



ANNUAL REPORT 2025

A swimmer in blue gear is captured mid-stroke in the ocean. The swimmer is wearing a blue cap with the number '2' and a blue wristband. The water is a deep teal color, and the swimmer's arms are extended forward, creating a splash. The overall scene is dynamic and focused on the swimmer's movement.

**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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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 2025 performance.

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



Our Departments

Clubs and Education

- Providing support to our clubs, regions and sports enabling them in turn to deliver a high-quality experience to our grassroots membership.
- 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.
- 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.

Aquatic Sports, Competitions and Events

- Support and deliver a world class domestic competition programme across club, regional and national competitions.
- To develop, grow and support the delivery of all our Aquatic Sports of Water Polo, Masters Swimming, Open Water Swimming and Diving.
- Delivery of high-quality events which showcase the organisation and support the development of our members.

Participation

- 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.

Executive Summary

2025 was a year of major delivery, growth, and organisational resilience for Swim Ireland. Across every area of our strategy - from club support and participation to performance and infrastructure development - we strengthened our capability, broadened our impact, and laid essential foundations for the future of aquatics in Ireland.

We continued to enhance the support provided to clubs and volunteers nationwide. Our revitalised Club Support Team drove significantly increased engagement through direct outreach, targeted workshops, and multiple member forums. This work supported 163 clubs and more than 21,500 members, bringing Swim Ireland's membership well beyond preCOVID levels and reinforcing the vital role of clubs in sustaining our sport.



Participation continued to expand at pace throughout 2025. The €500,000 annual investment under the National Swimming Strategy enabled the ongoing development of our Participation and Activation Department, including the recruitment of local and regional Activators and the introduction of enhanced support structures. This strengthened our ability to respond to local needs while growing opportunities for people of all ages and abilities to engage with aquatic activity. More than 600 participation programmes were delivered nationally, benefitting hard-to-reach communities, women and girls, older adults, and people with disabilities. Flagship initiatives such as Swimmin' Women, HeSwims, AquaMoves and our Women in Sport Action Plan continued to deliver strong engagement and impact.

A major highlight of 2025 was the completion of the Swimming Pool Gap Analysis Report, the first national assessment of indoor pool infrastructure in Ireland. Published in December, this landmark report provides a comprehensive evidence base on facility provision and identifies the critical investment required to meet public, club, and performance needs. Its findings set out clear policy implications and align directly with the National Swimming Strategy 2024–2027. Alongside this, we progressed operational projects including the management of two Pop-Up Pools and the operation of Sean McDermott Street and Askeaton swimming pools, both of which continue to provide important training facilities for clubs.

The year was not without challenges. We defended a High Court challenge related to the Liffey Swim and the number of complaints that we were called upon to adjudicate increased significantly, highlighting the need for improved club processes. Throughout this, governance, safeguarding, and organisational integrity remained central pillars of our work. We continued to update safeguarding policies and advanced the rollout of the Case Management Tool, optimising the tracking and recording of safeguarding concerns at club level. We are proud to have achieved 100% compliance in the World Aquatics Governance Audit and to have maintained full alignment with the Governance Code for Sport. Internal governance and cultural development were further strengthened through Board and committee evaluations, structural enhancements, and independent culture reviews involving both athletes and coaches.

Overall, 2025 was a year in which Swim Ireland expanded its reach, deepened its operational strength, and generated critical insight to guide the future of aquatic provision. The combination of increased participation, enhanced club support, improved infrastructure understanding, and strong sporting performance places Swim Ireland in a powerful position as we move into the next phase of our strategy.



Chairperson Report

Cathal Marley

2025 represented a strategically important year for Swim Ireland with a renewed emphasis on the long-term sustainability of our clubs, volunteers, and community programmes. The revitalised Club Support team increased direct engagement with clubs through enhanced education, workshops, and forums. Regional structures continued to evolve, supported by volunteer development initiatives and stronger connections between national and regional governance.

The Board welcomed exceptional performances across all disciplines in 2025, including notable achievements in Swimming and Para Swimming at International level and a welcome return to European competition for our U18 Water Polo National Team. These outcomes demonstrate the continued strong alignment between athlete pathways, coaching development, and Swim Ireland's Performance Strategy.

The Swim Ireland Open Water Series, including the iconic Liffey Swim, saw notable achievements including a first-time winner of the women's race, Liz Keary, and an historic second victory in the men's race for Derek 'Bimbo' Wilkes, 36 years after he first won the race in 1976. In Diving, we have initiated a review of our grassroots programmes, recognising the need now to build on the success of the previous Olympic cycles.

We continued to implement the National Swimming Strategy 2024–2027 and deliver on our longterm ambition to create An Island of Swimmers. Our focus throughout 2025 was on strengthening national infrastructure, deepening organisational capability, advancing governance excellence, and ensuring that Swim Ireland is positioned to lead Irish aquatics into its next phase of development. Participation work - including the recruitment of Activators across priority counties - strengthened the foundation for long term growth and inclusivity.

These strategic advances move Swim Ireland closer to our aspiration of shaping a consistent, high quality national aquatic infrastructure.

Throughout 2025 the Board maintained strong oversight of strategy implementation, ensuring alignment across operations, participation, performance, and governance, ensuring continued compliance with best practice governance which has safeguarding as a central tenet.

The organisation also navigated important leadership transitions, including the departure of Jon Rudd and the appointment of Andy Reid as Performance Director. I have every confidence that Andy will continue to build on the excellent work done to date.

I want to particularly acknowledge Sarah Keane's recent departure after 21 years as CEO of Swim Ireland. During her tenure, Sarah's leadership, vision, and passion have shaped our organisation and she leaves behind a strong legacy. Mary McMorrow's appointment as Interim CEO provides stability and continuity throughout the year.

In conclusion, on behalf of the Board, I extend sincere gratitude to outgoing CEO Sarah Keane, Interim CEO Mary McMorrow, the Senior Leadership Team and all Swim Ireland staff for their professionalism and commitment throughout 2025. I also thank our regions, clubs, volunteers, and partners - especially Sport Ireland and Sport Northern Ireland - whose continued collaboration strengthens the organisation every year.

Swim Ireland closes 2025 in a position of stability, influence, and ambition. With the strategic groundwork laid this year, we look forward with confidence to continuing our mission of making swimming accessible, sustainable, and supported for all.



Cathal Marley
Swim Ireland Chairperson

CEO Report

Mary McMorrow & Sarah Keane

As we reflect on 2025, Swim Ireland continues to build on solid foundations while preparing for an ambitious and strategically important year ahead. The organisation has demonstrated resilience, adaptability, and a strong commitment to serving our members and the wider aquatic community. The progress made this year positions us well to deliver the priorities set out in our 2026 Business Plan.

Throughout 2025, we focused on strengthening core operations, supporting our clubs and regions, and enhancing the structures that underpin participation, performance, and governance. Continued investment in education pathways, membership support, and regional engagement ensured that swimmers, coaches, officials, and volunteers remained at the heart of our work.

We continued our pool operations, increasing capacity in Sean MacDermott Street, which we operate on behalf of Dublin City Council, and extended our Pop-Up Pool (PUP) stay in Carrickmacross and placing a second PUP in Ballinrobe which is scheduled to open shortly. We also took on the operation of Askeaton Swimming Pool, supported by Limerick County Council.

We also embedded additional organisational capacity to support the roll out of the National Swimming Strategy and supported collaborative working across departments to ensure the effective delivery of our strategic priorities. The recruitment of a team of Swimming Activators across the country will, we believe, have a significant impact on our sport long into the future.

The year was not without its challenges, including High Court proceedings related to the Liffey Swim and the emergence of the Enhanced Games. However, Swim Ireland's strong governance framework and organisational values provided a solid foundation through which these issues were effectively navigated.

As we look forward to 2026, our Business Plan outlines clear, targeted actions across six strategic pillars that reflect the evolving needs of the organisation and the broader aquatic landscape. A key priority will be the full integration of Para Swimming into Swim Ireland ensuring that athletes and staff are fully supported as they transition into the organisation.

With key senior management role changes, including the need to recruit a new CEO and embedding a National Performance Director, we will continue to invest in staff development, engagement, and retention as we embed an expanded workforce and foster a positive organisational culture.



CEO Report

Mary McMorrow & Sarah Keane

Our commitment to high performance remains unwavering. In 2026, we will enhance our performance pathways, support next generation athletes, and continue to work towards delivering worldclass international results. We will run a new Masters International Gala and deliver a performance programme for identified Water Polo athletes and teams and a development plan for Diving. We will continue to expand our Open Water Series, including exciting plans with Dublin City Council for the development of a Liffey Swim Festival.

Building on the outcomes of the Swimming Pool Gap Analysis Report and recent advocacy initiatives, we will continue to press for a national capital investment fund dedicated to swimming pools and work with local authorities to ensure that swimming pools in development consider the needs of all users. Furthermore, we will continue developing resources for local authorities to support them in applying for grants for upgrading existing or building new swimming pools.

Supporting clubs and growing participation remain core organisational priorities. In 2026, we will further strengthen club operations, reinforce regional structures, and continue to drive inclusive programmes for all ages and abilities. Recognising that volunteers are the lifeblood of our sport, we will provide training and support to new volunteers working in our clubs and regions.

We will continue to evolve our education systems, including the rollout of a national swim teacher qualification, and further develop participation programmes informed by clear evidence of impact.

Good governance is central to our mission. In the year ahead we will strengthen internal processes, including a wider roll out of the safeguarding case management tool ensuring Swim Ireland continues to operate to the highest standards of accountability, transparency, and integrity. We will also review and enhance our Complaints & Disciplinary Policies and Procedures and provide training and support to our clubs in dealing with complaints.

2026 also marks the final year of our current strategy. During this period, we will review progress to date and engage with our clubs, members and wider stakeholders as we begin shaping the next phase of Swim Ireland's strategic direction.

We extend our sincere thanks to our staff, volunteers, athletes, coaches, officials, board members, partners, and the wider swimming community. Your commitment and expertise continue to drive the organisation forward. We thank Government and Sport Ireland for their ongoing support and commitment to the aquatics.

As we enter 2026, our shared focus will be on delivering against the priorities contained in the Business Plan, supporting the aquatic community at every level, and ensuring Swim Ireland continues to lead with ambition, impact, and integrity.



Sarah Keane



Mary McMorrow



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). Our Board is 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 2025. 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.

The Board undertakes an annual evaluation of its performance and the last such evaluation took place between December 2025 and January 2026.

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 2025).

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 2025 and January 2026.

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 meetings of the Board but is not a Director of the Company. Frank Breslin, Connacht Region was ratified as President at the AGM in 2025. 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 2025 when the Board undertook an in depth review of the operations of the Regions, our Pool Operations Strategy, the Gap Analysis Report findings and the Performance structure to LA 2028.

Table 2 is a record of attendance from the 2025 AGM to March 2026

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 2025.

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	4 years	Highly experienced senior level business executive. Currently is Group CEO of EirGrid
Kate Sherry	Board Secretary	2 years	Chief Commercial Officer Belfast International Airport
Keith Lynch	Treasurer	1 year	Company Director GE Aviation
Seosamh O'Riain	Board Director Munster Region Nominee	1 year	Medical Doctor
Natasha Dunne Mulvey	Board Director Connacht Region Nominee	1 year	Solicitor
Emer O'Neill	Board Director (Independent)	8 months	Broadcaster, Teacher & Public Speaker
Darragh McGinley	Ordinary Director Skills Based	2 years	Head of Social Media, Indeed
Siobhán O'Donnell	Board Director (Skillset Director)	1 year	Head of Public Affairs Fingal Chamber
William Irwin	Board Director Leinster Region Nominee	3 years	Solicitor, Business Executive and member of Aer Lingus Masters Swimming Club
Nicholas Quinn	Athlete Nominee	2 years	Business Advisor (Workforce Management Consultant) in PwC & 2016 Olympian
Alison Honan	Board Director Ulster Region Nominee	1 year	Civil Servant
Joe Cosgrove	Board Director (Skillset Director)	2 years	Managing Director Kingfisher Group

Director's Record of Attendance

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

Name/Date	2025						2026		
	25/2	10/06	09/07	23/09	28/10	25/11	27/01	24/02	24/03
Directors	In Person	Virtual	Virtual	In Person	Virtual	Virtual	Virtual	Virtual	In Person
Cathal Marley, Chairperson		✓	✓	✓	✓	✓	✓	✓	✓
Kate Sherry, Secretary		✓	✓	✗	✓	✓	✓	✓	✓
Keith Lynch, Treasurer		✓	✓	✓	✓	✓	✓	✓	✓
Natasha Dunne Mulvey		✗	✗	✗	✓	✓	✓	✗	✗
Seosamh O'Riain		✓	✓	✓	✓	✓	✓	✓	✓
Alison Honan		✓	✓	✓	✓	✓	✓	✓	✗
Emer O'Neill		N/A	N/A	✓	✓	✗	✓	✗	✓
William Irwin		✗	✓	✓	✓	✓	✓	✓	✓
Joe Cosgrove		✗	✗	✓	✓	✓	✓	✓	✓
Darragh McGinley		✓	✗	✓	✓	✓	✓	✓	✓
Siobhán O'Donnell		✗	✓	✓	✓	✗	✗	✓	✓
Nicholas Quinn**		✓	✓	✓	✗	✓	✓	✓	✓
In Attendance									
Frank Breslin, Swim Ireland President	✓	✓	✓	✓	✓	✓	✓	✗	✓
Sarah Keane, CEO	✓	✓	✓	✓	✓	✓	✗	N/A	N/A
Mary McMorrow, Company Secretary & Interim CEO	✓	✓	✓	✓	✓	✓	✓	✓	✓



Board of Directors substantive Discussions and Decisions AGM 2025 - AGM 2026

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

10th June 2025

- Board approved the reappointment of Brian O Connor as chair of SICDC
- Board approved the appointment of a nominations committee to identify a candidate for independent director (female)
- Board received presentations from Brian MacNeice and Paul McDermott as part of their training
- Review and Approval of changes to Risk Register

9th July 2025

- Update on competitions, events & disciplines department
- Discussion and instructions to Ogier on response to High Court proceedings issued by LOS
- Approval of OFI Delegates
- Approved TOR Athlete's Commission
- Year to date review of Business Plan 2025

23rd September 2025

- The Board received an update from the Interim Performance Director Andy Reid on national team results from the summer internationals
- The Board received an update from John Donnelly, Sport Ireland Culture Consultant, on a coaches culture review
- The Board received an update from Kate Hills Head of Safeguarding, Ethics and Youth Development
- The Board received an update from Director of Finance, Celia Coffey on the Strategic Financial Plan 2024-2027

28th October 2025

- The Board approved in principle the Draft Business Plan 2026
- The Board approved in principle the Draft Budget 2026
- The Board approved the appointment of Orla De Bhal (ALSC) and Conor McGrath (Limerick SC) to the National Child Welfare Committee
- The Board approved a change to the Complaints & Disciplinary Rules and Procedures
- The Board noted that the Working Group had reviewed and approved the Para Transition Framework Agreement
- The Board received an update on the National Swimming Strategy
- The Board approved the Core Grant application

Board of Directors substantive Discussions and Decisions AGM 2025 - AGM 2026 continued.

25th November 2025

- The Board reviewed and approved updates to the Risk Register
- The Board received an update on the recruitment of a new NPD
- The Board reviewed CEO Transition arrangements and approved the appointment of Mary McMorrow as Interim CEO, effective 1 January 2026
- The Board received an update from Brendan Gibbons, Chair of the Athletes Commission
- The Board received updates from the Chairperson of all four regions
- The Board review the calendar of standing agenda items following on from discussions at the Strategic Away Day

27th January 2026

- The Board approved the decommissioning of Pop Up Pool 1, noting that it has reached the end of its useful life
- The Board approved the Final 2026 Budget for submission to Sport Ireland
- The Board received a Report from the Internal Audit Committee who are satisfied with the financial controls in place
- The Board approved the formation of a Nominations Committee to identify a candidate for an Independent Director vacancy arising at the AGM
- The Board received a report from the Head of Clubs & Education, Aisling McKeever

24th February 2026

- The Board approved the format and proposed agenda for the upcoming AGM 2026
- The Board received an update on the 2026 Communications and Sponsorship Plan
- The Board received an update from the HR & R Committee - a recap of 2025 and plans for 2026
- The Board noted the the three directors eligible for re-election at the upcoming AGM

24th March 2026

- The Board reviewed organisational compliance with the Governance Code for Sport and signed the Annual Assurance Statement following a Report from the Independent Chairperson of the Governance Committee
- The Board approved changes to the Swim Ireland Complaints & Disciplinary Committee and to the Swim Ireland Rule Book
- The Board reviewed and approved the 2025 Audited 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: 2025 Regions and Committees Updates

Name	2025 Regional Updates
<p>Connacht Region</p>	<p>Highlights</p> <p>The Connacht Region delivered a strong and well-balanced programme throughout 2025, underpinned by committed volunteers and close collaboration with Swim Ireland. Regional competitions, development initiatives and safeguarding structures continued to support positive experiences for athletes, coaches, officials and volunteers across the region.</p> <p>Key achievements included the successful hosting of the Regional Short Course Championships in Castlebar and continued collaboration with Leinster on Joint Long Course Championships. Connacht athletes also achieved notable success nationally and internationally, highlighted by John Shortt’s gold medal at the World Junior Championships. A full calendar of competitions was delivered with the support of an expanding officials’ base and strong cooperation from pool providers, particularly Lough Lannagh.</p> <p>Athlete development remained a priority, with 58 athletes supported through Swim Ireland Regional Programmes, alongside Cluster Clinics, SwimQuest Pre-Season Camps in Roscommon and Galway, and the launch of the Forest Feast AquaSprint Junior Swimming League involving 14 clubs. Safeguarding continued to be central to all activity, supported through Regional Children’s Officer forums and alignment with national standards. The Region finished the year in a stable financial position, recording a surplus and maintaining healthy reserves.</p> <p>Challenges</p> <p>Like many volunteer-led organisations, the Region experienced capacity and workload pressures, particularly within the Competitions Committee, where interim arrangements were required during a period of transition. Ensuring continuity and effective handover was a key focus to maintain event delivery.</p> <p>Operational challenges arose during championship delivery, including limitations identified with the paperless Short Course Championships. Safeguarding remains an area requiring constant attention, with ongoing demands relating to training uptake, awareness and succession planning across clubs and committees.</p> <p>Future Plans</p> <p>In 2026, the Connacht Region will focus on consolidation and sustainability. Priorities include finalising committee appointments, strengthening volunteer support, and continuing to enhance competitions, officiating and governance structures.</p> <p>The Region will maintain its investment in athlete and coach development through Regional Programmes, Skills Academies, Cluster Clinics and education initiatives, while continuing to work closely with clubs to support clear development pathways. Safeguarding objectives include completing policy reviews, strengthening requirements at regional events, and increasing engagement through CCO forums. Prudent financial management will continue to support safe, inclusive and sustainable swimming across Connacht.</p>

Leinster Region

Highlights

The Leinster Region began in 2025 with strong momentum and, despite a more challenging operating environment later in the year, continued to demonstrate resilience and commitment across the Region. A full competitive programme was delivered, supported by dedicated volunteers and strong collaboration with Swim Ireland.

Key highlights included the delivery of 19 gala days early in the year and a further 11 later in the season, totaling 14,709 swims without incident. Volunteers across the Management Committee, Competitions Team, officials and regional support roles showed exceptional commitment. Operational improvements included successful use of the Dolphin Timing System, introduction of a new booking system, and restoration of the Leinster Region's website and social media channels. Safeguarding arrangements were fully completed with no serious issues raised, €1,200 was provided to the Southeast Development Squad, and Schools' Series competitions were delivered using the new Fastwave platform. Positive post-gala feedback reflected improvements in athlete, coach, and volunteer experience.

Challenges

The latter part of 2025 was a period of transition, marked by turnover across several key volunteer roles. As with many volunteer-led organisations, this placed additional pressure on a small group of individuals who ensured continuity of operations.

Challenges included changes within the Management Committee, temporary gaps in roles such as Treasurer, a reduced Competitions Team for part of the year, and increasing workload pressures on volunteers and officials. Ongoing operational demands, including equipment management and compliance requirements, also required careful oversight. Despite these pressures, the Region continued to deliver its core activities, reflecting the dedication and flexibility of its volunteer base.

Future Plans

Looking ahead to 2026, the Region is focused on consolidation, sustainability, and long-term planning. Priorities include strengthening volunteer recruitment and retention, working more closely with clubs on shared responsibility, confirming an expenses policy, and considering whether limited paid or part-time administrative support is appropriate. Governance and operational priorities include finalising the updated Constitution and Business Plan at the 2026 ARC, completing remaining committee appointments, and continuing to refine gala operations. The Region will also address growing demand across 59 affiliated clubs by exploring additional venues and reviewing event formats, qualification times and fees to ensure delivery remains sustainable.

The Leinster Region enters 2026 with clearer structures, renewed engagement, and a strong commitment to building a resilient and sustainable regional organisation.

Name	2025 Regional Updates
Munster Region	<p>Highlights</p> <p>2025 was a highly successful year for Swim Munster, marked by strong performances, effective delivery of competitions, and continued investment in regional infrastructure. Munster swimmers represented Ireland with distinction at Junior, Senior and Masters levels, reflecting the strength of athlete and coach development across the Region.</p> <p>A busy competition programme was delivered, with 13 regional competitions completed efficiently and on schedule. Operational improvements included updated competition documentation, effective use of technology across meets, and positive engagement through pre-championship team leader meetings and post-event feedback processes. Compliance and professionalism on poolside continued to improve.</p> <p>Significant progress was made in people and pathway development, with new officials onboarded and progressed to national roles, continued development opportunities for coaches and officials, and the launch of the Regional Athlete Support Programme in Cork.</p> <p>Investment remained a key focus, with successful Sports Capital funding, major equipment upgrades, and strengthened digital platforms.</p> <p>Challenges</p> <p>As with many volunteer-led organisations, increasing pressure on volunteer capacity was evident during 2025, particularly in filling officiating and competition rotas for major events. Sustaining engagement, supporting volunteers, and ensuring succession across key regional roles remains an ongoing challenge.</p> <p>Future Plans</p> <p>Looking ahead to 2026–27, Swim Munster will focus on strong governance, safeguarding compliance, and improved internal communication. Priorities include succession planning, delivery of targeted officials and coaches’ initiatives, continued development of regional digital platforms, and exploring opportunities to further support open water swimming within the Region.</p>

Name	2025 Regional Updates
Ulster Region	<p>Highlights</p> <p>The 2024–2025 season was a positive and significant year for Swim Ulster, with continued progress across participation, performance and organisational development. This progress has been underpinned by the commitment of clubs, volunteers, athletes, coaches, officials, staff and Board members across the region.</p> <p>Clubs remain the foundation of aquatics in Ulster, providing opportunities for participation, development and competition week after week. Swim Ulster continued to support clubs through governance guidance, safeguarding, education and workforce development, recognising the vital contribution of volunteers who deliver much of this work behind the scenes.</p> <p>Access to swimming and water safety remained a key priority. Through targeted schools and community initiatives, including the North Belfast Swims Partnership and AquaStars programmes, over 225 children from diverse urban and rural communities accessed learn-to-swim opportunities, with strong progression outcomes.</p> <p>Across performance pathways, athletes progressed from Skills Academy through to National Centre Ulster, achieving national and international success. Notable international performances, including a shared podium at the European Championships, reflected the depth and quality of the Ulster system. Investment in competitions, disciplines such as Water Polo, and renewed momentum in open water and diving further strengthened regional delivery.</p> <p>Challenges</p> <p>Growing participation across programmes and competitions has increased demands on volunteers, facilities and organisational capacity. Managing growth sustainably, while maintaining quality and safeguarding standards, remains a key challenge. Ongoing uncertainty regarding future multi-year funding also requires careful planning and engagement with partners.</p> <p>Future Plans</p> <p>Looking ahead, Swim Ulster will continue to adopt a long-term, people-centred approach. Priorities include strengthening workforce development, supporting clubs and volunteers, sustaining high-quality performance pathways, and maintaining strong governance and financial oversight. With confidence in its people and clear strategic focus, Swim Ulster is well positioned for the coming year.</p>



Name	2025 Committee Updates
<p>Child Welfare Committee</p>	<p>The Child Welfare Committee met five times throughout 2025 and twice in Q1 2026. The Chairperson position rotated from the Regional Children's Officer (RCO) Leinster to the RCO Connacht during the year. The Head of Safeguarding (National Children's Officers) acts as staff liaison to the Committee.</p> <p>The main objectives for the Committee in 2025 are summarised below:</p> <ul style="list-style-type: none"> • Complete Risk Assessment and Child Safeguarding Statement for each region • Review Safeguarding Policies – specific policies distributed for review and update • Advise and attend regional events and ensure RCO is known within region; focus on photography and camera use • Formalise procedure for regional events e.g. DLP training for competitions officials <p>The main objective for the RCOs at the start of the new aquatics season was to complete the Risk Assessment of Harm and Child Safeguarding Statement for each of their respective regions. The focus for the RCOs is now ensuring the regions follow the Swim Ireland protocols for regional events and competitions.</p>
<p>Selection Panel</p>	<p>The role of the panel is to select/nominate athletes to National Teams for either Ireland or Northern Ireland in Swimming, Open Water Swimming and Diving. In 2025 this included selecting teams for the European Aquatics Junior Championships (swimming and open water swimming), World Aquatics Junior Championships (swimming), European Aquatics U23 Championships (swimming), World Aquatics Championships (swimming and diving) and European Aquatics Short Course Championships (swimming), as well as confirming the athletes who would be nominated to the Olympic Federation of Ireland for the European Youth Olympic Festival (swimming) and to Student Sport Ireland for the World University Games (swimming and diving).</p>
<p>Performance Advisory Group</p>	<p>The Performance Advisory Group met twice in 2025, with the last meeting taking place in December. main objectives of the Performance Advisory Group in 2025 were to:</p> <ul style="list-style-type: none"> • Confirm Domestic Meet Consideration/Qualification standards and conditions of entry • Confirm Domestic Meet Schedule of Events including the number/type of finals to be held • Confirm International Selection/Nomination Policies • Select Swim Ireland Award winners in the Performance categories

Name	2025 Committee Updates
<p>Masters Committee</p>	<p>The Masters Committee oversees the development of Masters Swimming and throughout 2025 focused on the following objectives:</p> <ul style="list-style-type: none"> • Improve the standard and consistency of communication to the Masters Community • Support and better prepare swimmers for the World & European Aquatics Masters Championships • Support the delivery of Club & National galas that meets the needs of Masters Swimmers in Ireland • Review and develop the role of Masters Recorders at Regional and National level • Promote the success and achievements of Masters swimmers in Ireland • Continue to deliver recognised National initiatives and programmes for Masters Swimmers <p>The year was not without challenges. Having two significant international championships in one year was logistically and financially challenging and a gap in volunteer support in maintaining regional records is one that needs to be filled.</p>
<p>Complaints and Disciplinary 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. 2025 was a particularly challenging year for complaints with 27 new complaints being processed (added to 9 remaining open from 2024). This compares to 18 in 2024 and 8 in 2023.</p> <p>The Committee members which heard cases throughout the year were:</p> <p>Brian O'Connor (Chair) Pauline McNamara (Connacht) Kevin Dowling (Connacht) Manus Reid (Ulster) Karl Toomey (Leinster) Kevin Ward (Leinster) Jane Kirrane (Munster)</p>

Name	2025 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. A summary of the 2025 activities of the Committee was:</p> <ul style="list-style-type: none"> • Onboarding and induction of 2 new Committee members as well as appointment of Board Chair to the Committee • Agreeing and oversight of senior recruitment processes and approvals (Interim National Performance Director, National Performance Director, Interim CEO) with recommendations made to Board thereafter • Revitalising Terms of Reference for HR & Remuneration Committee and Internal HR Committee to ensure clarity of authority, governance and alignment with the Finance Policy • Providing oversight, check and challenge in relation to staffing structures, workforce planning and remuneration • Consideration of organisational risks and compliance matters, including contractor versus employee status, gender pay reporting, preparations for autoenrolment pensions and forthcoming pay transparency legislation.
Audit Committee	<p>The role of the Audit Committee is to assist and provide advice to the Board in fulfilling its responsibilities to members and other stakeholders in relation to the adequacy of the systems of internal control and risk management of financial and non-financial risks and reporting of results.</p> <p>The objectives for the Committee for 2025 were:</p> <ul style="list-style-type: none"> • Audit 2025 discussion • KOSI Pulse Audit 2024 Update on Final Recommendations (Closed Q2 2025) • Internal Controls Review 2025 • Risk Register November 2025 Review • Update in relation to Management Accounts to October 2025, Forecast to YE25 and Draft Budget 2026 <p>The Committee last met in December 2025, with the objectives for 2026, as follows:</p> <ul style="list-style-type: none"> • Audit 2025 – unqualified audit report • Auditor Tender Process
Nominations Committee	<p>The Committee conducts the nomination and selection process for identifying candidates for specific vacancies arising on the Board of Swim Ireland. There was no requirement for the Committee to convene in 2025.</p>



Name	2025 Committee Updates
<p>National Water Polo Committee</p>	<p>The main responsibilities of the NWPC are to work in conjunction with Swim Ireland on the design and implementation of the Water Polo Strategic Plan. Other key responsibilities include ensuring good governance, leadership, organisation, decision-making and representing Water Polo internally and externally.</p> <p>The main objectives/focus areas for the NWPC in 2025 were:</p> <ul style="list-style-type: none"> • Identify a new Chairperson and Treasurer and ensure succession planning is in place for a smooth handover of roles • Improve governance around the selection of players & staff for National Teams travelling to international events • Maintain an active Competitions Committee and deliver an annual competitions workshop • Launch a new National League and Cup structure • Re-introduction of a Referee Conference <p>The challenges have been</p> <ul style="list-style-type: none"> • The absence of a Chairperson for the NWPC, a role that has now been filled • The resignation of the full-time Water Polo Officer and subsequent delays in recruitment • An overloaded league & cup calendar <p>The objectives for 2026 are:</p> <ul style="list-style-type: none"> • Support the function of the NWPC and ensure unity and alignment of all sub committees • Create and implement a strategic performance plan with clear performance pathways which are supported by professional systems and process • Protect the performance of a female team at the European Under 20 Championships • Promote all aspects of Water Polo through an increased social media presence • Develop Water Polo in Munster • Support clubs with access to education courses for coaches, table officials, and referees
<p>Performance Management Group</p>	<p>The Performance Management Group provide scrutiny over the cyclical Performance strategy, as well as providing ideas and/or solutions as required. A rejuvenated group was convened in 2025 and have met on two occasions to discuss the 2025-2028 Performance Plan and other topics as requested by the NPD.</p>
<p>Governance Committee</p>	<p>The Committee's primary responsibilities are to monitor compliance with the Governance Code for Sport, set annual governance goals for the organisation, and support and oversee the implementation of those goals. It is also responsible for reviewing and updating the Terms of Reference of all Standing Committees as required, conducting an annual review of organisational policies, approving new and revised policies and related documents, and making recommendations to the Board on their adoption. The Committee meets on a quarterly basis. In March 2025, Independent Chairperson of the Committee, John Mc Shane, delivered a Report to the Board on organisational compliance with the Governance Code and an update on the Governance Goals for 2024, which had all been completed. Following this presentation, the Board formally approved the signing of the Annual Governance Code Compliance Statement and the Public Statement of Compliance.</p>

Name	2025 Committee Updates
Competitions Steering Group (Technical Committee)	<p>The role of the group is to make decisions in relation to the strategic direction and organisation of National & Regional Swimming and Diving Competitions, considering the recommendations of the Performance Senior Leadership Team and the Performance Advisory Group.</p> <p>The Committee met twice during 2025, with the main objectives/focus areas to review standards and qualifying times for National Competitions and discuss debrief reports, recommendations, and feedback from all National Competitions.</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>The second iteration of the Athlete Commission was appointed in 2025 and continue 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>The Commission took the time in 2025 to consider their plans for 2025 and 2026 where they intend to continue engaging with the aquatic community and delivering support to athletes for during their swimming career and after, with a focus on Mental Health & Anxiety, and Retirement & Career Support.</p>
DEIB Strategic Committee	<p>This Committee plays a key role in assessing the DEIB Action Plan, and supports Swim Ireland's DEIB agenda and Strategic Plan (2022-2026). It provides 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. The Committee welcomed the appointment of Jessica Eynaud as DEIB & Women in Sport Manager in September 2025 and Patrick Harmon as Club & Pathway Disability Officer in August 2025.</p>



Anti-Doping Report 2025

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

Over the past 12 months, our athletes, coaches and support staff have completed multiple WADA eLearning modules/refresher courses and we continue to encourage others to complete these modules, all of which are available free of charge on the WADA eLearning platform.

In Q4 of 2025, Sport Ireland ran Clean Sport Educator Training and Swim Ireland are delighted to have five new Clean Sport Educators to join the two we had previously. This allows us to increase the number of Clean Sport Education sessions that we can offer, not only through our Regional/National Programmes, but also to clubs who are interested in hosting a session for their athletes.

2025 Anti-Doping Statistics

Number of samples (tests) for swimming/diving carried out by the Sport Ireland Anti-Doping Unit	In Competition – 18 Out of Competition – 48 Blood Tests – 52 Dried Blood Spot – 4 Total – 122
Number of Irish swimmers/divers on the Sport Ireland Registered Testing Pool	10
Number of Irish swimmers/divers on the World Aquatics Registered Testing Pool	5

It should be noted that the data is reported in ‘Samples’ – and 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.

2025 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 2025
<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>Swim Ireland membership levels have seen steady year-on-year growth post-COVID, from a base of just over 16,000 members in 2021 to approximately 21,500 members at the end of August 2025. The majority of these members belong to one or more of the 163 Swim Ireland clubs around the country, while we have approximately 1,500 individuals who avail of non-club memberships.</p> <p>The most notable areas of membership growth in 2025 are in adult females, representing a 9% increase and the retention of members aged 16-24 which is averaging 5% annually over the last four years, and is at 7% in 2025.</p>



Focus Area	KPIs and Key Actions	How we did in 2025
<p>Pillar: Clubs, Regions, and Competition</p>	<p>Put in place club frameworks to provide clarity on their purpose & drive continual improvement in standards.</p>	<p>A revitalised Club Support team was introduced in 2025; Justin Deegan joined Swim Ireland as Clubs Manager and has been supported by Club Support Officers Vincent Finn and Samantha Kenny, Membership Administrator Gillian Holland, and Club Disability and Pathway Officer Patrick Harmon.</p> <p>One of the primary goals of the Clubs team in 2025 was to increase and track club engagement through phone calls to Committee members, monthly online workshops and face-to-face conferences.</p> <p>The Clubs team delivered 12 events/workshops between March and November with a total of 208 attendees, 134 clubs were represented on at least one occasion.</p> <p>Five club committee conferences were held in 2025. An initial national conference attracted 45 attendees, but feedback indicated that a regional approach would be valuable. A Water Polo conference in September had 68 attendees consisting of coaches, officials and committee members. Three further conferences were held in Dublin, Athlone and Limerick in November with a total of 73 committee members in attendance. Overall, 54 clubs were represented across the five conferences. A more robust affiliation process was introduced in September 2025 to improve governance and safeguarding compliance, while also enabling clubs to maximise discounts available for early renewals. 100% of clubs with under 18 members met the bi-annual Children First and Sport Ireland/Sport NI Audit requirements.</p> <p>In September 2025, Paralympics Ireland handed over the delivery of the Para-Athlete Support programme to Swim Ireland. Delivered on a monthly basis, Swim Ireland members with a physical disability follow a support programme which includes strength and conditioning, education workshops and a pool session. At the end of 2025, there were 21 swimmers in this programme which is expected to expand further at the next intake in September 2026.</p>



Focus Area	KPIs and Key Actions	How we did in 2025
<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 2025 season was once again a great success with exciting and well attended national events taking place across all our disciplines.</p> <ul style="list-style-type: none"> • Over five thousand athletes took part in all national competitions (swimming, water polo, and open water). • We delivered our biggest ever Irish Minor School competition with 1050 athletes in attendance. • Successful delivery of Irish Senior Cup (Water Polo) in Limerick with thirteen teams taking part. • Supported the delivery of competitions for Paralympics, Special Olympics, National Rehab Centre, Irish Down Syndrome Sporting Association, Loretto Schools. • Supported the delivery of very successful National Masters Championships & Celtic Masters. • A refocus for diving with the creation of a development league to support the current needs for the sport. <p>We continue to work closely with clubs and regions to support the development of a strong regional and club competition structure.</p>
	<p>Develop and grow Open Water</p>	<p>A key area for the development of aquatic sports in 2025 was the continued growth and expansion of the open water pathway and delivery of high-quality events. We successfully delivered in several areas with the following taking place:</p> <ul style="list-style-type: none"> • The successful launch and delivery of a National Open Water Series with over two thousand people taking part in thirty-six events delivered by Swim Ireland and/or Swim Ireland clubs. • The successful delivery of the Dublin City Liffey Swim and Dun Laoghaire Harbour swim with over six hundred competitors. • The introduction of new swims such as Lambay Island, Malahide Series, and the National Championships once again expanded to include age groups and more distances. • The introduction of a new Open Water Technical Delegate Officials programme. • The continued development of further resources and workshops to support our clubs and community to deliver.



Focus Area	KPIs and Key Actions	How we did in 2025
<p>Pillar: Clubs, Regions, and Competition</p>	<p>Develop and grow Water Polo</p>	<p>Swim Ireland, National Water Polo Committee and the Competitions Committee have both undergone significant changes with the changeover of key members. Despite some periods of instability, Water Polo has still achieved some positive objectives.</p> <ul style="list-style-type: none"> • After a lengthy process of review and consultation a new National League and Cup structure was introduced in September. The new format saw a reduced number of leagues, a realignment of age categories, and the introduction of under 14 & 19 Blitz's. • National Teams competed at the European Aquatics Under 18 Water Polo Championships and participated in the inaugural European Aquatics Development camp. • A Water Polo Clubs Conference was well attended by 55 coaches & referees. Table Officials forums have also been introduced and coaching courses delivered. Four new Water Polo tutors have been developed and will begin delivering courses in 2026. <p>Ireland gained representation on the European Aquatics Technical Water Polo Committee, and we developed our first ever European Aquatics Delegate.</p>
	<p>Build the foundations for sustainable diving programmes</p>	<p>Continued support for facility operators who have the capability of running Learn to Dive programmes.</p> <p>Ireland's only diving club fully supported through club and committee guidance and coaches through CPD's, mentoring projects and coaching courses.</p> <p>A new domestic competition framework has been launched, and we continue to develop and educate a new team competition officials and volunteers.</p>



Focus Area	KPIs and Key Actions	How we did in 2025
<p>Pillar: Clubs, Regions, and Competition</p>	<p>Develop and grow Masters Swimming</p>	<p>Master’s swimmers have enjoyed another good year of international results, with 2025 bringing two major international championships.</p> <p>Forty Irish swimmers took part in the World Aquatics Championships in Singapore bringing home three gold, twelve silver, and five bronze medals.</p> <p>Thirty-eight Irish swimmers took part in the European Aquatics short course championships in Poland, achieving two gold, three silver, and six bronze medals.</p> <p>We have continued to support Masters clubs in the delivery of club and national galas. A total of six clubs were supported to deliver competitions in 2025, including a focus on the Celtic Masters and Limerick Masters.</p> <p>In 2025 we delivered a series of long course training opportunities for our World Championships team and recognised their achievements from the Championships with a presentation of certificates.</p> <p>The Masters Committee have continued to meet regularly to discuss how best to support the Masters community</p>



Focus Area	KPIs and Key Actions	How we did in 2025
<p>Pillar: National Infrastructure for the Aquatics</p>	<p>Work with Government to develop and roll out a National Swimming Strategy</p>	<p>Responsibility for the delivery of the Action Plan arising from the National Swimming Strategy (NSS) is shared across Government Departments, State Agencies and other key stakeholders. The NSS Oversight Group was formed in May 2025 to oversee the delivery of the Action Plan. Swim Ireland plays a key role in the Group with responsibility for leading across three pillars of the Strategy, namely, Open Water, Coaching & Education and Performance & Pathways. The Swim Ireland Business Plan 2025 is focused on delivering the actions of the NSS.</p>
	<p>Pilot the Pop-Up Pool concept with a view to having Pop Up pools all over the country.</p>	<p>Whilst our initial vision was to have PUPs all over the country, we have revised our thinking after the pilot phase. Whilst we do consider them an excellent return on social investment, they are not financially sustainable for a National Governing Body without external financial support. We currently have two pools in situ, one in Carrickmacross and one in Ballinrobe (scheduled to open in the coming weeks). The first pool that was purchased is nearing the end of its useful life and is not in service.</p>



Focus Area	KPIs and Key Actions	How we did in 2025
<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>Delivering the targets of Strategy will require significant modernisation of Ireland’s aging aquatic infrastructure. To enable objective and robust decision-making, Swim Ireland produced the Swimming Pool Gap Analysis Report which we published in December 2025. This first-of-its-kind national assessment examined the condition and age of facilities, levels of community access, availability of swimming lessons, energy and sustainability practices, and the distribution of pools across provinces and counties.</p> <p>Additional projects in the pipeline aim to support Local Authorities and other stakeholders who are upgrading existing facilities or planning new ones in the form of a Trusted Supplier Framework ensuring that they can readily identify reputable, proven suppliers and be well positioned to access funding. The Framework will be published in advance of the opening of the Sports Capital Grant Scheme in 2026.</p>
	<p>Support safe, accessible outdoor swimming spots</p>	<p>Swim Ireland is very focused on advocating for safe and accessible swimming spots. Through our work with Sport Ireland we have been involved in assessing funding applications for Healthy Ireland grant aid to LSPs to provide supporting infrastructure for 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. As part of our work on the NSS Oversight Group we have had a particular focus on Open Water. In October, along with Water Safety Ireland, we hosted an Open Water Forum, bringing together stakeholders such as Local Authorities, the EPA, Waterways Ireland, Healthy Ireland, Cork LIDO and other stakeholders and are currently chairing a sub-group of the NSS Oversight Group, focusing on Open Water actions.</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>Action 3.8 of the NSS recognises the importance of activation within local authorities working with all stakeholders to ensure the active promotion and development of swimming opportunities. To support this goal, Swim Ireland was allocated an annual fund of €500,000 through Sport Ireland. Swim Ireland received the initial funding in December 2024. Focus for 2025 was on a recruitment drive to establish a team of activators and support staff at local, regional and national level with an appropriate management structure to form the Swim Ireland Participation Department. A national activator network is in place, including six local activators, with regional and national roles expanding. Over 8,600 participants took part in programmes in 2025, particularly among underrepresented groups. Delivery is supported by Healthy Ireland and Dormant Accounts funding.</p>

Focus Area	KPIs and Key Actions	How we did in 2025
<p>Pillar: Community and Participation</p>	<p>Recruit and embed a new team of Swimming Activators in line with the National Swimming Strategy</p>	<p>As referenced above, our focus for 2025 has been on a recruitment drive to establish a team of Activators and support staff at local, regional and national level together with the appropriate management structure to form the Swim Ireland Participation & Activation Department.</p> <p>In April 2025, we appointed a new Head of Participation & Activation (Peter McCartney).</p> <p>Where possible, we have partnered with a Local Sports Partnership or Local Authority to co-fund Activator roles and work closely to address local needs. In 2025 we had co-funded Activators in Cork, Dublin, Fingal, Cavan, Monaghan and Kildare.</p> <p>In order to increase our impact throughout all counties, in late 2025 we also recruited regional Activators in Munster, Leinster and Connaught & Donegal.</p> <p>Our Open Water Swimming programmes are being supported by our National Open Water Swimming Activator.</p>
	<p>Work with LSPs and other partners to roll out community and school focused swimming programmes to the hard-to-reach target groups of National Sports Policy in line with our Dormant Accounts application and other funders.</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. In conjunction with the LSPs and community groups, under Dormant Accounts funding and other funders the Activation team completed 667 programmes for hard-to-reach groups with 8,606 participants. These target groups include low socio economic, ethnic minorities, women and girls, people with a disability and older adults.</p> <p>We have continued to operate and roll out community and school programmes in Sean MacDermott Street Swimming Pool and the Pop-Up Pool situated in Carrickmacross. The addition of Askeaton Pool, Limerick in late 2025 provided an excellent opportunity to increase our capacity to deliver community focused participation programmes.</p> <p>In September 2025, we appointed Jessica Eynaud as the DEIB & Women in Sport Manager, to further develop swimming as a truly inclusive sport and expand our community reach.</p>
	<p>Deliver a programme of community focused programmes and events that are not dependent on grant aid.</p>	<p>In open water swimming we completed 305 programmes with 2,171 participants throughout the summer months. The programmes were delivered across 46 locations with many of these programmes being self-sustaining and not reliant on grant funding.</p>

Focus Area	KPIs and Key Actions	How we did in 2025
<p>Pillar: Performance</p>	<p>Ensure we have a sustainable Performance programme delivering success on the international stage.</p>	<p>2025 was another outstanding year for our performance swimmers and divers, who collectively won eighteen international medals and competed in thirty-two finals at European and World Championship level.</p> <p>Our swimmers enjoyed success at the second edition of the European Aquatics U23 Championships in Slovakia, winning four medals (1 Gold, 2 Silver and 1 Bronze).</p> <p>At the World Aquatics Championships in Singapore, thirteen Irish athletes competed across swimming and diving disciplines. In the swimming programme, three athletes raced in finals, with a further five athletes progressing to semi-finals.</p> <p>At the World Para Swimming World Championships in Singapore, five athletes represented Ireland, securing seven medals (4 silver and 3 bronze), and competing in a further three finals.</p> <p>We continued to build on our strong junior international performances, securing three medals (2 Gold and 1 Bronze) at the World Aquatics Junior Championships in Romania and four medals (1 Gold, and 3 Bronze) at the European Aquatics Junior Championships in Slovakia. In addition, two athletes represented Ireland at the European Aquatics Junior Open Water Championships in Portugal, while three athletes represented Team Ireland at the European Youth Olympic Festival in North Macedonia.</p> <p>The year concluded with an historic performance at the European Aquatics Short Course Championships in Poland, where the team returned with seven medals (3 Gold, 1 Silver and 3 Bronze), a World Junior Record, and achieved an outstanding fifth-place finish on the overall medal table.</p> <p>Across 2025, forty-one Irish Senior and twenty-four Irish Junior swimming records were broken, underlining the continued progression of Irish swimming standards.</p>



Focus Area	KPIs and Key Actions	How we did in 2025
<p>Pillar: Performance</p>	<p>Ensure we have a sustainable Performance Pathway enabling enhanced Performance targets in future cycles.</p>	<p>In 2025, we successfully delivered the National Performance, Senior Pathway, and Junior Pathway Programmes, providing comprehensive support to athletes and their home programme coaches. This included the organisation of onshore and offshore training camps, the facilitation of international competition opportunities, and the delivery of targeted home programme visits.</p> <p>We also launched the Performance Coach CPD & Support Programme, offering co-created professional development opportunities to twenty-three coaches.</p> <p>At Regional Development Pathway level, and in partnership with the Regions, we supported over three hundred athletes and their coaches through the Regional Programme, while providing weekly supplementary training to more than two hundred and fifty athletes via the Athlete Support Programmes.</p> <p>In collaboration with our clubs, we delivered ten Club Cluster Skills Clinics for coaches working with age-group athletes, and more than two hundred athletes participated in skills camps during school holiday periods. In addition, Regional Pathway Development Coaches continued to strengthen collaborative relationships across clubs. A notable example was the launch of the Cork Pathway Performance Hub in October 2025, delivered by the RPDC (Munster) to support pathway performance athletes in Cork.</p>





Focus Area	KPIs and Key Actions	How we did in 2025
<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. We have continued to strengthen our governance processes and in 2025 achieved 100% compliance in a World Aquatics Governance Audit.</p> <p>Diversity, Equity, Inclusion and Belonging (DEIB) Action Plan: Key achievements under the plan included increased social media engagement highlighting DEIB, the expansion of the ‘Aquatics for All’ programme, and the launch of the Swim Access Project. We have developed key partnerships with Deaf Sports Ireland, Vision Sport Ireland, IDSSO and Local Sports Partnerships to further support DEIB in aquatics.</p> <p>The employment of a DEIB & Women in Sport Manager in September 2025 and a Club & Pathway Disability Officer in August 2025, underlined our commitment to embedding DEIB across the whole organisation and our swimming community. Evaluation reports for community programme delivery are prepared regularly with emphasis being placed on understanding how the organisation is meeting funding allocations and delivery for the hard to reach groups through the Activator team.</p> <p>The DEIB Operational Committee continued to operate with representation from all departments in conjunction with the Strategic DEIB Committee which includes external representation.</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 European Aquatics and World Aquatics.</p> <p>Our representation on World and European Aquatics Board and Committees is as follows:</p> <ul style="list-style-type: none"> • Sarah Keane: Member of the World Aquatics and European Aquatics Bureaus and Chair of the European Aquatics Diversity and Inclusion Commission. • Head of Clubs and 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 • Former Board Director and current official, Gary Stoops: Member of the European Aquatics Technical Swimming Committee.

Focus Area	KPIs and Key Actions	How we did in 2025
<p>Pillar: Organisational Excellence</p>	<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. In Q1 2026, we have signed a 3-year sponsorship agreement with an announcement of same to come in April, the work to secure this was done throughout 2025. We are grateful for this support and investment. During 2026, 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. In Q4 2025, Swim Ireland began operating the Askeaton swimming pool in Limerick which will generate further income for the Company for 2026.</p>
	<p>Ensure we are values driven in how we operate and develop our people (professional and volunteer force).</p>	<p>In 2025, Swim Ireland continued to embed a values driven approach across how we operate and how we develop our people, recognising that our professional staff and volunteers are central to delivering our mission. 2025 was a year of significant organisational growth and change, with almost 50 new hires across multiple teams within the core Swim Ireland team and across Sean MacDermott Street and Askeaton pools as well as the departure of some senior figures.</p> <p>This period of change has required a strong and consistent focus on culture, governance and people practices during onboarding to ensure that growth remains aligned with our values. Throughout this period, emphasis continues to be placed on transparent decision making, clear structures and strong governance oversight as evidenced through the work of the Internal HR Committee, HR & Remuneration Committee and Board on people matters.</p> <p>Investment in people development remains a key priority. Building on our inhouse management development programme, which supports staff to grow as leaders, we further strengthened learning opportunities through a partnership with DCM (Professional Training and Development Course Providers). By purchasing and rolling out selected training programmes across the organisation to both staff and volunteers, Swim Ireland provided access to high quality, consistent professional development aligned with best practice and our organisational values.</p> <p>Additionally, our staff continue to be supported with access to LAYA Employee Assistance Programme (EAP) for confidential support and services to help manage personal or work-related challenges that may affect wellbeing, performance or attendance. The EAP has been extended to also support volunteers within clubs and supports include emotional and mental wellbeing, work related support, personal and family issues, financial and legal information, practical advice, and signposting as well as manager support.</p> <p>A consistent approach to induction and onboarding processes ensured that new staff are being supported to understand Swim Ireland's values, culture, safeguarding responsibilities and governance expectations from the outset. This approach helps foster engagement, inclusion and a strong sense of belonging during a period of rapid expansion.</p> <p>Overall, 2025 demonstrated Swim Ireland's ongoing commitment to being values led in both practice and culture, ensuring that investment in people, learning and governance supports a resilient, inclusive and high performing organisation for staff and volunteers alike.</p>

Focus Area	KPIs and Key Actions	How we did in 2025
Pillar: Organisational Excellence	Plan our resources and financial structures to support the delivery of our ambitions	<p>Work continues in trying to strategically plan our finances to 2028. We are hopeful that multi-annual funding will be rolled out by Sport Ireland, which will further support this work. For 2026, we have budgeted a small surplus position.</p> <p>We continue to consider and monitor the staff/departmental structures to support the delivery of our goals. Investment via the National Swimming Strategy, has allowed us to grow our resources to support driving our participation agenda countrywide during 2025 and this will continue into 2026. Staff changes in key managerial positions to include Interim CEO and National Performance Director will be embedded in 2026.</p>
	Through advocacy and education continue to develop linkages, support, and influence across the leisure industry	<p>In May 2025 Swim Ireland and Ireland Active joined force to deliver the Pool Operators Conference at the Sport Ireland Campus. This sellout event saw 70 pool managers in attendance and provided Swim Ireland with an opportunity to build relationships with pool operators, whilst also showcasing the work we have been doing to address funding needs for facilities.</p> <p>Head of Clubs and Education, Aisling McKeever represents Swim Ireland as Chair of the European Aquatics Water Safety Commission. The Commission are tasked with standardising and improving the standard of learn to swim programmes across Europe.</p>
	Promote the life skill, the sport, and the people of swimming to help deliver our vision	<p>In 2025, our communications continued to centre on celebrating, motivating, and sharing the stories of our members and participants. Building on the momentum of the 2024 Olympic and Paralympic Games, along with other European and Worldlevel successes, we highlighted achievements and insights designed to inspire the next generation.</p> <p>From a participation standpoint, we developed a comprehensive communications calendar covering all programmes, ensuring key initiatives were brought to the forefront. We also enhanced our communications framework, placing a stronger emphasis on storytelling to showcase programmes throughout the year and to reflect the diverse groups and communities involved.</p>
	Promote a Career in Aquatics as a professional pathway for individuals	<p>In August 2025 Swim Ireland recruited a full-time Coach Developer as part of a strategic move to increase the geographical reach of Teaching Swimming courses and further build relationships with swimming pool operators. The Coach Developer works closely with Swim Ireland Activators to increase the number of qualified swimming teachers and attract course candidates from diverse backgrounds including individuals with a disability, ethnic minorities and from low socio-economic backgrounds, with twenty-two individuals supported to complete a variety of aquatics courses in 2025.</p>

Focus Area	KPIs and Key Actions	How we did in 2025
<p>Pillar: Organisational Excellence</p>	<p>Continue to drive standards and best practice in safeguarding</p>	<p>The safeguarding objectives for 2025 centred on ensuring compliancy across the organisation where clubs and members implemented the safeguarding standards set by Swim Ireland. The focus for clubs achieving compliance is enhanced by the direct relationship and communication between the Head of Safeguarding (the National Children’s Officer) and the Club Children’s Officer (CCO). This relationship is important to ensure clubs understand and meet the rigorous standards expected in keeping young people safe and well.</p> <p>The Head of Safeguarding and the CCOs have well-established regular monthly CCO Forums and newsletters to ensure effective communication. CCOs that attended the CCO Forums appeared better positioned to deal with issues and more comprehensive understanding of the compliancy requirements.</p>





The Future Outlook

Swim Ireland enters 2026 with a clear and ambitious vision built around six strategic pillars that will guide the organisation toward sustainable growth, operational excellence, and continued impact across the aquatic landscape of Ireland. Our focus remains on leading, inspiring, and supporting the development of swimming and aquatic sports at every level - from grassroots participation to elite performance - while maintaining strong governance, robust infrastructure, and a deep commitment to diversity and inclusion.

Our mission for 2026 is to advance swimming as an accessible, safe, and high-performing sport for all, supported by financial resilience, empowered staff, and the highest standards of integrity and accountability.

Key Priorities for 2026

Financial Sustainability

We will strengthen financial management processes, diversify revenue streams, and secure the necessary investment to deliver strategic initiatives that support long-term organisational resilience.

Staff Development and Culture

With significant staff growth in 2025, we will continue to prioritise staff development, engagement, and retention. A key focus will be embedding a positive, collaborative culture across the organisation.

Pop-Up Pools Exit Strategy

Recognising the limited life span of the Pop-Up Pools and with Pool 1 nearing the end of its useful life, a phased, structured exit plan from the Pop-Up Pools initiative will be developed, ensuring all requirements are met and that the project's learnings and added value are clearly documented and shared.



Demonstrating Activator Impact

We will expand our evidence base by collecting, analysing, and presenting data that demonstrates the value and impact of our activators, supporting future funding and programme development.

National Pool Infrastructure

Swim Ireland will continue advocating for a national capital investment fund to address critical gaps in swimming facility provision across the country.



World-Class Performance Delivery

We will strive for continued improvement in performances from our top athletes and the next generation, ensuring worldclass preparation, support systems, and competition opportunities.

Performance Team Culture

Building on the findings of our recent culture review, we will foster an aligned, high performing team environment across all levels of the organisation.

National Centres Vision

Our work will continue in defining and investing in a long-term vision for the National Centres, ensuring they remain central to Ireland's high performance pathway.

Aquatic Disciplines

Continue to support our Aquatic Disciplines to include running an International Masters Gala, delivering a performance programme for identified Water Polo athletes and teams and a development plan for Diving. We will continue to expand our Open Water Series, including exciting plans with Dublin City Council for the development of a Liffey Swim Festival.

Para Swimming Integration

Para Swimming programmes and pathways will be fully embedded into Swim Ireland's structures, ensuring clarity, cohesion, and equal opportunity for all athletes.

Pool Gaps and Operations Reports

Swim Ireland will complete key reports on pool infrastructure and operations, while actively advocating for the implementation of solutions to address identified gaps.

Island-wide Participation Growth

Further participation initiatives will be launched nationwide, with robust evaluation processes to measure success and inform future planning.

Open Water Strategy Launch

We will introduce Swim Ireland's first comprehensive Open Water Strategy, spanning participation, events, performance pathways, and international competition.

Club and Member Support

Swim Ireland remains committed to supporting clubs and members through education, guidance, documentation, forums, and ongoing advisory services. We anticipate 2026 to be another exciting and progressive year, while also recognising the challenges facing our clubs and membership - including volunteer turnover, facility access, and rising costs around training and competition delivery. Swim Ireland will continue to work closely with clubs to maintain activity levels and ensure the long-term sustainability of our sport.



APPENDIX A

Chairs of Committees and Working Groups

Status Update March 2026

Committee	Chair
Child Welfare Committee	Ken Doherty
Selection Panel	Sally Johnson
Complaints and Disciplinary Committee	Brian O'Connor
Masters Committee/Working Group	Nick Delfino
Performance Advisory Group	Andrew Reid
HR & Remuneration Committee	Orla McCarthy
Audit Committee	Keith Lynch
Nominations Committee	Appointed as required
Governance Committee	John McShane (later replaced by Lisa Fallon)

Other Committees and Working Groups

Committee	Chair
National Water Polo Committee	Brian Mongey (Appointed March 26)
Performance Management Group	Aidan McLaughlin
Competitions Steering Group	Vacant
Athletes Commission	Brendan Gibbons
DEIB Strategic Committee	William Irwin

Committee Attendance Sheets

Selection Panel Committee Attendance Sheet

Date of Meeting	Meeting Attended by
23rd April 2025	Sally Johnson Jon Rudd Andrew Reid Kevin Anderson Kathryn Wylie Damian Ball

Date of Meeting	Meeting Attended by
24th September 2025	Sally Johnson Andrew Reid Kathryn Wylie Steve Beckerleg Maeve Buckley

Performance Advisory Group

Date of Meeting	Meeting Attended by
1st October 2025	Fran Ronan Kathryn Wylie Patrick O'Grady James Hand

Date of Meeting	Meeting Attended by
2nd December 2025	Grainne Keogh Fran Ronan Patrick O'Grady Brendan Breathnach

Masters Working Group Attendance Sheet

Date of Meeting	Meeting Attended by
15th January 2025	Damian Ball Pat Daly Andrea Newport Anne Morrissey Aaron Keogh Andres Nagashiro Elaina Surge Eamon O'Hara

Date of Meeting	Meeting Attended by
20th February 2025	Damian Ball Nick Delfino Anne Morrissey Andrea Newport Andres Nagashiro Elaina Surge

Date of Meeting	Meeting Attended by
3rd April 2025	Damian Ball Pat Daly Nick Delfino Anne Morrissey Andres Nagashiro Elaina Surge Eamon O'Hara

Date of Meeting	Meeting Attended by
5th June 2025	Damian Ball Andrea Newport Anne Morrissey Aaron Keogh Andres Nagashiro Elaina Surge

Date of Meeting	Meeting Attended by
3rd July 2025	Damian Ball Pat Daly Anne Morrissey Andres Nagashiro Elaina Surge Eamon O'Hara Nick Delfino

Date of Meeting	Meeting Attended by
5th November 2025	Damian Ball Pat Daly Anne Morrissey Andres Nagashiro Eamon O'Hara Elaina Surge Charlotte Reid

Governance Committee Attendance Sheet

Date of Meeting	Meeting Attended by
12th March 2025	John McShane (Chair) Maria Flanagan Mary McMorrow (Company Secretary and Head of Operations) Andrew O'Rourke (Governance, Inclusion and Evaluation Manager)

Date of Meeting	Meeting Attended by
13th January 2026	Lisa Fallon (Chair) Darragh McGinley Joan Hynes Mary McMorrow (Company Secretary & Head of Operations) Sarah Kelly (Operations Manager) Cathal Rafferty Walsh (Senior Operations Administrator)

HR & Remuneration Committee

Date of Meeting	Meeting Attended by
12th March 2025	Orla McCarthy (Chair) Cathal Marley (SI Board Chair) Joan Hynes (SI Board Treasurer) Alan Smullen (Committee Member) Christy O'Hare (Committee Member) Sarah Keane (SI CEO) Chloe Kinahan (SI HR Manager)

Date of Meeting	Meeting Attended by
9 th June 2025	Orla McCarthy (Chair) Keith Lynch (SI Board Treasurer) Alan Smullen (Committee Member) Christy O'Hare (Committee Member) Sarah Keane (SI CEO) Chloe Kinahan (SI HR Manager) Apologies: Cathal Marley (SI Board Chair)

Date of Meeting	Meeting Attended by
13th October 2025	Orla McCarthy (Chair) Cathal Marley (SI Board Chair) Keith Lynch (SI Board Treasurer) Alan Smullen (Committee Member) Sarah Keane (SI CEO) Chloe Kinahan (SI HR Manager) Apologies: Christy O'Hare

Date of Meeting	Meeting Attended by
13 th November 2025	Orla McCarthy (Chair) Cathal Marley (SI Board Chair) Keith Lynch (SI Board Treasurer) Alan Smullen (Committee Member) Christy O'Hare (Committee Member) Sarah Keane (SI CEO) Chloe Kinahan (SI HR Manager)

Audit Committee

Date of Meeting	Meeting Attended by
11th December 2025	Keith Lynch (SI Member, FCA & SI Treasurer) Andrew Bonehill (FCCA & Independent of SI) Kate Sherry (Board Member) Glenn Kane (Treasurer Cormorant SC) Celia Coffey (Finance Director)

Swim Ireland Athletes' Commission Attendance Sheet

Date of Meeting	Meeting Attended by
14th July 2025	Brendan Gibbons (Chair) Grainne Murphy Eimear Doyle Shane O'Brien Ciará McGing Cody Dunnion Gemma Whelan Hugh O'Gara Niamh McDonnell (Performance Manager) Apologies: Cody Dunnion

Date of Meeting	Meeting Attended by
17th November 2025	Brendan Gibbons (Chair) Gráinne Murphy Eimear Doyle Shane O'Brien Ciará McGing Johnny McGrath Cody Dunnion Sarah Kelly (Swim Ireland Athlete Commission Liaison) Sarah Keane (Swim Ireland CEO) Andy Reid (Swim Ireland Interim NPD) Apologies: Gemma Whelan, Hugh O'Gara

Date of Meeting	Meeting Attended by
1st March 2026	Brendan Gibbons (Chair) Cody Dunnion Ciará McGing Jonathan McGrath Shane O'Brien Hugh O'Gara Gemma Whelan Sarah Kelly (Swim Ireland Athlete Commission Liaison) Apologies: Gráinne Murphy

DEIB Strategic Committee Attendance Sheet

Date of Meeting	Meeting Attended by
8th October 2025	William Irwin (Chair) Sarah Kerrigan Alicia McConnell Sharon Cox Adam Cox (Head of Competitions, Events and Disciplines) Peter McCartney (Head of Activation and Participation) Jessica Eynaud (DEIB and Women in Sport Manager) Apologies: Aisling McKeever (Head of Education and Community)

Date of Meeting	Meeting Attended by
24th November 2025	William Irwin (Chair) Alicia McConnell Sarah Kerrigan Aisling McKeever (Head of Education and Community) Peter McCartney (Head of Activation and Participation) Jessica Eynaud (DEIB and Women in Sport Manager) Apologies: Adam Cox (Head of Competitions, Events and Disciplines)

Competitions Steering Group (Technical Committee) Attendance Sheet

Date of Meeting	Meeting Attended by
2nd May 2025	Jon Rudd Adam Cox Pat Daly Gary Stoops Andy Reid Niamh McDonnell

Date of Meeting	Meeting Attended by
22nd June 2025	Adam Cox Andy Reid Pat Daly Niamh McDonnell

Date of Meeting	Meeting Attended by
8 th September 2025	Adam Cox Andy Reid Pat Daly Niamh McDonnell Patricia Newell Maher

**SWIM
IRELAND**

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