athletes and identifying future talent, contributing to the growth of swimming across the region. Skills camps were held across Ulster during holiday periods.</p> <p data-bbox="411 1686 560 1720">Operations</p> <p data-bbox="411 1765 1501 2000">2024 saw record participation in Swim Ulster Meets, with over 18,500 entries. Swim Ulster also partnered with Swim Ireland and European Aquatics to host the Diversity, Equity, and Inclusion (DEI) Conference and European Aquatics Congress in Belfast in September. Over 150 delegates from 34 European countries attended, enjoying a packed weekend featuring the inaugural DEI Conference, a gala dinner at Belfast City Hall, and a sightseeing tour of the city.</p>

Name	2024 Regional Updates
Ulster Region	<p data-bbox="411 210 561 241">Water Polo</p> <p data-bbox="411 288 1445 360">Swim Ireland Competitive Water Polo Membership in Ulster grew by 7.4% this year. Highlights include:</p> <ul data-bbox="411 369 1485 640" style="list-style-type: none"> - Tournaments and Matches: Hosting over 121 hours of National League matches, including cups and interprovincial tournaments. - Education: Level 1 and 2 coaching courses and referees' training. - Development: Launch of the inaugural U13 Ulster Water Polo Academy, led by Jane Reilly, with 60 participants registered for the upcoming season. - Outreach: Mini Water Polo taster sessions across Mid Ulster and Mid & East Antrim Councils. <p data-bbox="411 687 1506 797">Additionally, Oonagh Garry, Secretary of Ulster's Water Polo Committee, earned a prestigious appointment to the European Aquatics Water Polo Technical Committee.</p> <p data-bbox="411 806 820 837">Open Water Swimming (OWS)</p> <p data-bbox="411 846 1485 999">Swim Ulster successfully delivered the Get Wet Stay Safe Roadshow, funded by Sport NI, attracting over 245 participants between January and March 2024. The initiative also included 57 practical sessions with over 500 participants across eight council areas.</p> <p data-bbox="411 1046 523 1077">Officials</p> <p data-bbox="411 1124 1441 1317">Swim Ulster continues to invest in its officials, offering regular courses at all levels to support the development and growth of officiating within the region. Plans for a Young Whistler programme are set for next year, providing opportunities for young people to gain official qualifications and become involved in the sport.</p> <p data-bbox="411 1364 1450 1473">It was also a great achievement for Swim Ulster to see Gary Stoops nominated by Swim Ireland to officiate at the Paris Olympics. Swim Ulster was very proud to have one of their own representing the region at such a prestigious event.</p>



Name	2024 Committee Updates
<p>Child Welfare Committee</p>	<p>The role of the Child Welfare Committee is to ensure that Swim Ireland operates to the highest standards of care in providing a safe and secure child-centred environment for all young people and athletes whilst participating in their sport. The objectives for 2024 were to attend Regional meetings and events, act as a resource for CCOs signing up to the CMT, review policy documents, review Terms of Reference for the Committee and act as a more local resource for CCOs in the region. The agreed objectives for 2025 are:</p> <ul style="list-style-type: none"> • Regional Children Officers to be present at each regional gala • Photography and camera use to be focus for 2025, advising regional committee and events • Formalise the safeguarding requirements for regional events with DLP and safeguarding lead/ responsible person identified in pre-competition information; also, to include the first aid provisions • Policy review • Issue Terms of Reference to Swim Ireland Board • Maintain / re-establish (Ulster) collaboration with regional committee and Board
<p>Selection Panel</p>	<p>The role of the panel is to select/nominate athletes to teams (swimming, open water swimming and diving) to represent Ireland and Northern Ireland at several international events. The objective of the Committee in 2024 was to ratify National Team Selections/Nominations, with the last meeting held in September.</p>
<p>Disciplinary and Complaints Committee</p>	<p>The Swim Ireland Complaints and Disciplinary Committee has the following responsibilities:</p> <ul style="list-style-type: none"> • Act as the appellate body to decisions of the club or regional complaints and disciplinary Committee decisions. • Act in the first instance for First Instance Matters • Hear complaints and disciplinary actions in the First instance at club/region level where an application has been made to Swim Ireland by any party and consent is given by the Complaints & Disciplinary Officer of Swim Ireland to such an expedited hearing. <p>Through the year, the Committee reviewed and adjudicated on matters referred to it by the Complaints & Disciplinary Officer in accordance with Swim Ireland Complaints & Disciplinary Rules and Procedures.</p> <p>The Committee members which heard cases throughout the year were:</p> <p>Brian O'Connor (Chair) Pauline McNamara (Connacht) Joe McCarthy (Munster) Kevin Dowling (Connacht) Manus Reid (Ulster) Karl Toomey (Leinster) Jane Kirrane (Munster)</p>

Name	2024 Committee Updates
<p>Masters Committee</p>	<p>The objectives of the Working Group in 2024 were to:</p> <ul style="list-style-type: none"> • Establish a new committee structure, moving to a standing committee to a working group • Update and implement new terms of reference to account for the change in committee structure • Develop a new strategic plan which aligns with the overall Swim Ireland strategic plan • Maintain funding support for clubs running domestic Masters galas • Promote National Team attendance at European & World Masters Championships • Review and update the Masters website <p>The main challenges have been:</p> <ul style="list-style-type: none"> • Adapting to a new committee structure which coincided with a change over in Swim Ireland liaison for the committee. • The role and responsibilities of the Masters Committee from competitive swimming to cover the development of adult participation, recreational and swimming for fitness with the current budget resource for the Committee not allowing for this. <p>The objectives for 2025 are:</p> <ol style="list-style-type: none"> 1. Add detail and measurable targets to the strategic plan which will form an operational plan for 2025 2. Improve the professionalism and consistency of website, newsletters, social media 3. Increase the support for clubs wishing to host domestic Masters galas 4. Maintain a competitive team footprint at World Masters Championships in 2025 5. Promote the success and achievements of Masters swimmers in Ireland
<p>Performance Advisory Group</p>	<p>The main objectives of the Performance Advisory Group for 2024 were:</p> <ul style="list-style-type: none"> • Confirm Domestic Meet Consideration/Qualification Standards • Confirm Domestic Meet Schedule of Events • Confirm International Selection Policies • Select SI Award Winners in Performance categories

Name	2024 Committee Updates
HR & Remuneration Committee	<p>The role of the HR & Remuneration Committee is to determine and agree, in consultation with the Chairperson of the Board, the framework or broad policy for the remuneration of the Company’s Chief Executive Officer and in consultation with the Chief Executive Officer for other members of staff; and to approve the HR strategy and oversee its implementation. The main objectives of the Committee in 2024 were to:</p> <ul style="list-style-type: none"> • Approve remuneration recommendations for staff to go to Board for approval • Check and challenge re staff restructuring and other staffing matters • Succession Planning for retirement of Committee member
Audit Committee	<p>The objectives for the Committee for 2024 were:</p> <ul style="list-style-type: none"> • Audit 2024 discussion • KOSI Pulse Audit 2024 • Internal Controls Review 2024 • Risk Register (RR) Nov24 Review • Update in relation to Management Accounts to Oct24, Forecast to YE24 and Draft Budget 2025 <p>The Committee last met in November, with the objectives for 2025</p> <ul style="list-style-type: none"> • Audit 2024 – unqualified audit report • KOSI Audit Report recommendations considered in relation to Financial Statements 2024
Nominations Committee	<p>The Committee conducts the nomination and selection process for identifying candidates for the vacancies of Chairperson and two independent directors arising on the Board of Swim Ireland. The Committee last convened in April 2024 and presented its recommendations at the AGM on 23 April 2024.</p>



Name	2024 Committee Updates
National Water Polo Committee	<p>The main objectives/focus areas for the Committee in 2024 were:</p> <ul style="list-style-type: none"> • Produce a strategic plan which aligns with the overall Swim Ireland strategic plan • Bring the Water Polo Competitions Rule Book under the control of the NWPC • Maintain delivery of the water polo conference, competitions workshop, and coaches conference • Launch the Water Polo Respect Charter • Increase the number of officials in water polo (table officials, referees, delegates) • Support the development of coach education through identifying new tutors to gain qualification to deliver courses • Appoint new National Team coaches and Team Managers for 2024-2026 period <p>The objectives for the NWPC in 2025 under each of the Swim Ireland Strategic pillars were agreed at the December meeting. This includes:</p> <ul style="list-style-type: none"> • Consolidate and standardise the language surrounding the structures and systems used to serve Water Polo clubs and community • Create a specific Participation Strategy which aligns with the Water Polo Strategy and focuses on increasing membership numbers • Allocate a percentage of Swim Ireland Water Polo staff time to lead on a Participation Strategy • Maintain an active Competitions Committee and deliver the annual competitions workshop • Complete and publish a new Water Polo National Squad Document and National Team Selection Policy with clear processes for selection/de-selection • Introduce a National Selection Panel to govern the selection of players and staff to National Squads and National Teams • Identify a new Chairperson and Treasurer and ensure succession planning is in place for a smooth handover of roles • Build and implement policy to have independent Chair (consider independent Treasurer)
Performance Management Group	<p>The Performance Management Group provide scrutiny over the cyclical Performance strategy, as well as providing ideas and/or solutions as required. A review of the Performance Management Group took place in Q4 2024 with new members to be considered in Q1 2025.</p>

Name	2024 Committee Updates
Governance Committee	<p>The main objective/focus areas for the Committee is to monitor compliance with Code of Governance, to set Governance Goals for the organisation each year and to both support and monitor implementation of those goals; to review and update the Terms of Reference of all Standing Committees as required; to undertake an annual review of organisational policies and update as required, to review and approve new organisational policies and other relevant documents and make recommendations to the Board on their adoption. The Committee meets quarterly. The Chairperson (Independent) of the Committee, John McShane, attended a meeting of the Board in March 2024 to present a report on behalf of the Committee. The Board formally approved the signing of the Annual Governance Code Compliance Statement, and Public Statement of Compliance following this presentation.</p>
Competitions Steering Group (Technical Committee)	<p>The role of the Group is to take decisions in relation to the strategic construct and organisation of National & Regional Swimming and Diving Competitions, considering the recommendations of the Performance Senior Leadership Team and the Performance Advisory Group. The Committee met twice during 2024, with the main objectives/focus areas to review standards and Qualifying times for National Competitions (Irish Open) and review recommendations and feedback from all National Competitions. The objectives for 2025 are to agree standards and review recommendations for National Competitions and review standard of equipment in all facilities hosting Swim Ireland events.</p>
Swim Ireland Athletes' Commission	<p>Established in 2022, the Swim Ireland Athletes' Commission goal is to act as the bridge between our athletes and Swim Ireland by, providing a direct channel for athletes to celebrate successes, voice concerns or issues, and enhancing collaboration between Swim Ireland and its athletes.</p> <p>In 2024 the Commission met quarterly, with Commission members attending multiple National Competitions engaging with athletes and compiling feedback for discussion. The Swim Ireland Athletes' Commission, in conjunction with the Life Skills team from the Sport Ireland Institute, delivered the Future Strokes Career Planning programme, via the new Swim Ireland Athletes Hub with content on CV Writing, LinkedIn profiling, and Job searching. This programme was designed to help athletes prepare themselves for the future and a life after sport.</p>
DEIB Strategic Committee	<p>This Committee was established in 2024, contains both internal and external representation, and plays a key role in assessing the DEIB Action Plan, and contribution of plan outcomes to Swim Ireland's DEIB agenda and Strategic Plan (2022-2026) and provide expertise in exploring other areas for the organisation to consider in the DEIB space.</p> <p>The Committee met twice last year to review DEIB objectives and highlight priorities for the organisation in 2025.</p>



Anti-Doping Report 2024

Swim Ireland, in conjunction with World Aquatics, WADA and Sport Ireland is committed to ensuring the integrity of sport through its anti-doping programme, which seeks to protect the health of its athletes and facilitate them to pursue their performance goals in a fair and equitable manner. It is important that Swim Ireland and its membership continue efforts to ensure that sport is fair and clean for all, from grassroots to high performance.

Towards the end of 2024, education requirements for athletes moved from the Sport Ireland eLearning module to the WADA eLearning modules. WADA have a range of modules and refresher courses for different levels of athlete and support staff, and we intend to roll out the use of these courses further in 2025.

Sport Ireland have committed to running training for new Anti-Doping Educators in 2025 and we intend to upskill a number of individuals to be able to deliver Clean Sport Education sessions from 2026 onwards

The Swim Ireland Anti-Doping CPD eLearning module continues to be available to all interested parties across all our disciplines.

2024 Anti-Doping Statistics

Total number of tests for all sports carried out by the Sport Ireland Anti-Doping Unit	At the time of printing, this information was not available. Sport Ireland are currently working on their own Annual Report which is due to be released in April where this information will be reported.
Number of tests for swimming/diving carried out by the Sport Ireland Anti-Doping Unit	In Competition – 23 (urine samples) Out of Competition – 56 (urine samples) Blood Tests – 57 (includes both IC and OOC) Total - 136
Number of Irish swimmers/divers on the Sport Ireland Registered Testing Pool	14
Number of Irish swimmers/divers on the World Aquatics Registered Testing Pool	3

It should be noted that the data is reported in 'Samples' – is representative of the number of individual urine, blood, blood Athlete Biological Passport, or Dried Blood Spot samples collected. In one Sample Collection Session, multiple samples can be collected from an individual athlete and therefore this data should be represented to reflect this, and not as the number of 'tests' or Sample Collection Sessions carried out across the timeframe.

2024 Operational Plan Review

Table 5 Operational Tracker below, sets out the high-level goals identified by our Board at the start of the year and commentary on how we performed. The goals are set out under the 5 Strategic Focus Areas

Table 5: Operational Tracker

Focus Area	KPIs and Key Actions	How we did in 2024
<p>Pillar: Clubs, Regions, and Competition</p>	<p>Support our clubs and membership base to develop and grow our numbers beyond pre Covid levels.</p>	<p>A key focus for the department over the past few years has been supporting and providing guidance to clubs as they work hard to rebuild their knowledge base, this was no different in 2024. There has been a significant amount of volunteer turnover in clubs and the department has worked hard to engage with clubs daily and undertake club visits to offer the much- needed support and guidance.</p> <p>We continue to drive and offer opportunities for our Special members with our connection with Triathlon Ireland and particularly open water swimming and are delighted with the continued success of this membership. With the various members (club and non-club) and it is very promising to see our membership numbers rising towards 21000.</p>
	<p>Put in place club frameworks to provide clarity on their purpose & drive continual improvement in standards.</p>	<p>The Club Support programme was again rolled out with monthly workshops, forums and seminars delivered throughout the year. This annual programme continues to be successful with over 100 clubs engaging with various interventions throughout the year. We are reviewing the current structure of the club support programme with some changes to delivery and structure coming in 2025. The Clubs team, Pathway Coaches, and other staff continue to work closely with our committees and coaches to provide on the ground support and help them manage challenges and plan and develop for the future.</p>

Focus Area	KPIs and Key Actions	How we did in 2024
<p>Pillar: Clubs, Regions, and Competition</p>	<p>Ensure there are fit for purpose competition and events to support aquatic disciplines and member needs.</p>	<p>The 2024 season was again a great success with exciting and well attended national events taking place across all our disciplines.</p> <ul style="list-style-type: none"> • A very succesful 2024 Irish Open and Olympic Trials delivered with approx. 400 athletes. • Over 4300 entries across our national swimming competitions, which was up from the figures in 2023. • Very successful delivery of Irish Senior Cup (Water Polo) in Bangor which was also successfully live streamed. • Continued developing and supporting strong links with several key bodies and supported the delivery of competitions for Paralympics, Special Olympics, National Rehab Centre, Irish Down Syndrome Sporting Association, Loretto Schools. • Delivered a successful Irish Open Diving event for 260 competitors which is a big increase on numbers from 2023.
	<p>Develop and grow Open Water</p>	<p>A key target area for 2024 was the growth and development of an open water pathway and programme of events. We successfully delivered in several areas with the following taking place:</p> <ul style="list-style-type: none"> • The introduction of the first club open water pathway programme with over 100 club swimmers taking part. • The successful delivery of the Dublin City Liffey Swim and Dun Laoghaire Harbour swim with over 500 competitors. • The National Championships expanded to include age groups more distances, which saw over 150 swimmers in attendance. • The development of open water health and safety training and restructured licensing programme for our event organisers. <p>The developing further resources and workshops to support our community to deliver.</p>

Focus Area	KPIs and Key Actions	How we did in 2024
<p>Pillar: Clubs, Regions, and Competition</p>	<p>Ensure there are fit for purpose competition and events to support aquatic disciplines and member needs.</p>	<ul style="list-style-type: none"> • Delivered a successful Irish Open Diving Championships with a 30% increase in event entries from 12 clubs covering 6 different countries • Delivered a successful National Masters Championships & Celtic Masters
	<p>Develop and grow Water Polo</p>	<p>We made a significant commitment to grow and develop Water Polo by recruiting a full-time dedicated Water Polo Officer to join a newly structured and enhanced Water Polo staff team. We continue to work closely with and support the National Water Polo Committee and Water Polo Competitions Committee to ensure the delivery of a Water Polo competition programme and a National Squad Programme.</p> <p>This year we have written a new Water Polo strategic plan which aligns with the overall Swim Ireland strategy and have further augmented our relationship with European Aquatics by securing a place on the European Aquatics Technical Water Polo Committee.</p> <p>Some of the other main highlights include:</p> <ul style="list-style-type: none"> • Confirmed a new contract for the National Head Coach • Appointed a new team of National Programme coaches • Junior national teams performed well in ASA tournaments in England • Launched a Respect Charter to improve the culture in domestic league & cup fixtures • Continued to deliver a programme of education & development for coaches & officials • Commenced training of four Water Polo tutors

Focus Area	KPIs and Key Actions	How we did in 2024
<p>Pillar: Clubs, Regions, and Competition</p>	<p>Build the foundations for sustainable diving programmes</p>	<p>Swim Ireland staff continue to support facilities operators who have the capability of running Learn to Dive programmes. We have successfully assisted Lisnasharragh Leisure Centre in Belfast to establish regular provision of structured diving activities.</p> <p>Competitive diving at club level has undergone significant change and has faced challenging year. However, we continue to support and work closely with our leading diving club.</p>
	<p>Develop and grow Masters Swimming</p>	<p>A new Masters development plan has been written which aligns with the overall Swim Ireland strategy and our staff continue to support the National Masters Committee to deliver on many different aspects of the plan.</p> <p>We have further developed competitive Masters swimming through increased support to clubs running Masters galas and the production of a structured coordinated calendar of events. Swim Ireland staff once again supported the successful delivery of the Celtic Masters and National long Course Championships.</p> <p>Clubs and individuals have been supported in their endeavours to perform on the international stage, and Irish Masters swimmers have enjoyed another good year of international results. The highlights been achieving 13 medals at the World Aquatics Masters Championships in Doha and 29 medals at the European Aquatics Masters Championships in Belgrade.</p> <p>38 Masters members participated in a 10-week virtual Strength & Conditioning series running through November and December.</p>



Focus Area	KPIs and Key Actions	How we did in 2024
<p>Pillar: National Infrastructure for the Aquatics</p>	<p>Work with Government to develop and roll out a National Swimming Strategy</p>	<p>2024 was a milestone year which saw the launch of the Government’s first ever National Swimming Strategy, something that Swim Ireland has been lobbying for since 2017. The Strategy is set out under 5 themes united under a vision “to provide everyone in Ireland with an opportunity to swim”. In launching the Strategy in August, Minister Thomas Byrne committed to providing up to €500,000 annually for the next three years to fund local Swimming Activators. These activators, employed by Swim Ireland, will work at the local level to unite stakeholders and maximise swimming opportunities within communities. Work now begins on implementing the strategy under the five thematic areas which are:</p> <ul style="list-style-type: none"> • Access, Inclusion and Disability • Infrastructure and Facilities • Education, Lessons and Coaching • Open Water Swimming • Pathways and Performance
	<p>Pilot the Pop-Up Pool concept with a view to having Pop Up pools all over the country.</p>	<p>Our initial vision for the Pop-up Pools (PUPs) was to have one in every county but having operated them for 2 years we have revised our thinking. The pools are innovative, deliver a significant social return on investment and bring swimming to populations that have no access to a pool. However, there bring with them challenges and in 2024 we revised our operating model, working more closely with and getting more support from the local authorities.</p> <p>Locations that have benefitted from the pools so far are: Donabate, Blessington, Tubbercurry, Oldcastle, Leixlip, Cootehill and Carrickmacross.</p> <p>We expect all of our Pop-Up Pools in operation in 2025.</p>



Focus Area	KPIs and Key Actions	How we did in 2024
<p>Pillar: National Infrastructure for the Aquatics</p>	<p>Build an expertise in innovation in swimming pools and share our expertise with local authorities and pool operators</p>	<p>One of our biggest projects in 2024 was gathering comprehensive data on the number and types of pools in the country to support the development of a Swimming Facilities Planning Model. This data includes the number of hours the facility is open to the public, the age of the facility, types of energy used and the management model in place. Overlaid with population data, the report provides an overview of swimming infrastructure and help us determine priority areas for investment. We have also produced a bespoke report for each local authority area, giving an objective overview of pool stock relative to population and highlighting the optimal locations for new pools.</p> <p>We supported 6 Local Authority applications for Swimming Pools under the Large Scale Sport Infrastructure Fund and successfully lobbied for swimming pools to be eligible for the Sports Capital Equipment Grant.</p>
	<p>Support safe, accessible outdoor swimming spots</p>	<p>As part of the governmental working group which developed the National Swimming Strategy, we were strong advocates for specific consideration of Open Water Swimming. Open Water one of the key thematic areas of the Strategy which was published in August. We are now working with Sport Ireland and other stakeholders to provide an increased focus on improving infrastructure to support Open Water. As an example of this, we worked closely with Sport Ireland to set the criteria for a Department of Health funded grant, providing facilities to support Open Water Swimming. We also continue to advocate for consideration of outdoor swimming in the context of Local Sports Plans in our engagements with LSPs and Local Authorities.</p>
	<p>Work with key stakeholders to ensure there are plans and programmes in place to encourage participation with adequate resources to deliver these initiatives</p>	<p>We recognise the importance of locally driven programmes and have continued to forge our relationships with LSPs, Local Authorities and Community Groups. The announcement in August of funding of €500,000 for each of the next three years to develop an activator network was very significant and provides us with a real platform for growth.</p>

Focus Area	KPIs and Key Actions	How we did in 2024
Pillar: Community and Participation	Further develop the Swim Ireland learn to swim programme	<p>In 2024, the Swim Ireland Aquatics Academy was formally launched at the Swimindustry Conference in February. The Aquatics Academy covered Pre-School (from birth) through Junior (from 4 years) and up to Senior Academy, which introduces a range of Aquatic Disciplines and early skill development needed to progress to swimming clubs. We currently have 20 partners renewed and a 3-year contract.</p> <p>A comprehensive review of the open water programmes also took place, with the Open Water Aquatics Academy launched in summer 2024, catering to children, teen and adults. The Open Water Academy was delivered in 32 locations, with over 200 programmes and 2000+ participants engaging throughout the summer months.</p>
	Drive 100,000 participation opportunities through programmes and events with a particular focus and emphasis on community & hard to reach groups, wider levels of inclusion and diversity of both participant and teacher/helper..	<p>In 2024, we have continued to increase the range and number of opportunities available for hard-to-reach groups.</p> <p>Our Get Ireland Swimming Officers organised 465 programmes and events in 2024, covering both indoor and open water, with a total of 6,533 participants. Working with partner organisations, including the Local Sports Partnerships has been integral to the delivery of programmes and ensuring we are reaching a wide range of target groups. In 2024 we worked with 75 partners across 81 locations nationwide.</p> <p>Swim Ireland is committed to reaching out to those parts of the population who do not have access to a swimming pool or do not swim. Throughout 2024, we increased aquatic opportunities for hard- to-reach groups including women & girls, older adults, people with a disability, LGBT +, migrants and refugees, by delivering over 465 community-based programmes, under Dormant Accounts, Women in Sport and Healthy Ireland funding. These programmes could not be delivered without the support of our partner organisations for example Enable Ireland, City Connects, Sporting Pride, Vision Sports Ireland, and Foróige.</p> <p>In addition to the above we continued to operate and roll out programmes in Sean MacDermott Street Swimming Pool and the Pop-Up Pool situated in Carrickmacross.</p>



Focus Area	KPIs and Key Actions	How we did in 2024
<p>Pillar: Performance</p>	<p>Ensure we have a sustainable Performance programme delivering success on the international stage.</p>	<p>Our swimmers followed up an excellent year in 2023, with an even more successful 2024. Across the year we won 7 senior international medals – 4 gold, 1 silver and 3 bronze, set one European and Olympic Record and had swimmers competing in 31 finals at European or World level.</p> <p>At the World Aquatics Championships in February, we finished 10th on the medal table, with two gold medals and the Athlete of the Championships Award.</p> <p>The largest swimming team in history travelled to Paris, with all individual qualifiers progressing beyond the heats on at least one occasion at the Games, and our two Medley relays rose in the pre-meet rankings. Swimming accounted for 43% of Team Ireland’s medal tally. We returned from Paris with three medals (1 x Gold & 2 x Bronze) and 11th on the medal table; an Olympic record and a European record was set in the process.</p> <p>We continued our success at European Junior level, winning 3 medals in Vilnius.</p> <p>Across the course of the year, 41 Irish Senior and 27 Irish Junior swimming records were broken Our three Performance divers continued to maintain a commendable National Team presence at European and World level. We picked up a bronze medal at the European Championships and had two divers compete at the Olympic Games</p>
	<p>Ensure we have a sustainable Performance Pathway enabling enhanced Performance targets in future cycles.</p>	<p>In 2024, we successfully implemented the National Performance Transition Programme and the National Performance Pathway Programme, providing support to athletes and their home programme coaches. This included the organising of onshore and offshore camps, facilitating offshore competitions, conducting home programme visits, and delivering the Identified Coach Development Programme</p> <p>At Regional Development Pathway level, in conjunction with the regions, we supported over 300 athletes and their coaches, whilst also offering weekly supplementary training to over 250 athletes via the Athlete Support Programme which is offered within each Region</p>

Focus Area	KPIs and Key Actions	How we did in 2024
<p>Pillar: Performance</p>	<p>Ensure we have a sustainable Performance Pathway enabling enhanced Performance targets in future cycles.</p>	<p>In conjunction with our clubs, we delivered ten Club Cluster Skills Clinics for coaches working with age group athletes and five Olympic/Paralympic Athlete Clinics in 2024; and over 200 athletes participated in summer Skills Camps in August 2024. Additionally, the Performance Team fostered collaboration between several clubs, ensuring at least one collaborative coaching programme was active in each Region. These initiatives have significantly enhanced the quality of daily training environments within these respective geographies</p>



Focus Area	KPIs and Key Actions	How we did in 2024
<p>Pillar: Organisational Excellence</p>	<p>Continue to drive best practice standards and fit for purpose organisation strategies and policies.</p>	<p>Governance and Safeguarding are top priorities for our organisation, ensuring we are operating to best practice in line with the Governance Code for Sport. 2024 saw Swim Ireland receive an ‘Excellent’ score in the KOSI Audit, an independent audit commissioned by Sport Ireland reviewing governance in National Governing Bodies.</p> <p>Diversity, Equity, Inclusion and Belonging (DEIB) Action Plan:</p> <p>Key achievements under the plan included the publication of our Transgender and Non-Binary Participation and Competition Policy, increased social media engagement highlighting DEIB, the enhancement of the ‘Aquatics for All’ webpage, and the promotion of events highlighting inclusion, including the very successful DEI Conference held in Belfast in conjunction with European Aquatics.</p> <p>There was also the establishment of DEIB committees, a DEIB Operational Committee with representation from all departments, underlining our commitment to embedding DEIB across the whole organisation, and a Strategic DEIB Committee which includes external representation.</p> <p>Evaluation reports for community programme delivery have been implemented with emphasis being placed on understanding how the organisation is meeting funding allocations and delivery for the hard to reach groups. The Pathway Development Team have also worked with Deaf Sports Ireland to develop standards for Deaf athletes following the Deaf Youth Games, working towards the Deaflympics in Tokyo in 2025.</p>



Focus Area	KPIs and Key Actions	How we did in 2024
<p>Pillar: Organisational Excellence</p>	<p>Be considered a leader in the international aquatic world</p>	<p>Swim Ireland continues to have a strong presence at European and World Level, through our involvement in LEN European Aquatics and World Aquatics. In September, Swim Ireland in collaboration with Swim Ulster, hosted The European Aquatics Congress in Belfast, which brought together key representatives from federations committees and commissions, sponsor partners and other stakeholders from all aquatic disciplines. The Congress, followed on from a groundbreaking European Aquatics Diversity, Equity, and Inclusion (DEI) Conference which underscored the importance of embracing diversity, equity, and inclusion in aquatics.</p> <p>The following Swim Ireland staff and board members also currently sit on World and European Committees:</p> <ul style="list-style-type: none"> • CEO, Sarah Keane: Member of the World Aquatics and LEN European Aquatics Bureaus and Chair of the LEN European Aquatics Diversity and Inclusion Commission. • Director of Operations and Company Secretary, Mary McMorrow Co-Chair of the LEN European Aquatics Learn to Swim Commission. • Head of Education, Aisling McKeever: Member of the LEN European Aquatics Learn to Swim Working group and Chair of the Water Safety of LEN European Aquatics Social Responsibility Commission • National Performance Director, Jon Rudd: President of the World Coaches Association and Chair of the LEN Coaching and Education Commission • Former Board Director and current official, Gary Stoops: Member of the European Aquatics Technical Swimming Committee.
	<p>Grow the commercial income base to enable re-investment into our sport</p>	<p>We continue to seek to increase our self-generated income, where possible. 2024 was the first year of Swim Ireland successfully operating the Sean McDermott Street swimming pool in Dublin 1 on behalf of Dublin City Council, which was key in 2024 in supporting this goal. In 2025, we will undertake a review of the industry in relation to our education course offerings to ensure that we remain at the forefront of aquatic education.</p>

Focus Area	KPIs and Key Actions	How we did in 2024
<p>Pillar: Organisational Excellence</p>	<p>Ensure we are values driven in how we operate and develop our people (professional and volunteer force).</p>	<p>Continuously aiming to maintain a stable, strong, and well-run organisation based on best practice principles in governance, athlete-first policies, safeguarding, financial management, commercial activities, and fostering an empowering and effective culture with engaged staff, and in this regard 2024 saw continued investments in staff development and induction for new joiners.</p> <p>Recognising that our highly competent and expert staff are vital to translating our strategic focus into day-to-day operational delivery, we continued to build on the success of our in-house management development programme.</p> <p>This programme, initiated in 2023, has been instrumental in empowering staff to develop professionally and influence decision-making processes at the highest levels. The programme assists colleagues in developing knowledge and skills as leaders, considering various aspects of operational and strategic management. All original members of this development group have had opportunity for growth, promotion or stretching assignments in 2024 and the group expanded in 2024 to include additional members.</p> <p>In 2024, we built on our induction programme for new joiners. The induction programme ensures that new staff members are quickly integrated into our organisation, understand our values and culture, and are equipped with the necessary knowledge and skills to contribute effectively. By investing time in our new joiners, we aim to foster a sense of belonging and engagement from the outset, ensuring they are well-prepared to support our mission and contribute to our success.</p> <p>Additionally, we have been granted funding via the National Swimming Strategy for the next three years, enabling us to appoint a Head of Participation and Activation. This role will establish and lead a nationwide team responsible for driving the implementation of the National Swimming Strategy 2024-2027 at a local level, shaping the future landscape of swimming through a nationally led, locally driven approach. Periods in the latter half of 2024 have been spent preparing for the recruitment and induction of these incoming new joiners and our candidate support pack will continue to be used for these recruitment campaigns.</p> <p>Overall, these initiatives underscore our commitment to developing our people and maintaining a high-performing, values-driven organisation</p>

Focus Area	KPIs and Key Actions	How we did in 2024
Pillar: Organisational Excellence	Plan our resources and financial structures to support the delivery of our ambitions	<p>The 2024 Financial Statements show an €83k loss (€99k loss Swim Ireland/Water Polo, €16k regional profits), this loss is in line with that budgeted for the year. Staff/departmental restructuring took place during 2024 to support the best delivery of our goals. Investment via the National Swimming Strategy, will allow us to grow our resources to support driving our participation agenda countrywide.</p> <p>For 2025, we have budgeted a breakeven position, and work continues in trying to strategically plan our finances to 2028. We are hopeful that multi-annual funding will be rolled out, which will further support this work.</p>
	Through advocacy and education continue to develop linkages, support, and influence across the leisure industry	<p>The Swimindustry Conference in February 2024 attracted 150 swimming teachers and operators. The conference serves as an opportunity to provide education and networking opportunities for the leisure industry. The Swimindustry Awards recognise those operating at the highest standards within the industry, with the following award winners in 2024:</p> <ul style="list-style-type: none"> • Teacher of the Year in Swimming – Leza McMullan, Bangor Aurora • Partner of the Year in Aquatics Academy – National Aquatic Centre • Most Inclusive Programme Award – Swan Leisure • Educator of the Year – Ann-Marie Walker <p>Head of Education, Aisling McKeever represents Swim Ireland as Chair of the Water Safety of European Aquatics Social Responsibility Commission. The Commission are tasked standardising and improving the standard of learn to swim programmes across Europe.</p> <p>Swim Ireland continue to work closely with Ireland Active (representative body for the leisure industry) and Intreo to provide funded opportunities for individuals seeking to gain Swim Teaching qualifications.</p>



Focus Area	KPIs and Key Actions	How we did in 2024
Pillar: Organisational Excellence	Promote the life skill, the sport, and the people of swimming to help deliver our vision	<p>In relation to our communications, 2024 was focused on inspiring and sharing stories of our members and participants.</p> <p>With an Olympic and Paralympic Games as well as other successes on the European and World stage, we shared stories and insights to inspire our younger generations.</p> <p>From a participation perspective a calendar of communications for all participation programmes was developed with specific initiatives highlighted. Our communications framework was further developed with storytelling a key feature as we highlighted programmes across the year from various groups and cohorts of communities.</p>
	Promote a Career in Aquatics as a professional pathway for individuals	<p>Following its launch in late 2023 the Register of Aquatic Professionals (RAP) replaced the traditional Coach/ Teacher Licensing. 1250 coaches and teachers were featured on the register in 2024, which now runs from 1 January-31 December annually. 296 coaches/ teachers opted for RAP Premium which provided unlimited access to virtual classroom and e-learning CPD. By the end of 2024, a library of 58 on-demand CPD are available, with new content added monthly.</p> <p>Through Sport Ireland Dormant Accounts Funding Swim Ireland's Get Swimming Officers have supported over 50 individuals from diverse and disadvantaged backgrounds gain Swim Teaching qualifications. The objective of this initiative is to increase the diversity of our teaching community, support employment, increase the visibility of individuals from diverse backgrounds who then promote learning to swim within their own communities.</p>





THE FUTURE OUTLOOK

In 2025, the key objective for the organisation is to further enhance our Club Support, provide more training, support and opportunities for our clubs, members and our workforce for 2025. We intend to develop new CPDs to grow the skillsets of swim coaches and teachers and to develop plans to meet the objectives of the National Swimming Strategy through a new team of programme activators. In addition, we wish to further enhance our partnerships for community programme delivery and continue to ensure our compliance with the Governance Code. Lastly, we will look to ensure our athletes are supported across our Performance programmes with emphasis also being placed on our Safeguarding procedures as well as further developing our disciplines including Open Water Development, as well as ensuring our Competitions are delivered to the highest standard.

Following a departmental review, the Education has now amalgamated with the Clubs team with renewed emphasis being placed on the roll out of a comprehensive Club and Regional Support Programme, as well as increasing the number of course candidates going through our qualifications. The team also wish to continue to grow the profile and number of coaches/ teachers featured on Register of Aquatic Professionals. Emphasis will also be placed on furthering our Swim Ireland Aquatics Academy partnerships. Other objectives for 2025 will be to deliver interactive learning opportunities and new professional development opportunities to coaches and teachers. There will also be a review conducted with a view to the development of new Coaching Diving and Coaching Water Polo qualifications. The team also intend to launch the Athlete Hub and further develop Artistic Swimming.

From a participation perspective, the objective will be to recruit and embed a new team of Swimming Activators in line with the National Swimming Strategy. The team intend to work with the Local Sports Partnerships and other partners to roll out community and school focused swimming programmes to the hard-to-reach target groups of the National Sports Policy in line with our funding objectives, as well as deliver a programme of community focused programmes and events both indoor and outdoor.

For the Performance team the intention is to support athletes selected to the World Aquatics Championships, European Aquatics Junior Championships, World University Games, and European Aquatics U23 Championships to be able to deliver peak performances at those times. The team will also commence roll out of the Performance Plan for the Los Angeles cycle, as well as ensure there is effective integration of Paralympics Swimming within the remit of the Performance department. The team will work closely with Swim Ulster, University of Limerick/UL Sport and Sport Ireland DAC to ensure that our centralised programmes remain fit for purpose and monitor and support swimming club programmes. The Pathway team aim to ensure Ireland's highest performing coaches are identified and offered professional development via a Performance Coach Support Programme. The team also wish to identify Open Water talent support such athletes through the development of an Open Water Performance Pathway/Plan.

For Diving, the objective is to maintain a competitive Diving National Team footprint at the World Aquatics Championships. The team also intend to support the Women in Sport Performance & coaching related targets and ensure National Centre athletes are a significant contributor to the population of and to the performance of National Teams.

THE FUTURE OUTLOOK

With the Clubs Team now joining Education, there is a new department in Competitions, Disciplines and Events with the team aiming to enhance our approach for Open Water with annual plans developed in line with the new strategic plans for our disciplines, including Water Polo and Masters, ensuring they are better supported to deliver for our members. The team will focus on the delivery of our Officials Development Plan to increase support at our regional and national competitions.

From a Governance perspective, the objective as an organisation is to maintain full compliance with the Governance Code for Sport and continue to maintain best practice safeguarding standards. In addition, the organisation wishes to maintain exemplary financial controls and practices. The intention is to also to deliver a Communications Plan in line with our Communications Framework highlighting key strategic focus areas for 2025.

The Operations Team will look to roll out an Action Plan to deliver the National Swimming Strategy, and work with Local Authorities and others to inform and support the development and building of new pools and the refurbishment of older pools. In addition, the team will also continue the roll out of the Pop Up Pool Project and operate Sean Mac Dermott Street Swimming Pool. Lastly the DEIB Action Plan will continue to be monitored as well as ensuring we meet our targets under our Women in Sport, Dormant Accounts & Healthy Ireland targets.

2025 will be another exciting year however we do recognise the continuing challenges which our membership and clubs face at present, including the high turnover of volunteers, access to facilities and costs associated with training, and the hosting of competitions. Swim Ireland will continue to support clubs to maintain current activities and to ensure the sustainability of our sport with progress across all levels maintained.



APPENDIX A

Chairs of Committees and Working Groups

Standing Committees in 2024 (some have changed in 2025)

Committee	Chair
Child Welfare Committee	Fionnuala O’Neill
Selection Panel	Sally Johnson
Complaints and Disciplinary Committee	Brian O’Connor
Masters Committee/Working Group	Nick Delfino
Performance Advisory Group	TBA- Previously Jonathan Preston before becoming Swim Ireland employee
HR & Remuneration Committee	Orla McCarthy
Audit Committee	Keith Lynch
Nominations Committee	Appointed as required
Governance Committee	John McShane

Other Committees and Working Groups

Committee	Chair
National Water Polo Committee	Lochlann Walsh
Performance Management Group	Brian Mac Neice
Competitions Steering Group	Jon Rudd
Athletes Commission	Grainne Murphy
DEIB Strategic Committee	William Irwin

Committee Attendance Sheets

Selection Panel Committee Attendance Sheet

Date of Meeting	Meeting Attended by
23rd September 2024	Sally Johnson Jon Rudd Andrew Reid Kevin Anderson Kathryn Wylie Niamh McDonnell Mary Haughney

Date of Meeting	Meeting Attended by
27th June 2024	Sally Johnson Jon Rudd Andrew Reid John Szaranek Kathryn Wylie Niamh McDonnell Mary Haughney

Date of Meeting	Meeting Attended by
13th June 2024	Sally Johnson Jon Rudd Andrew Reid John Szaranek Damian Ball Kathryn Wylie Niamh McDonnell Mary Haughney

Date of Meeting	Meeting Attended by
28th May 2024	Brian MacNeice Jon Rudd Steve Beckerleg Andrew Reid Kathryn Wylie Niamh McDonnell Mary Haughney

Masters Working Group Attendance Sheet

Date of Meeting	Meeting Attended by
10th January 2024	Andrea Newport Marie Keane, Claire O'Connell Sarah Kelly, Brenda Keane, Claire O'Connell Andres Nagashiro Elaina Sugrue, Aimee McCullagh

Date of Meeting	Meeting Attended by
7th February 2024	Strategy Subgroup: Aaron Keogh Andrea Newport Anne Morrissey Catherine Costigan Pat Daly Peter Conway

Date of Meeting	Meeting Attended by
12th March 2024	Strategy Subgroup: Aaron Keogh Andrea Newport Anne Morrissey Catherine Costigan Pat Daly Peter Conway

Date of Meeting	Meeting Attended by
13th March 2024	Andrea Newport Pat Daly Marie Keane Sarah Kelly Brenda Keane Elaina Sugrue Nick Delfino

Date of Meeting	Meeting Attended by
18th April 2024	Strategy Subgroup: Aaron Keogh Andrea Newport Anne Morrissey Catherine Costigan Pat Daly Peter Conway

Date of Meeting	Meeting Attended by
1st May 2024	Damian Ball Andrea Newport Anne Morrissey Eamon O'Hara Elaina Surge Ceall O'Dunlaing

Date of Meeting	Meeting Attended by
4th June 2024	Damian Ball Andrea Newport Anne Morrissey Eamon O'Hara

Date of Meeting	Meeting Attended by
12th September 2024	Damian Ball Pat Daly Nick Delfino Elaina Sugrue Anne Morrissey Andrea Newport

Date of Meeting	Meeting Attended by
14th October 2024	Damian Ball Pat Daly Nick Delfino Elaina Sugrue Anne Morrissey Andrea Newport Eamon O'Hara Aaron Keogh Andres Nagashiro

Date of Meeting	Meeting Attended by
2nd December 2024	Damian Ball Nick Delfino Anne Morrissey Andrea Newport Andres Nagashiro

HR & Remuneration Committee

Date of Meeting	Meeting Attended by
7th February 2024	Orla McCarthy Sean McHugh Joan Hynes Sarah Keane Chloe Kinahan (absent for a portion of the meeting)

Audit Committee

Date of Meeting	Meeting Attended by
22nd November 2024	Keith Lynch (SI Member, FCA & WP Treasurer) Andrew Bonehill (FCCA & Independent of SI) Helen Desmond (Board Member) Joan Hynes (Treasurer) Celia Coffey (Finance Director)

Performance Advisory Group

Date of Meeting	Meeting Attended by
30th September 2024	Jon Rudd Andrew Reid John Szaranek Steven Beckerleg Sinead Donagher Noel Barrett Ronan McNevin Helen Kennedy

Nominations Committee

Date of Meeting	Meeting Attended by
19th February 2024	Mary O'Connor (Chair) Mary Haughney (Board Director) Greg Yarnell (Membership) In Attendance: Mary McMorrow (Company Secretary and Director of Operations)

Date of Meeting	Meeting Attended by
22nd April 2024	Mary O'Connor (Chair) Mary Haughney (Board Director) Greg Yarnell (Membership)

National Water Polo Committee Attendance Sheet

Date of Meeting	Meeting Attended by
22nd January 2024	Lochlann Walsh Keith Lynch Mick Kelly Orna Kiernan Teresa Moran Oonagh Garry Eamon Caulfield Sarah Kelly (Liaison) Aveen Colvin

Date of Meeting	Meeting Attended by
27th March 2024	Lochlann Walsh Keith Lynch Teresa Moran Oonagh Garry Eamon Caulfield Sarah Kelly (Liaison) Aveen Colvin Damian Ball

Date of Meeting	Meeting Attended by
6th April 2024	Lochlann Walsh Keith Lynch Sharlene Urry Teresa Moran Oonagh Garry Eamon Caulfield Ciaran Farrelly Sarah Kelly (Liaison) Damian Ball Aveen Colvin

Date of Meeting	Meeting Attended by
21st May 2024	Aveen Colvin Lochlann Walsh Keith Lynch Sharlene Urry Teresa Moran Oonagh Garry Eamon Caulfield Ciaran Farrelly

Governance Committee Attendance Sheet

Date of Meeting	Meeting Attended by
28th February 2024	John McShane (Chair) Maria Flanagan Mark Wilson Mary McMorrow (Company Secretary and Operations Director) Andrew O'Rourke (Governance, Inclusion and Evaluation Manager)

Date of Meeting	Meeting Attended by
26th June 2024	John McShane (Chair) Maria Flanagan Mark Wilson Mary McMorrow (Company Secretary and Operations Director) Andrew O'Rourke (Governance, Inclusion and Evaluation Manager)

Date of Meeting	Meeting Attended by
5th September 2024	Damian Ball (Liaison) Lochlann Walsh Keith Lynch Sharlene Urry Teresa Moran Oonagh Garry Ciaran Farrelly

Date of Meeting	Meeting Attended by
5th November 2024	Damian Ball (Liaison) Lochlann Walsh Keith Lynch Teresa Moran Oonagh Garry Ciaran Farrelly

Date of Meeting	Meeting Attended by
16th December 2024	Damian Ball (Liaison) Lochlann Walsh Keith Lynch Teresa Moran Oonagh Garry Ciaran Farrelly Eamon Caulfield Sharlene Urry

Date of Meeting	Meeting Attended by
30th October 2024	John McShane (Chair) Maria Flanagan Mark Wilson Mary McMorrow (Company Secretary and Operations Director)

Swim Ireland Athletes' Commission Attendance Sheet

Date of Meeting	Meeting Attended by
2nd January 2024	Grainne Murphy (Co-Chair) Nicholas Quinn (Co-Chair) Erin Riordan Patrick Flanagan Clare Cryan Calum Bain, Andrew O'Rourke (Commission Liaison and Secretary) Guest: Cliona Colvin (Water Polo Athletes Commission) Apologies: Cadan McCarthy, Adrianna Kazimierczak

Date of Meeting	Meeting Attended by
11th March 2024	Nicholas Quinn (Co-Chair) Erin Riordan Patrick Flanagan Clare Cryan Calum Bain Cadan McCarthy Adam Colgan Adrianna Kazimierczak Andrew O'Rourke (Commission Liaison and Secretary) Guest Speaker: Aisling McKeever (Head of Education & Community) Apologies: Grainne Murphy (Co-Chair)

Date of Meeting	Meeting Attended by
24th June 2024	Nicholas Quinn (Co-Chair) Grainne Murphy (Co-Chair) Patrick Flanagan Clare Cryan Adam Colgan Andrew O'Rourke (Commission Liaison and Secretary) Guest Speakers: Sarah Keane (CEO) and Jon Rudd (Performance Director) Apologies: Erin Riordan, Calum Bain, Cadan McCarthy, Adrianna Kazimierczak

Date of Meeting	Meeting Attended by
4th November 2024	Grainne Murphy (Chair) Erin Riordan, Patrick Flanagan Clare Cryan, Calum Bain, Cadan McCarthy, Adam Colgan Apologies: Adrianna Kazimierczak

DEIB Strategic Committee Attendance Sheet

Date of Meeting	Meeting Attended by
11th June 2024	William Irwin (Chair) Sarah Kerrigan Alicia McConnell Sharon Cox Aisling McKeever (Head of Education and Community) Andy O'Rourke (Governance, Inclusion and Evaluation Manager) Apologies: Adam Cox (Head of Clubs & Competitions) Absent: Charity Mkwebu

Date of Meeting	Meeting Attended by
21st November 2024	William Irwin (Chair) Alicia McConnell Sharon Cox Aisling McKeever (Head of Education and Community) Andy O'Rourke (Governance, Inclusion and Evaluation Manager) Apologies: Adam Cox (Head of Clubs & Competitions) Charity Mkwebu Sarah Kerrigan

Competitions Steering Group (Technical Committee) Attendance Sheet

Date of Meeting	Meeting Attended by
24th April 2024	Jon Rudd Adam Cox Gary Stoops Mary Haughney Andy Reid Niamh McDonnell Caroline Bentley

Date of Meeting	Meeting Attended by
27th June 2024	Jon Rudd Adam Cox Andy Reid Niamh McDonnell Caroline Bentley

SWIM IRELAND

Irish Amateur Swimming Association Company Limited by
Guarantee. Trading as Swim Ireland.

Head Office: Irish Sports HQ, National Sports Campus,
Blanchardstown, Dublin 15

Telephone: 01-625 1120

Website: www.swimireland.ie

Company Number: 112024