Henleaze Swimming Club
Members Annual Report 2026

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MESSAGE FROM THE CHAIR

It has been a privilege to serve as your Chair through my first full summer season, having taken on the role in November. I want to start by thanking the Board of Trustees, our staff, and above all our members, for the warmth and support you have shown me as I transitioned into the role.

This summer will be remembered as one of the hottest on record, with five heatwaves testing our facilities, booking system, our staff, and our neighbours in ways we have not experienced before. Our Leads and Lifeguards rose to the challenge magnificently, and I want to echo Josie's thanks to them below for their dedication throughout. What this summer has shown us, clearly, is that heatwaves of this frequency and intensity are no longer the exception. It is the Board's responsibility to plan the Club's future on that basis, our new reality has shaped much of the Board's thinking this year, alongside two other priorities that have been front and centre of our work together.

The first is our investment in a new booking system. Members will know from direct experience that our existing system has been stretched, requiring a great deal of manual intervention from our team to keep things running smoothly and allow access to our wonderful Lake. We know that through this very hot summer that availability of sessions to members has not matched the reality of how busy the lake has been at times. We know this is frustrating and the new system has features to help. One example is waiting lists for sessions in which you will get an email once a space frees up. One of the main drivers for this investment was the collection of the underlying usage data so we can design our operating model appropriately.

This is a significant investment in the day-to-day experience of using the Club, and we are targeting it being operational for Winter Dipping as this is a smaller cohort of members to onboard.

The second, and the largest undertaking the Board has faced in recent history, is our Facilities project. This work has been immense and intense in equal measure! The trustees and operations team have been working on the project for over 18 months, and over recent months we have run member consultations, gathering feedback through multiple channels, to make sure the proposals we take forward reflect not only the Board's position but the feedback from our members where appropriate. The formal consultation period has now finished and the Board now needs to consider all the feedback we have received, which we will do when we have received our pre-application feedback from Bristol City Council, which is now delayed to late September. We will then need to discuss any options for proposed changes with the architects, Marshall and Kendon before we can update members further on the plans.

This does not mean the work has stopped the Board are working through the feedback we received from the in person consultations, the neighbours meeting, emails and the 315 responses to the survey.

And finally, a thank you!, none of this happens without the exceptional effort of our staff, led by Josie and Esther, and I want to thank them, along with our administration team and all our volunteers, for everything they have put into the Club this year. I must also thank our Board who volunteer their time and skills to keep our wonderful lake running for the benefit our members.

I look forward to updating you as the booking system and Facilities project progress, and to seeing you at the Lake.

Simon Bannister
Chair of the Board of Trustees

Operations Update

The following summary gives an overview of recent years swimming numbers over the season. Please note as our AGM is earlier in the season now, figures for summer 2025 and 2024 are complete (to end Oct) and those for 2026 are for May to end July 26. The figures in brackets for this year are comparable to end July 2025)

Year	2026 (to July)	2025	2024
Membership numbers			
Summer Members	4,769	4,015	3,890
Community Access	4,437	4,007	3,510
Winter Members	1,399	1,306	1,218
Number of Swims			
Member	57154 (53,239)	75,799	57,205
Guest	14342 (12,239)	19,440	12,519
CA	9365 (12,247)	18,618	12,230
Total summer	**80,861 (77,725)**	**113,857**	**81,954**
Average per day	810	803	484
Max per day	1,594	1,589	1,629
Winter	12,854	13,862	10,547
Total	**93,715**	**127,719**	**92,501**

I wanted to start by thanking Simon Bannister, the Club's new Chair since November, for taking on the role of Chair and absolutely rising to the challenges that have been presented to him so far.

As General Manager, I feel that this year has been more demanding than any I have known, yet ultimately positive. We are ending the Summer season with one of the hottest and busiest summers on record, with 5 heat waves to endure, our wonderful Leads and lifeguards have delivered above and beyond, to ensure we provided as many opportunities as possible for a safe dip and a cool down. Thank you to all the Lead and Lifeguarding team for your hard work, commitment and dedication to the Club throughout not only the Summer, but during all weather conditions throughout the year. When I first joined the Club, heatwaves were rare, there is no doubt that we will need to plan for Summers of this nature going forward.

Thank you also to Ben Thompsett, the Club's RLSS trainer, who continues to support the Club by delivering a comprehensive staff training programme which ensures all staff are competent in their lifeguarding role. Ben's skills as a trainer are in demand, so we are delighted that he continues to support the Club in this regard.

I appreciate that our booking system has been stretched in terms of operational flexibility and required a lot on manual intervention, that we could not always deliver straight away. Fortunately, we have been working with Aptech over the past year, who have supported us with IT matters for many years, and they are mid-way through developing a new system for us, bespoke for the Club and all our users. This should be operational for Summer 2027, and we are hoping to introduce for winter swimming.

Parking on site has been managed better than before with requests that anyone parking on site either evidences a blue badge or a Lake parking permit. Unfortunately, there have been many incidents of bad and inconsiderate parking outside of the Club. Thank you to Alex, our parking attendant who has worked tirelessly, to try and resolve problems.

Whilst we still have incidents with intruders, the presence of security on busy days (of which there have been many) has provided reassurance to the team on site and all of our users.

As we look towards Autumn and winter, we anticipate the installation of the second sauna, which will ensure less crowding and a safer sauna experience for all, and an accessible one also as the new sauna will have wheelchair access.

Accessibility was also at the forefront when we rented the accessible unit at the end of last year, and in our minds when working on the Facilities project, recently communicated. The work on this project has been immense, and it has been really important for the operations and Trustees to source feedback, through various channels from our members, on the proposals which are ultimately aimed to ensure we have fit for purpose facilities for our employees and all users and visitors, not just for now but for the longer term.

We have thoroughly enjoyed delivering events to you this season, and at last the weather has matched expectations, with a superb gala weekend, 3 camping nights, a long swim and 2 big dips, and a book and cook event scheduled for September.

Finally, I must mention the contributions that Esther Brooker, Deputy General Manager, has made over the past year. Esther's hard work has been crucial in delivering the new sauna, facilities and IT project, alongside all day-to-day operational work undertaken to ensure the Lake and its operations run smoothly. We have also been admirably supported by our administration team, thank you Nicola and Kate.

Josie Evans – General Manager

Henleaze Swimming Club Treasurer's Report

I am pleased to report our progress with financial matters this year. The income statement for the year ended 31 March 2026 and the balance sheet at that date, with a comparative of the 18 months ended 31 March 2025, are shown below:

Income statement

	Year ended 31 March 2026	18 months ended 31 March 2025
	£	£
INCOMING RESOURCES		
Donations and legacies	2,125	1,000
Summer subscriptions	481,385	444,817
Winter subscriptions	101,358	148,096
Community Access and guest fees	232,910	138,809
Income from trading activities	7,067	12,340
Bank interest received	8,268	8,109
Total incoming resources	833,113	753,171
RESOURCES EXPENDED		
Operating costs		
Wages	369,828	399,240
Training	23,298	28,106
Utilities	22,307	27,849
Insurance	39,474	44,639
General Expenses	47,507	48,689
Security costs	16,683	-
Repairs and maintenance: Routine	36,425	57,379
Water quality	8,692	22,049
Depreciation	28,726	38,347
	592,940	666,298
Governance costs		
Administration	18,026	26,736
Professional fees	23,615	6,096
	41,641	32,832
Total resources expended	634,581	699,130
SURPLUS	198,532	54,041
RECONCILIATION OF FUNDS		
Total funds brought forward	704,771	650,730
TOTAL FUNDS CARRIED FORWARD	903,303	704,771

Balance Sheet

	31 March 2026	31 March 2025
	£	£
FIXED ASSETS		
Tangible assets	340,922	344,000
CURRENT ASSETS		
Cash at bank	816,670	657,199
Prepayments	53,621	36,736
Total current assets	870,291	693,935
CREDITORS		
Amounts falling due within one year	307,910	333,164
NET CURRENT ASSETS	562,381	360,771
TOTAL ASSETS LESS CURRENT LIABILITIES	903,303	704,771
NET ASSETS	903,303	704,771
FUNDS		
Contingency Fund	120,000	120,000
Main Fund	783,303	584,771
TOTAL FUNDS (UNRESTRICTED)	903,303	704,771

The highlights are:

Income statement

- The result for the year was a surplus of £198,532. This was significantly higher than the 18-month period that preceded it, which included 2 winter seasons, during which the income from operations contributes to, but does not fully cover, the club's fixed overheads. The surplus will be carried forward and will help to fund capital improvements to the Club's facilities.
- Summer subscription income (summer 2026) was higher than that for 2025, primarily due to the annual fee increase.
- The Winter subscription income was lower, reflecting 1 season's fees compared to two seasons' fees in the 18 months to 31 March 2025, although the reduction is partly offset by higher income due to higher member numbers and fees.
- Community Access and guest fees increased significantly, due to an increase in the number of CA and guest swims, driven by several spells of exceptionally good weather in Summer '25.
- Bank Interest received has increased, despite the accounting period being shorter, as we have exercised better treasury management by placing more funds in high interest accounts.
- Wages are our biggest cost, with most of the staff paid on National Living Wage rates, which increased on average by 6% versus 2025. The reported wages figure is lower than in the comparative period, as it is a shorter period, but the underlying cost was higher. This was due to the pay increases mentioned

above, and additional resources in the Executive team to support the growth and development of the Club.
- Other expenses were generally lower than the comparative period as that period is shorter.

Balance Sheet (the Club's assets, liabilities and reserves)

- The accounting year closed with Net Assets and Total Funds of £903,303 (2025: £704,771). The key assets were tangible assets (mainly land) of £340,922 (2025: 344,000) and cash of £816,670 (2025: 657,199), and the main liability was deferred income of £304,106 (2025: 329,029).
- The increase in the cash balance broadly reflects the surplus of income over expenditure for the year, whilst the reduction in deferred income (which relates to summer fees paid ahead of the start of the summer season) reflects the timing payments, with fees being paid slightly later this year.
- The Contingency Fund is a reserve that provides financial security against the consequences of unanticipated events, for example a water quality issue that might prevent us being able to open the lake. The level of this fund is reviewed each year, and remains at £120,000, having been increased from £75,000 in 2024.
- The Main Fund is used to pay the club's costs and financial commitments, as well as being available to fund capital expenditure and projects.

Operational Financial Highlights

- During the previous accounting period, the accounting reference date ("year end") was changed to 31 March. This was done to assist with budgeting and reporting at the AGM. The previous period was therefore an 18 month period to 31 March 2025 and the most recently completed accounting period is the year ended 31 March 26.
- In November 2025 we opened a new account with Triodos Bank, to further reduce our banking exposure, access higher rates of interest and on ethical grounds.
- We have continued to develop budgeting, reporting and other financial processes, to improve information for Trustees and members, allow better financial planning and safeguard the Club's assets. A review of cashflow projections for the next 2 years was recently undertaken and assisted the Board in assessing the funding for the facilities project.

Andrew Lambert – Treasurer

Grounds and Water Quality

Firstly, the Environmental Agency has awarded Henleaze lake excellent water quality as of November 2025. I'd like to acknowledge the efforts of everybody who worked hard to get the lake to this standard over the course of the past few years.

During this last year at the lake there have been a few notable changes to the grounds. The big hedge with a viewing hole close to the lake has been dugout so now we have a larger open space for seating, and a better view from the entrance. Due to complaints of mud being tracked through the toilets and bark being uncomfortable on members feet, we've removed the woodchip path leading from the gazebo towards the entrance and replaced it with grass.

We have also undertaken significant amounts of tree work following the advice of the arboricultural report. Several ash trees had branches removed due to safety concerns, the large ash by the sauna has its crown reduced by 4m, and the ash by the pod was removed as well as 3 sycamores suffering from sooty bark disease. There will likely be more work undertaken next year as there is widespread ash dieback disease on the site. We are yet to see the extent of the damage of the drought to the trees, but we may need to think about planting more drought tolerant varieties on site where possible.

We didn't experience any flooding this past year, due to the careful management of the pump. Water levels have, of course, been low this year due to a significant lack of rain, however, not as low as last year. We have had to close all the diving boards this year, again because of the low water levels.

Despite our excellent water quality rating we've had high levels of Cyanobacteria this year, with 62% of the tests for blue-green algae exceeding alert level 1. This is probably due to the very sunny weather we've been experiencing since June and perhaps helped by our friends the geese. This is significantly higher than the summer of 2025 with Level 1 being exceeded 25% of the season, and 20% in 2024 and 50% in 2023.

This year there have been minimal sightings of the Azolla water fern down at the south end of the lake. There was only a very small amount of the ferns, but due to the prevalence of pervious years I contacted CABBI. They advised that weevils wouldn't be necessary for such a small amount and instead recommended manually removing them with nets, and this seems to have done the trick.
There haven't been any reports of the fern since 3rd July, but we remain vigilant.

Lucy Holloway – Grounds and Water Quality

<u>Report from the Equality, Diversity and Inclusion (EDI) Working Group</u>

The HSC Board of Trustees has committed to address and improve equality in all aspects of the charity's management and services. This year I am pleased to report that we have taken further positive steps to move towards this.

Following our first Equality, Diversity and Inclusion (EDI) annual survey of full members and community access (CA) associate members in Spring 2024, our second survey took place in autumn 2025.) Full adult member responses were 750 in 2025 (22%), and 1025 in 2024 (32% of Full members); CA adult member responses were 449 in 2025 (14%), and 435 in 2024 (16% of CA members).

We again benchmarked the data against national and local data from the Office of National Statistics (ONS). While the return rate varied slightly, there did not appear to significant changes in user profile between the two surveys, and we continue to have specific challenges in terms of increasing ethnic diversity.

The Working Group also felt that the surveys were useful as a snapshot but did not enable a proper understanding of the membership profile as the response was only a small percentage of the membership. For that reason, trustees have agreed to integrate key data capture/protected characteristics into simple annual data collection of all members and users at the point of joining or renewal, as this can be done at the same time as the IT and booking system is being renewed. This will help inform both club management needs and EDI objectives, and allow comparative annual monitoring. This will of course be done according to GDPR guidelines and with the option of Prefer Not to Say. Any additional information that might be needed to inform Board and EDI strategy can be part of separate snapshot surveys that could change year by year to meet Club management needs for information.

As members will know, we have continued to work towards increasing the accessibility of the Club services to all members. The Trustees have agreed a new Accessibility Policy to make the Lake more accessible to disabled people which includes access onto the site, a new system for booking accessible parking, and other measures that we will be taking forward in the coming months. We have installed a fully accessible temporary change space for members with mobility issues until the whole site can be made fully accessible as part of our future facilities development. Longterm we are investigating ways to make the lake itself more accessible to wheelchair users and people with significant mobility issues.

We have continued to expand and review the Outreach and Wider Usage programme which is a key strand in our programme to increase inclusivity at the Club, building on the partnerships we already have with local community organisations such as Open Minds Active (with an additional Foster Carer group), GP practices and the Southmead Development Trust, supporting social prescribing groups, well as with local Guides and Scouts. We are developing wider connections with other community organisations, in particular increasing our outreach group programme with disadvantaged communities. This year we also welcomed the Blind and Limited Vision Group, Queer Swimmers Henleaze/Pride, Out To Swim, and we continue to explore partnerships with Bristol Black Carers and the Chinese Community Welfare Association. During the early part of 2026 the Hazardous Area Response Team of paramedics used the Lake for 6 training sessions.

Thanks as always to Josie, Esther and the team for all their help and support in taking forward this work.

Nicola Harwin, Vice Chair of the Trustees