



ANNUAL REPORT

AND ACCOUNTS 2017

Front cover image: Adam Peaty wins gold at
FINA World Championships in Budapest

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CHAIRMAN'S REPORT

MAURICE WATKINS

It is said that, after an Olympic and Paralympic Games, performances dip, particularly in any following World Championships. We are told to accept it for what it is and remember that we are working to the next Olympic Games. Well, British Swimming certainly blew that perception apart in the Budapest World Championships. Second place in the swimming medal table and third in the diving demonstrated that British Swimming was not taking its foot off the pedal. Memorable performances from Adam Peaty with two gold medals and a brilliant performance by Tom Daley in the 10m platform were probably the stand out moments of the Championships but overall it was an excellent effort and how can we forget the gold medal performances of Ben Proud in the 50m butterfly and the men's 4 x 200m freestyle relay team.

Budapest was also the scene of the FINA 2017 Congress with a presidential challenge to the incumbent Dr Julio Maglione and a number of issues were discussed particularly as to the overall governance of the sport. One big plus however from the elections was the confirmation of David Sparkes' appointment to the FINA Bureau and that of Craig Hunter to the Swimming Technical Committee, both appointments enhancing our influence at the highest level.

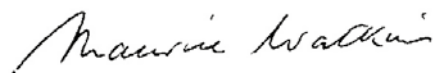
Unfortunately, the catastrophic earthquake which hit Mexico just before the Paralympic team left for the World Para-Swimming Championships prevented us from enjoying their performances but the decision to postpone the event was clearly the right one, as was the subsequent decision of British Swimming, along with other countries, not to take part in the rearranged tournament. British Para-Swimming has also been in the spotlight for the wrong reasons and lessons will be learnt from this. We want medals and success but it will not be at any price.

June 2017 also saw the departure of David Sparkes from his role as Chief Executive after 23 years' service. We thank David for his commitment, dedication and hard work over this period and wish him well for the future. I am sure we will continue to enjoy the benefits of his advice and assistance in his ongoing positions at LEN and FINA.

Jack Buckner, the former Chief Executive of British Triathlon, took over as the new CEO on 1st October after a very competitive recruitment process. I am sure everyone at British Swimming will welcome Jack to his new role.

Compliance with the terms of the new UK Sport Code for Sports Governance has exercised the attention of the Board and Executive but we were always well placed to deal with the process although some changes will need to be implemented in the Company's Articles of Association.

As always I am grateful to our independent and stakeholder directors for all their hard work and to our dedicated volunteers, partners and staff who have all played their part in our successful progress since Rio.



Maurice Watkins CBE
Chairman, British Swimming



CHIEF EXECUTIVE'S REPORT

DAVID SPARKES

As I reflect on my final report for British Swimming it is with some pride that I also reflect on the tremendous performances of our athletes. They have delivered fantastic results during a tough FINA World Championships in Budapest and at various championships during the year. It is disappointing that our Paralympic athletes will not be able to demonstrate their performance at the World Para-Swimming Championships in Mexico City after the tragedy there following the recent earthquake.

There is no doubt that as I depart British Swimming its athletes are performing well on the world stage and our coaches are delivering success, however we must not be complacent. We have just three years to the next major test in Tokyo when we again meet the world at the Olympic and Paralympic Games.

There has also been a great deal of publicity around athlete welfare in the media. I would urge all our coaches and support staff to continue to be professional and to engage with athletes in honest and frank discussions. If we are to continue to be a world power in performance we must challenge ourselves to achieve the impossible.

Looking forward there will be some funding challenges as Lottery sales fall and perhaps more sports press for funding and we must not forget High Diving, Artistic Swimming and Water Polo as they need investment if they are to improve. Without doubt a new model for funding elite sport will slowly emerge and we must engage in the debate to shape that model.

A key plank of our success going forward will be international influence and whilst this is not easy we have made significant strides in this area and we are already shaping the future, but we need to win hearts and minds in our sport if we are to change it with careful diplomacy.

In conclusion therefore British Swimming is in a good place and the team behind British Swimming is strong and has the skills to take it forward. I am confident the Board and leadership team led by the new CEO will ensure we are moving in the right direction. As I close my period with British Swimming I would like to put on record my sincere thanks to the athletes, coaches, support staff and administrators who have supported me during my time with British Swimming. I would also put on record my thanks to the Chairman Maurice Watkins, whose leadership of the Board has been exceptional, for his advice and support as we worked together.

I now plan to become an interested spectator and inevitable fan, thank you.



David Sparkes OBE
CEO, British Swimming



JACK BUCKNER

As a lifelong devotee of the Olympic and Paralympic movement I'm honoured and humbled to take over as the new CEO of British Swimming. The reports of Maurice Watkins and David Sparkes reflect on the great results of 2017. I'd like to thank both of them for supporting me in my new role. David has transformed both the ASA and British Swimming with his visionary leadership over two decades. At the same time, as is always the case in sport, both opportunities and challenges lie ahead. I'm looking forward to working with the Board and the sport to continue the next phase of British Swimming's development.

British Swimming is at heart a performance organisation with a clear focus on elite success. We have some great competitors across all our disciplines and a strong pathway of talent. However, the world of sport is changing fast. If we are to continue to perform on the world stage we need a supportive marketing and commercial strategy that allows our athletes, coaches and staff to focus on winning whilst we appeal to a broad fan base reflecting contemporary society. The commercial and media world of sport is in a state of turmoil as new funding and broadcast models emerge. We need to quickly understand this new world and then develop a clear but responsive strategy that reflects this changing landscape.

Since Rio, British Olympic and Paralympic sport has been in the spotlight like never before. We have enjoyed a period of unprecedented success. This success also brings responsibility. Winning is at the heart of our ambition, but our winning needs to reflect the deep values within the Olympic and Paralympic movement. We should embrace these challenges. At its best sport can be a positive mirror to wider society. I look forward to working with all of you in the swimming and wider aquatics world to achieve our individual and collective potential in the years ahead.



Jack Buckner
CEO, British Swimming



MONTH BY MONTH HIGHLIGHTS

OCTOBER 2016

Swimming, Diving and Para-Swimming submitted their Tokyo 2020 plans to UK Sport as part of the Tokyo Investment Process.

NOVEMBER 2016

The British Junior Diving team finished third in the medal table after China and Russia at the Junior World Diving Championships with five medals (2 Gold, 1 Silver, 1 Bronze)

The 2016 British Swimming Awards Dinner took place in London.

Adam Peaty was named Swimming World's European Swimmer of the Year and was shortlisted for the BBC Sports Personality of the Year Awards.

Simon Rothwell retired from the British Swimming Board and Keith Ashton is appointed to the Board.

DECEMBER 2016

All sports received confirmation from UK Sport of their funding for the Tokyo Olympic and Paralympic cycle. British Swimming is awarded £41,587,841 million to deliver its performance programme on the road to Tokyo 2020.

16 athletes represented Great Britain at the 2016 FINA World Short Course Championships in Windsor, Canada and won 1 Gold, 2 Silver and 2 Bronze medals.

JANUARY 2017

The year kicked off with both Swimming and Diving teams attending a high number of events as part of their preparation for the World Championships.

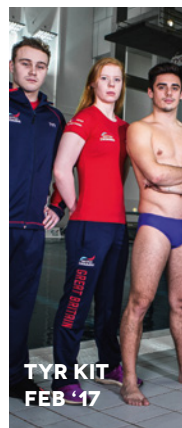
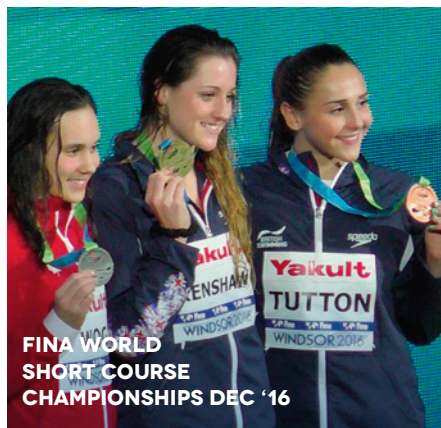
FEBRUARY 2017

The TYR kit reveal took place at National Diving Cup in Plymouth.

MARCH 2017

LEN announced that British Swimming and Glasgow have been successful in their bid to host the 2019 European Short Course Championships.

British Swimming announced that Team GB swimmers will finalise their Olympic preparations in the city of Yokohama after the BOA signed training venue contracts.



APRIL 2017

New event branding was revealed at British Swimming Championships in Sheffield.

29 swimmers were selected to compete at the FINA World Championships in Budapest in the summer following their performances at the British Swimming Championships.

The World Para-Swimming Series event took place in Sheffield. 334 swimmers from 24 nations took part making it the largest WPSWS event so far. British swimmers Alice Tai and Bethany Firth broke World Records.

MAY 2017

The World Championships swimming team travelled to Thanyapura for a training camp.

JUNE 2017

The World Championships Swimming team competed at the Japan Open Meet winning 3 Gold medals, 3 Silver and 3 Bronze.

Craig Nicholson and Liam Tancock secured places on the UK Sport International Leadership Programme.

JULY 2017

Diving finished third in the medal table at the FINA World Championships in Budapest with 1 Gold and 2 Silver medals, exceeding their UK Sport medal target.

Swimming had their best ever long course performance finishing second behind USA on the medal table and exceeding their UK Sport performance target at the FINA World Championships with 4 Gold medals.

The Swimming team won seven medals at the 2017 Swimming European Junior Championships in Netanya, Israel.

The Diving team won seven medals at the 2017 Diving European Championships to finish 2nd in the medal table.

David Sparkes was announced as a FINA Bureau member.

AUGUST 2017

The team won 4 medals at the 6th World Junior Swimming Championships to finish ninth on the medal table.

FINA announced the new committees for 2017 – 2021 and they included British representation across five different committees.



**BETHANY FIRTH
APR '17**



**NEW EVENT
BRANDING APR '17**



**WORLD JUNIOR SWIMMING
CHAMPIONSHIPS AUG '17**



**FINA WORLD
CHAMPIONSHIPS
JULY '17**

James Guy competes in the Final of the Men's 4x200m Freestyle Relay on the way to victory and a Gold Medal.



FINA WORLD CHAMPIONSHIPS

SWIMMING

Swimming had their best ever long course performance finishing second behind USA on the medal table with 4 Gold medals and achieving their UK Sport performance target.

The team consisted of 27 athletes and 19 staff. Of the athletes 13 (48%) were competing at this level for the first time.

The Medal (Olympic events) and Seasons Best Targets for the World Championships are shown below:

SEASONS BEST ACHIEVED:

> 62%

UK Sport Medal Target (Olympic Events): 4-7

Medals Won (Olympic events only): 5

Medals Won (including non Olympic events): 7

Seasons Best Achieved: >62%

10 Records were broken by 10 athletes - 38% of team

MARATHON SWIMMING

A team of six athletes and five staff represented Great Britain in the Men's 5km and 10km, Women's 10km and for the first time at a senior world level the mixed team relay. As outlined above, Tim Shuttleworth picked up the bronze medal in the men's 5km event. There was also a fourth place finish by Jack Burnell in the Men's 10km event and a fifth by Danielle Huskisson, Toby Robinson, Tim Shuttleworth and Alice Dearing in the mixed team relay.

DIVING

Diving exceeded their UK Sport medal targets finishing third on the medal table with three medals.

The team consisted of 12 athletes and 13 staff.

There were also a number of finalists.

HIGH DIVING

Great Britain had two male participants in the top 12 final round dive off. Gary Hunt, after leading for the whole competition finished in fifth place after attempting the World's highest tariff dive.

SYNCHRO

The performance of the British team produced the best synchro results since the UK Sport funding ceased. The new pairing of Kate Shortman and Isabelle Thorpe were the youngest in the field and finished in 16th place in the free duet.

BRITISH SWIMMERS SET:

2 WORLD RECORDS

2 COMMONWEALTH RECORDS

1 EUROPEAN RECORD

12 BRITISH RECORDS

It's the double double for Adam Peaty.

He wins his second gold medal of the World Championships.

#FINABudapest2017 bbc.in/2vJ5014



'A good launchpad for the next 3 years'

British Swimming head coach Bill Furniss reflects on #FINABudapest2017 🙌

bit.ly/2ubYldC



1:27 PM - 31 Jul 2017

10 Retweets 63 Likes

Medals, #FINABudapest2017

Great Britain #5, @TeamGB @britishswimming 🇬🇧👏

🏆 5 🥈 3 🥉 3



11:04 AM - 1 Aug 2017

39 Retweets 145 Likes

ROLL OF HONOUR

SWIMMING MEDALS

Name	Event	Medal
Adam Peaty	50m Breaststroke	Gold
Adam Peaty	100m Breaststroke	Gold
Ben Proud	50m Butterfly	Gold
Stephen Milne, Nicholas Grainger, Duncan Scott, James Guy, Calum Jarvis	Men's 4x200m Freestyle	Gold
Chris Walker-Hebborn, Adam Peaty, James Guy, Duncan Scott, Ross Murdoch	Men's 4x100m Medley	Silver
Ben Proud	50m Freestyle	Bronze
James Guy	100m Butterfly	Bronze
Tim Shuttleworth	5km Marathon Swimming	Bronze

SWIMMING RECORDS

Name	Event	Time	Record
Adam Peaty	50m Breast	25.95	World
Adam Peaty	100m Breast	57.44	Champ.
Max Litchfield	200m IM	1:56.64	CW.
Max Litchfield	400m IM	4:09.62	CW.
James Guy	100m Butterfly	50.67	British
Stephen Milne, Duncan Scott, Nicholas Grainger, James Guy	Men's 4x200m Freestyle	7:01.70	British
Georgia Davies	50m Backstroke	27.49	British
Georgia Davies, Adam Peaty, James Guy, Siobhan-Marie O'Connor	Mixed 4x100m Medley	3:56.96	British
Chris Walker-Hebborn, Adam Peaty, James Guy, Duncan Scott	Men's 4x100m Medley	3:28.95	British
Ben Proud	50m Butterfly	22.75	British

DIVING MEDALS

Name	Event	Medal
Tom Daley	Men's 10m Platform	Gold
Tom Daley & Grace Reid	Mixed 3m Synchro	Silver
Lois Toulson & Matthew Lee	Mixed 10m Synchro	Silver

OVERALL MEDAL TALLY:



Adam Peaty at FINA World Championships in Budapest

EXCELLENCE SWIMMING

INTERNATIONAL ACTIVITY

2017 was a busy year of competitions with seven representative meets across pool and open water with over 130 selections made. If representation at a home nation level at the Commonwealth Youth Games in Samoa is included also this rises to 150 athletes who have been involved in international competition this year.

**150 ATHLETES HAVE
BEEN INVOLVED
IN INTERNATIONAL
COMPETITION THIS YEAR**



EXCELLENCE **SWIMMING**

Georgia Davies on first leg of
4 x 100m mixed medley relay at
FINA World Championships in Budapest

SENIOR PROGRAMME

The first major senior event of the 2016/2017 season was the World Short Course Championships in Windsor in December 2016. A small team with a strong development focus won five medals. The results are outlined as below:

**World Short Course Championships
Windsor, CAN DEC 2016**

- Gold – Molly Renshaw (200m Breaststroke)
- Silver – Max Litchfield (400m Individual Medley)
- Silver – Andrew Willis (200m Breaststroke)
- Bronze – Georgia Davies (100m Backstroke)
- Bronze – Chloe Tutton (200m Breaststroke)

The Senior team also competed at a number of other events throughout 2017 as part of their preparation for the FINA World Championships in Budapest in July, the major event of the year. These included the Euro Meet in Luxembourg in January, the Indianapolis USA Grand Prix in March, the Japan Open in May and Sette Colli in June 2017.



JUNIOR PROGRAMME

Four Junior events took place over the summer period specifically the European Junior Championships, the European Youth Olympic Festival (EYOF) and World Junior Championships. The World University Games also included 16 transition athletes. The results from these events are outlined below:

**World Junior Championships
USA, AUG 2017**

- Gold – Freya Anderson (100m Freestyle)
- Gold – Emily Large (200m Butterfly)
- Bronze – Keanna MacInnes (200m Butterfly)
- Bronze – Anabelle Guy-Johnson (200m Breaststroke)

**European Junior Championships
Netanya, ISR JUN 2017**

- Gold – Tom Dean (200m Individual Medley)
- Gold – Layla Black (200m Breaststroke)
- Silver – Tom Dean (400m Individual Medley)
- Silver – Ciara Schlosshan (200m Butterfly)
- Bronze – Alicia Wilson (200m Individual Medley)
- Bronze – James McFadzen (200m Individual Medley)
- Bronze – Mixed 4x100 Medley Relay
(Lily Boseley, Oliver Crosby, Ciara Schlosshan, Scott Mclay, Jahrel Murphy, James McFadzen, Isabel Spinley, Laura McNab)

**European Youth Olympic Festival
Gyoer, HUN JUL 2017**

- Bronze – Charlie Hutchinson (400m Individual Medley)

**World University Games
Tapei, TPE JUL 2017**

- Silver – Jay Lelliot (400m Freestyle)
- Bronze – Joe Litchfield (200m Individual Medley)
- Bronze – Rachael Kelly (100m Butterfly)

The following table shows the data on the Seasons Best, Number of Finals Swims and Number of Medals from the four meets.

Event	Season Best %	Ind. Finals	Ind. Medals
EYOF	62.50%	12	1
World Universities	26.67%	9	3
European Juniors	72.97%	16	6
World Juniors	81.82%	20	4
	60.99%	57	14



Keanna MacInness and Emily Large with their medals at the FINA World Junior Swimming Championships.



MARATHON SWIMMING

It was another busy season for British Marathon Swimmers on the European and World Open Water circuit. Key results are outlined below:

FINA OW World Cup, Abu Dhabi (UAE), March 2018

1 Gold (10km) – Jack Burnell

USA Open Water Nationals

1 Bronze (5km) – Caleb Hughes

French Open Water Nationals

1 Bronze (5km) – Jack Burnell

1 Gold (Team Relay) – Danielle Huskisson, Alice Dearing, Jack Burnell and Caleb Hughes

FINA World Championships

1 Bronze – Tim Shuttleworth

LEN European Junior Championships

1 Bronze (Team Relay) – Emilia Sansome, Masie McCartney, Hector Pardoe and Ioan Evans



KEY DOMESTIC ACTIVITY

The Programme continued to deliver another significant calendar of domestic activity for staff and athletes which included:

Podium Potential Orientation Day, November 2016

New Podium Potential athletes and targeted others attended this camp. As well as a general programme induction for athletes, the day provided key information and advice for both parents and athletes.

Annual Team Manager Training Workshop, November 2016

This involved 17 team managers ahead of selections for 2017 events.

GBR1 Workshop, Windsor, November 2016

There were a number of aims for this workshop which included highlighting key findings from the Performance Programme debriefs completed in 2016, provide key messages about the Tokyo 2020 strategy, assess where the programme currently is, identifying actions around role clarity and purpose and working within teams to set key priorities for the next quadrennial.

TRAINING CAMPS

In addition, a number of training camps have taken place including two national altitude camps as part of the Altitude Strategy in the lead up to Tokyo 2020 and the World Championships holding camp which took place in Edinburgh immediately prior to the team travelling to Budapest for the Championships. A national team camp in Thailand, which incorporated the Japan Open, took place in May/June 2017.

Tom Daley and Grace Reid take on the Mixed 3m Synchro at the World Championships in Budapest

EXCELLENCE DIVING

COMPETITIONS

Over the last 12 months Great Britain divers have attended a number of events and have won a number of medals at major World and European International competitions at both Senior and Junior level. Following is a roundup of the results from all of the events over the last 12 months, both Senior and Junior, outlining medals and team placing.

World Junior Diving Championships, Kazan, RUS, November 2016

Gold – Houlden, Torrance, Harrison, Williams (Team event)
Gold – Katherine Torrance (1m group A)
Silver – Lois Toulson (Platf group A)
Bronze – Matthew Dixon (Platf group A)
Bronze – Katherine Torrance (1m group A)
Overall: 3rd place

FINA/NVC Diving World Series 2017 – leg 1, Beijing, CHN, March 2017

Gold – Jack Laugher (3m)
Silver – Jack Laugher, Chris Mears (3m Synchro)
Bronze – Tom Daley (10m)
Overall: 2nd place

FINA/NVC Diving World Series 2017 – leg 2, Guangzhou, CHN, March 2017

Silver – Jack Laugher, Chris Mears (3m Synchro)
Silver – Jack Laugher (3m)
Silver – Thomas Daley (10m)
Overall: 2nd place

FINA/NVC Diving World Series 2017 – leg 3, Kazan, RUS, April 2017

Silver – Jack Laugher, Chris Mears (3m Synchro)
Bronze – Thomas Daley (10m)
Bronze – Thomas Daley, Daniel Goodfellow (10m Synchro)
Bronze – Thomas Daley, Grace Reid (Mixed 3m Synchro)
Overall: 4th place

FINA/NVC Diving World Series 2017 – leg 4, Windsor, CAN, April 2017

Gold – Matthew Dixon, Noah Williams (10m Synchro)
Bronze – Thomas Daley (10m)
Overall: 2nd place

FINA Diving Grand Prix, Gatineau, CAN, April 2017

Gold – Matthew Dixon, Noah Williams (10m Synchro)
Bronze – Matthew Dixon (10m)
Overall: 4th place

FINA Diving Grand Prix, San Juan, PUR, April 2017

Gold – Matty Lee (10m)
Gold – James Heatly, Freddie Woodward (3m Synchro)
Gold – Robyn Birch, Matty Lee (Mixed 10m Synchro)
Overall: 2nd place

7th Youth Diving International Meet, Dresden, Germany, April 2017

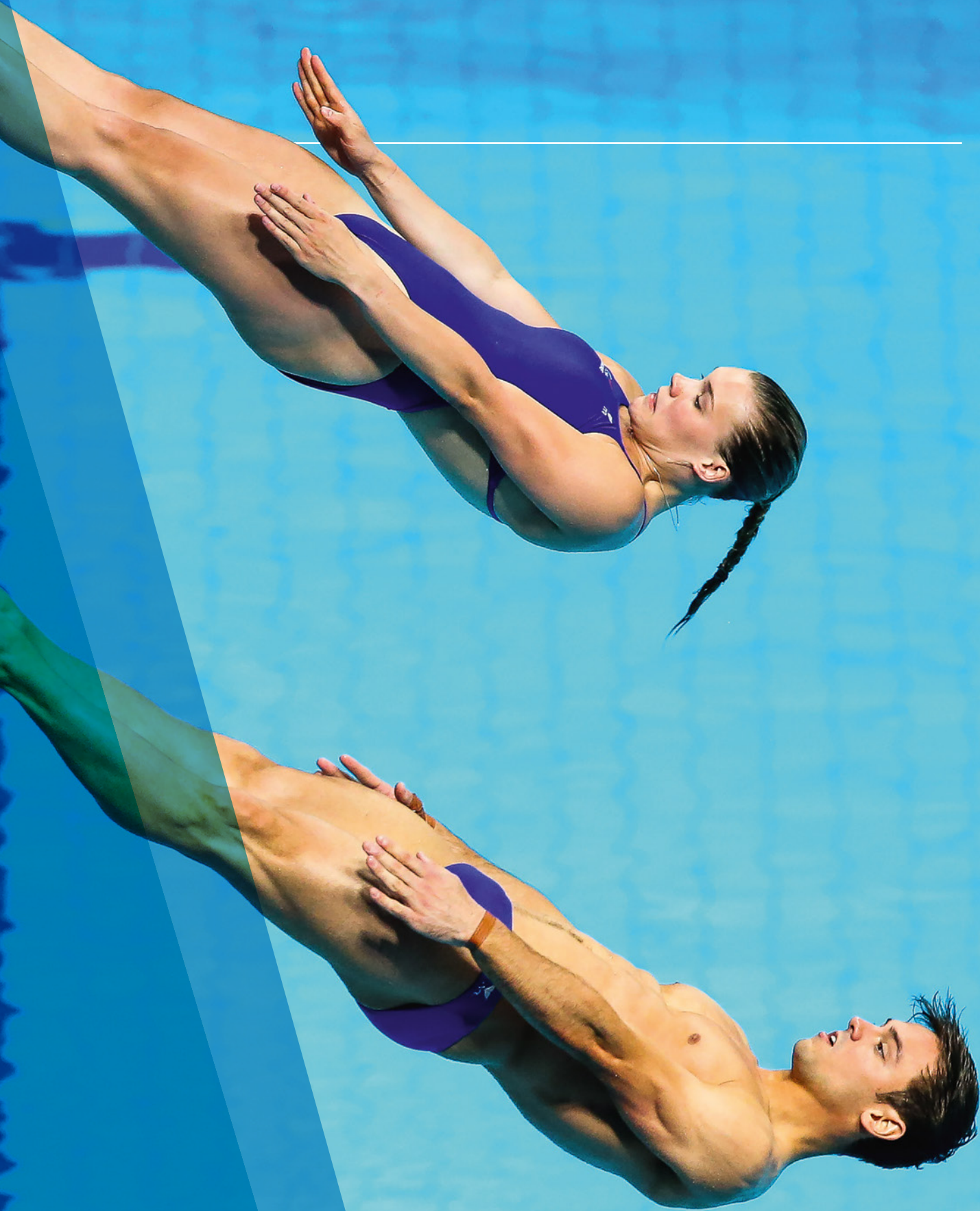
Gold – Matthew Dixon (Platf group A)
Gold – Ruby Bower (Platf group A)
Silver – Emily Martin (Platf group A)
Silver – Holly Waxman (3m group B)
Bronze – Anthony Harding (1m group A)
Bronze – Cameron Gammage (3m group A)
Bronze – Anthony Harding, William Hallam (3m Synchro)
Bronze – Maria Papworth (3m group A)
Bronze – Scarlett Mew-Jensen, Maria Papworth (3m Synchro)
Overall: 4th place

LEN European Diving Championships, Kiev, UKR, June 2017

Gold – Lois Toulson (10m)
Gold – Lois Toulson, Matthew Lee (Mixed 10m Synchro)
Gold – Ruby Bower, Phoebe Banks (10m Synchro)
Bronze – Noah Williams, Matthew Dixon (10m Synchro)
Bronze – Freddie Woodward, James Heatly (3m Synchro)
Bronze – Matthew Lee (10m)
Overall: 3rd place

European Junior Diving Championships, Bergen, NOR, July 2017

Gold – Matthew Dixon (Platf group A)
Gold – Eden Cheng (Platf group B)
Silver – Noah Williams (Platf group A)
Silver – Phoebe Banks, Ruby Bower (Platf Synchro)
Silver – Matthew Dixon, Noah Williams (Platf Synchro)
Bronze – Yasmin Harper, Scarlett Mew-Jensen (3m Synchro)
Bronze – Aidan Heslop (Platf group B)
Bronze – Louise Bradley (1m group B)
Overall: 2nd place



🐦 🏆 MEDAL ALERT!! 🏆 SILVER 🏆 MEDAL FOR
@TOMDALEY1994 & #GRACEREID IN THE @FINABP2017
MIXED 3M SYNCHRO FINAL! #FINABUDAPEST2017
- BRITISH SWIMMING

EXCELLENCE DIVING

TRAINING CAMPS

In addition to the competitions a number of training camps have taken place at both senior and junior level. Holding camps were held immediately preceding the major events of the year to assist in the teams' final preparations for those events and also part of their long term preparation for the Olympic Games in Tokyo 2020. These are outlined below:

Team Tokyo Camp, Southend-on-Sea 20th-27th February 2017

The participants for this camp were the potential team for the Tokyo Olympic Games. The team consisted of 32 divers and 11 coaches from eight centres across the country and 15 members of staff.

FINA Diving Grand Prix Puerto Rico – pre camp, San Juan, Puerto Rico 27th April-1st May 2017

This camp was part of the preparation for the European Diving Championships in Kiev, Ukraine. The team consisted of five divers and four members of staff.

World Championships pre-camp, London 2nd-8th July 2017

This camp was the final preparation for the FINA World Championships in Budapest. The team consisted of 12 divers and 15 members of staff.

KEY DOMESTIC ACTIVITY

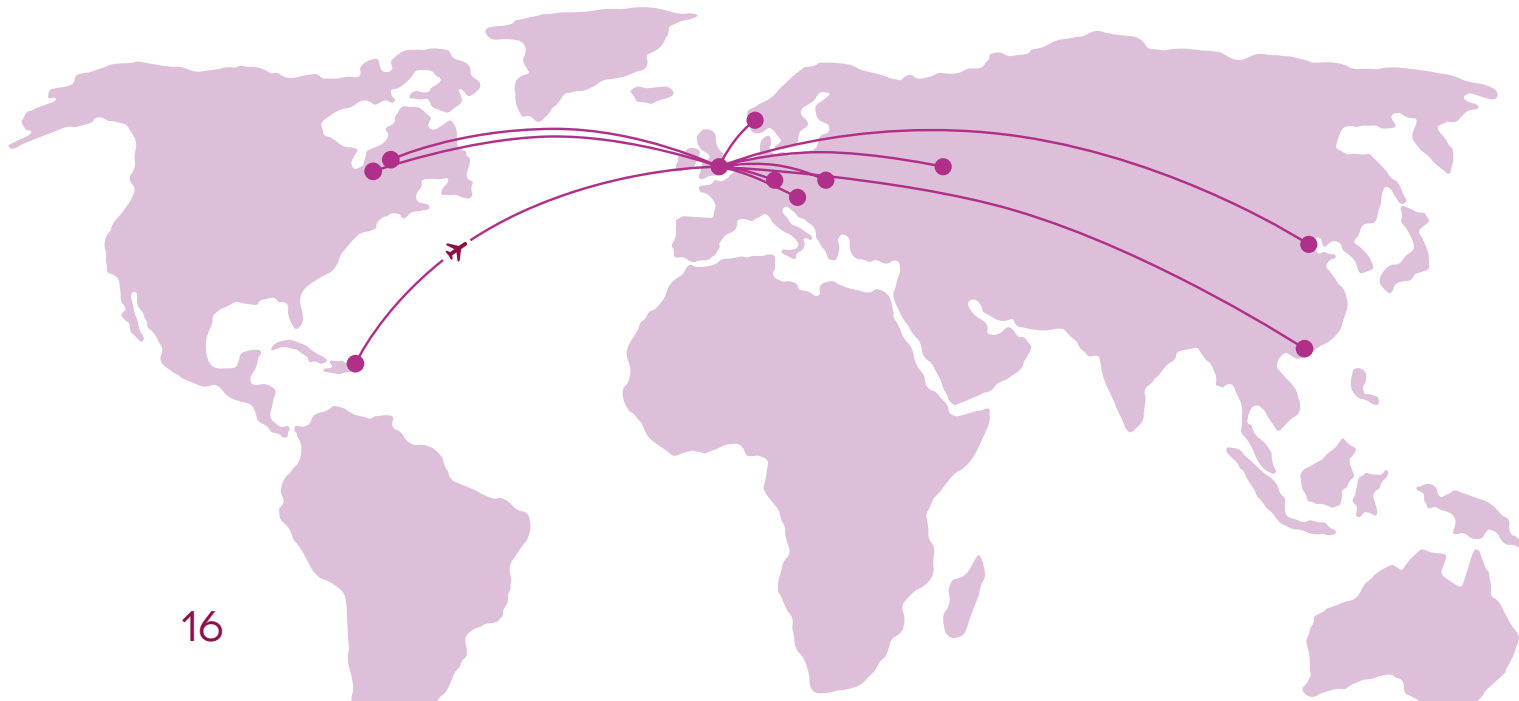
Annual Diving Coaches Conference, January 2017

This brought together the key coaches to discuss the two major events for 2017 as well as the Commonwealth Games 2018 Strategic Plan and the Tokyo four year Strategic Plan.

793,040

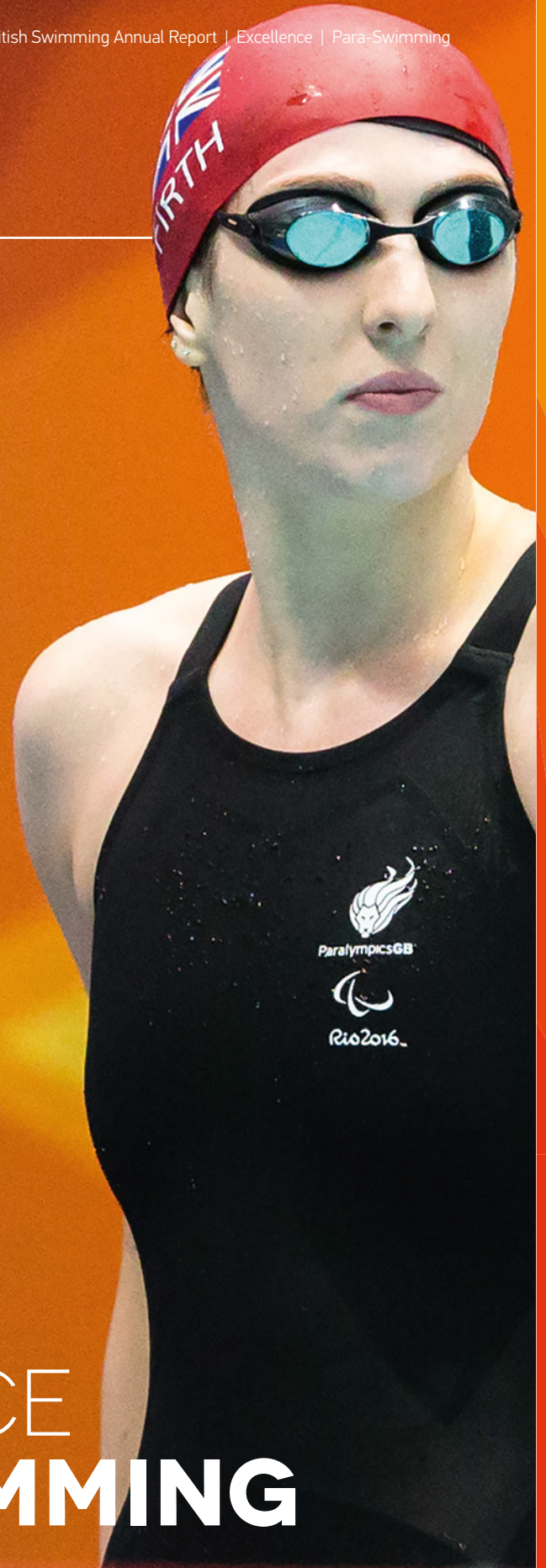
THE TOTAL MILES THE BRITISH DIVING TEAM HAS TRAVELLED

THIS IS EQUIVALENT TO MORE THAN 33 TRIPS AROUND THE WORLD



Bethany Firth, British Para-Swimming
International Meet 2017

 **GREAT BRITAIN
WON THE OVERALL
WORLD PARA-
SWIMMING WORLD
SERIES IN 2017**



EXCELLENCE
PARA-SWIMMING

Stephanie Millward of Corsham during the British Swimming Summer Championships 2017

EXCELLENCE **PARA-SWIMMING**

It has been a busy year for the Para-Swimming programme with a number of events and a particularly busy calendar of domestic activity.

10 WORLD RECORDS

**BROKEN AT THE WORLD
PARA-SWIMMING WORLD SERIES**



INTERNATIONAL EVENTS

GBR swimmers competed at two legs of the Para-Swimming World Series. The results are outlined below:

World Para-Swimming Series/British Para-Swimming International Meet 2017 (BPSIM)

- Took place 24th-27th April in Sheffield
- 334 swimmers from 24 nations took part making it the largest World Series event so far.
- GBR Programme swimmers recorded 32 PBs from 111 swimmers. Academy level swimmers swam 49 PBs from 81 swims.
- Two World Records

	Podium	Potential	Academy	Overall
Number of events competed in	29	82	81	192
Number of event PB's	3	29	49	81
Event PB %	10.3%	35.4%	60.5%	42.2%

World Para-Swimming World Series

- Took place in July in Berlin
- 10 World records broken
- Medals won – 7 Gold, 5 Silver and 5 Bronze

GBR as a nation won the overall World Para-Swimming World Series in 2017

DOMESTIC COMPETITIONS

In December 2016 over 250 Para-Swimmers competed at the National Para-Swimming competition in Manchester. This included 16 Rio medallists. A number of records were broken:

- Two World Records
- Three European Records
- Five British Records

KEY DOMESTIC ACTIVITIES

The key domestic activities are outlined below:

Classification, October 2016

The search for new classifiers began and the British Para-Swimming Classification Group shortlisted six applicants to take through the two-part course which was led by three internationally certified classifiers. This process culminated with five volunteers from either a coaching or medical background passing the national course.

Programme selections, November 2016

Following a robust performance review programme with coaches and athletes, a group of 49 athletes were selected to join the British Para-Swimming Podium (13) and Podium Potential (18) Programme and Para-Academy (18) as the sport enters the opening season of the 2020 Paralympic cycle.

Parents' Education Session, Sheffield, April 2017

A parents' sessions for all Podium, Potential and Para-Academy parents was held during the World Para-Swimming series event held in Sheffield. The focus of this session was to give an update on the programme, discuss the idea of a parents' group and how to develop communication processes with the parents.

Para-Academy Camp, Manchester, May 2017

16 athletes and eight home coaches attended a two day camp designed to give them the skills outside of the pool to support their swimming. Over the two days, athletes were taught about nutrition and got to experience a practical session at Manchester Metropolitan University. They also enjoyed a presentation on Strength and Conditioning both pre and post pool which took place at the Manchester Institute of Health and Performance.

Programme Selections for 2017/2018, August 2017

Programme selections for the programme year 1st October 2017 – 30th September 2018 took place in line with 2018 benchmarks.

INTERNATIONAL CAMPS

Two altitude camps have also taken place, at Flagstaff, America.

Land work at altitude

SPORTS SCIENCE/ INNOVATION

SWIMMING

- A major restructure of the Sports Science and Sports Medicine (SSSM) department was undertaken which, as a result, saw the establishment of four new lead posts and a new medical team.
- A major project is underway with the EIS and UK Sport to further develop Open Water Performance Analysis toolkit and develop a bespoke rankings system for Marathon Swimming.
- A new partnership with Manchester Metropolitan University has commenced to investigate the key biomechanical determinants of start and turn performance.
- Physiological profiling and monitoring to optimise the adaptation to altitude training (live high, train high) and increase gains in endurance capacity is underway.
- Software and analysis projects have been agreed with Sheffield Hallam University in order to increase the resolution and specificity of our methods to analyse performance both above and below water.

DIVING

- A Strategy working group has been established to ensure the service meets the needs of the sport and the athletes
- Work has been carried out with the English Institute of Sport to define a new athlete health strategy. With increased funding from UK Sport in the Tokyo cycle, this is now being implemented.
- Research & Innovation initiatives have continued throughout the year to further extend the depth and detail of the What It Takes To Win (WITTW) model. This area continues to be supported by Sheffield Hallam University in performance analysis.
- A project is ongoing to quantify the performance effect of Strength and Conditioning to maximise divers' rate of development.
- Diving has developed its partnership with the English Institute of Sport to provide greater CPD, technical leadership, access to best practice in other sports and practitioner network for more of its support staff.



PARA-SWIMMING

- A SSSM Thinktank was held in March 2017 for both the support and coaching teams. Following this a number of key areas of focus were identified:
 - Continued development and implementation of the WITW model
 - Development and implementation of 'ROAR Ingredients' (Responsibility, Ownership, Achievement, Respect)
 - Evaluation of current meeting structure
 - Evaluation of communication strategy currently used with athletes and coaches
 - National Performance Director and ongoing development
 - Masterclass programme for athlete, coach and staff education
 - Development of Research and Innovation strand of support
 - Combined support/coach team objectives for camps and competitions
- A Manchester Partners update meeting took place in February 2017 and is scheduled to take place every six months moving forward. The aim of these meetings is to give all Manchester Partners and stakeholders an update into the strategy of British Para-Swimming.
- Research has been commissioned by the International Federation, World Para-Swimming, in order to improve VI classification. As part of this, British swimmers underwent a new battery of vision tests designed to capture different aspects of visual function such as contrast sensitivity, depth perception, sensitivity to bright light, and how perception of movement affects their ability to race.

RESPONSIBILITY,
OWNERSHIP,
ACHIEVEMENT,
RESPECT.



COACH EDUCATION

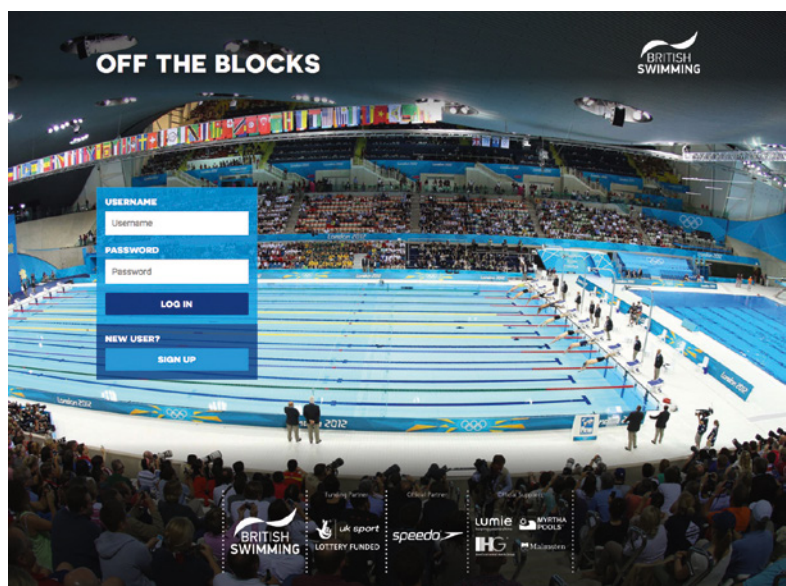
SWIMMING

Swimming Elite Coach Programme

The last 12 months has seen the continued rollout of our Coach Education programme, with a focus on the development of our Performance Learning Experience (PLE) concept. Five PLEs have been run with the engagement of more than 20 athletes across the Performance Pathway. In addition we have continued to provide Coach CPD opportunities for coaches at a Home Nation level at the majority of World Class Programme of camps and competitions. Our two National Centres for swimming continue to operate as excellence 'hubs' facilitating a number of opportunities for coaches and their athletes to visit for dedicated training, testing and analysis.

PURPOSE:

TO CREATE A
COMMUNITY OF
**HIGH PERFORMING
COACHES**



Off The Blocks Initiative

This new innovative online resource has been designed to provide information and support to teachers and coaches working across the country. It has been online since the end of August 2016. Since then it has grown in terms of registered users and is continually being updated with new information. There are currently:

3200 REGISTERED USERS
1150 SCHOOLS AND CLUBS

5 PERFORMANCE LEARNING EXPERIENCES DELIVERED
ACROSS THE HOME NATIONS (OVER THE LAST 18 MONTHS)

30 COACHES PARTICIPATED; 2 PARA COACHES (ENG 19, SCOT 8, WAL 5)

DIVING

With a number of coaches moving up the pathway from Talent to GB, the work of coach development, both technical and coaching skills, is the highest priority. A project to enhance culture, communication and teamwork has been run around High Performance Centres and in addition to this, delivery is taking place to coaching groups at pathway levels to identify opportunities to link to the performance science team.

British Diving Single System

The British Diving Single System was launched at the Annual Conference held in January 2017. By April 2017 this had been disseminated to a network of home country Talents Centres in England which underpin the GB Performance Centres. British Diving's Single System technical manual has become the technical syllabus for RQF qualifications and CPD workshops.

Coaching+ Development Programme

Coaching+ is Diving's pathway coach development programme which supports the network of centres. Cohort one graduated from this programme in April 2017 at which point cohort two had their inductions to the programme.

UK Sports Elite Coach Future Performance Leader Programmes

Diving filled one place on each of UK Sport's Elite Coach Future Performance Leader programmes.

PARA-SWIMMING

What it Takes to Win (WITTW) Model

This model has undergone further refinement with practical sessions taking place with support team and coaches on practical implementation. A panel discussion has also taken place to critique the model for any fine tuning. The use of Edufii as a mechanism for sharing information with athletes, coaches and parents continues to be trialled.

Athletes Development Framework

Work has been underway in developing an athlete's development framework for Para-Swimming. This process is being supported and facilitated through the Performance Pathway Team at UK Sport and English Institute of Sport. The development of the framework is directly linked to the 'What it Takes to Win' (WITTW) model. When finished the framework will be a guide of what is expected of a swimmer at each stage of the pathway and therefore hopefully will align all of the stakeholders involved.

Altitude Training

Discussions and debates have been ongoing with coaches who attended the Altitude Camp in Flagstaff in March with regards to training at altitude.



INTERNATIONAL RELATIONS

British Swimming continues to build its international profile and this year has been no exception with increased activity around the FINA elections which took place in Budapest in July. International Influence is key to the success of British Swimming and having people in positions of influence can make positive impacts on aquatics and can ensure British Swimming can tackle issues high up on their own agenda, such as the Olympic/Paralympic Programme, good governance and anti-doping.

HOSTING OF INTERNATIONAL EVENTS

The European Sports Championships in Glasgow are now almost upon us with little under a year to go. Natalie Cunningham (Aquatics Competition Manager) is working hard with the European Championships team to deliver a spectacular event.

Earlier this year British Swimming learnt that their bid to host the 2019 European Short Course Championships had been successful and the event will be staged in Glasgow in two years' time. Work will begin with partners from Glasgow Life, EventScotland and UK Sport.

Preparations have now also started on the 2020 European Junior Swimming and Diving Championships which will be held in Aberdeen.

BRITISH DELEGATES

As always, the role that our international delegates play within our international relations programme remains essential in our ability to have influence in the development of the sport at a continental and world level. It is vital that they have the opportunity to be involved in decision making and governance structures which influence decisions being made on the world stage.



International delegate positions within LEN held by British representatives (appointed at the 2016 Congress)

David Sparkes	General Secretary, LEN Bureau, LEN Member of the FINA Bureau for 2017-2021
Craig Hunter	Vice Chairman, Technical Swimming Committee
Simon Rothwell	Chair, Masters Committee
Sam Greetham	Secretary, Technical Open Water Committee
Chris Murray	Member, Panel for Disciplinary Matters & Disputes
Alexei Evangulov	Member, Technical Diving Committee
Maria Ramos	Member, Technical Synchronised Swimming Committee
Maurice Watkins	Chair, Legal Commission
Jon Glenn	Member, Learn to Swim Commission

Melanie Beck has been positioned to establish a LEN High Diving Technical Committee.

International delegate positions within FINA held by British representatives (appointed at the 2017 Congress)

David Sparkes	Member, FINA Bureau
Craig Hunter	Member, Technical Swimming Committee
Sam Greetham	Honorary Secretary, Technical Open Water Swimming Committee
Melanie Beck	Member, Technical Diving Committee, Honorary Secretary, Technical High Diving Committee
Kevin Boyd	Honorary Secretary, Medical Committee

International delegate positions within IPC held by British representatives

Sue Prasad	Head of Technical Control & Officiating, Technical Swimming Committee
Craig Nicolson	Member, Classification Rules and Regulations Sub Committee
Sarah Stewart-Hunter	Member, Competition Programme Working Group
Carl Payton	Swimming research around physical classification
Catherine Gilby	IPC Swimming Sports Science Working Group

International Technical Officials

The work of our international technical officials remains vital for the outcomes of our overall international influence strategy. This year we have seen over 25 technical officials selected to represent Great Britain at events across the world and representing the disciplines. This includes one technical official selected for the World Championships in Diving and two officials who represented Great Britain at the World Masters Championships. We will also be well represented in Mexico at World Para-Swimming Championships as three International technical officials have been appointed along with a British Assistant Technical Delegate.

The British Swimming international relations work is managed and monitored by the following sub-group to the British Swimming Board:

Maurice Watkins	British Swimming Chairman
David Sparkes	Member, FINA Bureau
Claire Davenport	British Swimming, Director of International Influence
Sam Greetham	Secretary, LEN Technical Open Water Committee & Honorary Secretary, FINA Technical Open Water Committee
Peter Littlewood	British Swimming Board Member
Simon Rothwell	Chair, LEN Masters Committee
Robert Morini	UK Sport, Head of International Relations

KEY ACTIVITIES THIS YEAR:

November 2016

David Sparkes re-elected onto the British Olympic Association Board

December 2016

Attendance at the FINA World Aquatics Convention in Windsor, Canada

Attendance at the FINA World Short Course in Windsor, Canada

February 2017

Forbes Dunlop elected onto the British Paralympic Association Board

March 2017

Successful bid to host the 2019 European Short Course Championships in Glasgow.

April 2017

Successful delivery of the World Para-Swimming World Series 2017, Sheffield

May 2017

Attendance at the LEN Congress in Marseille, France

June 2017

Confirmation that two individuals were selected onto the UK Sport International Leadership Programme.

July 2017

Attendance at FINA World Championships, Budapest

Attendance at FINA Congress, Budapest

August 2017

Attendance at FINA Masters Championships

Nomination submitted for GBR representative onto the World Para-Swimming Athlete Advisory Group

Tom Baster attended the Summer Universiade in Taipei as Technical Delegate

September 2017

World Para-Swimming Championships, Mexico were postponed until November 2017

Adam Peaty collecting his Athlete of the Year Award at British Swimming Awards Dinner 2016

CORPORATE UPDATE

STAFF AND ATHLETES AWARDS

The 2016 Athlete Awards in London were a great success. The event focused on the huge achievements in Rio and brought athletes and staff together to celebrate. The 2017 successes will be celebrated at another Athlete Awards, this time in Manchester.

STAFF DAY

The 2016 staff day combined motivational speakers from both inside and outside of British Swimming, promoted team building and staff were rewarded for their contribution through the awards element. The 2017 staff day will continue the 'one team' ethos with a similar structure to last year.

STAFF SURVEY

Initiatives were implemented as a result of the 2016 staff survey with some success. The 2017 staff survey achieved a higher response rate than the previous year at 69.3%. Overall it appears employee morale, satisfaction and engagement have either improved slightly or stayed the same. Further initiatives will be implemented following the survey with the aim to make further improvements.

ORGANISATIONAL CHANGES

2016 saw some significant changes within the World Class Swimming Programmes sports science sports medicine team.

WELL-BEING

British Swimming are keen to ensure the well-being of its staff. The Senior Management Team and senior individuals within the disciplines have undertaken 360 health assessments through Nuffield Health.

BENEFITS

British Swimming implemented an online discount benefit, Reward Gateway, for all staff.

APPRAISALS

Electronic appraisals were introduced this year which have worked well. Further improvements to the process and form continue.

RESOURCELINK

MyView, the self-service element of the HR/Payroll system, is used by all British Swimming employees. The system continues to be developed to enhance its use.

SPONSOR LICENSE

British Swimming were granted a sponsor license by UK Visa and Immigration.

EQUALITY, DIVERSITY AND INCLUSION

British Swimming continues to maintain its commitment to equality, diversity and inclusion and has successfully achieved the Disability Confident mark this year. Adele Stach-Kevtiz became the Board lead in this area and British Swimming implemented a new Equality Policy and Public Commitment Statement. Work continues towards obtaining the Advanced Level of the Equality Standard for Sport.



🐦 FAB NIGHT AT THE BRITISH SWIMMING AWARDS, 2016!
AMAZING TO CELEBRATE SO MUCH TALENT IN AQUATICS
AND SEE SOME LOVELY FACES DRESSED UP 🙌
- AIMEE WILLMOTT

GOVERNANCE UPDATE

GOVERNANCE

British Swimming's aim is to be run to the highest standards particularly regarding effective management and governance. The Board of Directors ("the Board") acknowledges the value of the principles of good governance as set out in the UK Sport – "A Code for Sports Governance", both in terms of ensuring integrity and accountability in the management of British Swimming's affairs and in increasing the effectiveness and efficiency of the business. British Swimming has adopted certain principles associated with best practice in governance. The following statements describe how these principles have been applied.

THE BOARD OF DIRECTORS

The Board's powers are clearly defined in British Swimming's Articles of Association.

The Board consists of twelve members representing a broad spectrum of the aquatic community, one independent Chair, five national representatives, who are elected or otherwise appointed by the national associations (England, Scotland and Wales), four independent non-executive directors, one athlete representative and the Chief Executive Officer (ex officio).

There is a clear division of responsibility between the roles of the independent Chair and the Chief Executive, and all non-executive directors have agreed role descriptions and limits of authority. The Board normally meets at least five times each year and considers matters under its powers, which include the development of British Swimming's Strategic Plan, allocation of financial resources and the standing committees. In the 2016/17 year the Board members were as follows:

Edward Maurice Watkins CBE

Independent Chair

Maureen Campbell

National Representative – Scotland

Alexandra Joanna Kelham

National Representative – England

William Raymond Gordon

National Representative – England

Keith Ashton

National Representative – England
(appointed October 2016)

Fergus Feeney

National Representative – Wales
(appointed November 2016)

Adele Stach-Kevitz

Independent Non-Executive Director

John Craig Hunter

Independent Non-Executive Director

Urvashi Dattani

Independent Non-Executive Director

Peter Jeremy Littlewood

Independent Non-Executive Director

Graham Edmunds

Athlete Representative

David Sparkes OBE

Chief Executive Officer
(retired 30 June 2017)

Simon Rothwell

National Representative – England
(retired October 2016)

Robert Michael Kenneth John James

National Representative – Wales
(retired November 2016)

The Board is served by sub-committees, which include:

- Audit Committee
- Remuneration Committee
- Nominations Group

AUDIT AND RISK COMMITTEE

The Audit and Risk Committee comprised Urvashi Dattani (Chair and independent non-executive Board member), Craig Hunter (independent non-executive Board member), Mike Power (independent member) and Robert James (independent member). The Audit and Risk Committee met three times during the year. Moving forward the Group will meet three times per year. The Audit and Risk Committee provides independent oversight on the following matters across the business:

- External audit arrangements
- Internal audit arrangements
- Internal controls
- Risk management
- Financial reporting
- Fraud
- Whistleblowing

In accordance with its terms of reference the Committee:

- Discussed with the external auditors (haysmacintyre) the nature and scope of the audit;
- Reviewed British Swimming's financial statements prior to their submission to the Board for approval;
- Considered matters raised by the auditors and met separately with British Swimming's auditors in accordance with good practice;
- Reviewed and recommended improvements to British Swimming's risk management processes; and
- Considered the suitability of the independent auditors for 2016/17 and recommended haysmacintyre, who were duly re-appointed at the November 2016 AGM.

During the year the Audit Committee also carried out a review of the Reserves Policy and Matters Reserved for the Board Guidance.

REMUNERATION COMMITTEE

The Remuneration Committee, under delegated authority from the Board, agrees the pay and terms and conditions of senior employees across the business, including the Chief Executive. The Committee's Terms of Reference were reviewed and updated in January 2015.

In 2016/2017 the Remuneration Committee's members were Maurice Watkins (Chairman), Carol Kavanagh (Independent Member), Maureen Campbell (National Representative) and David Sparkes, CEO (until June 2017)

NOMINATIONS GROUP

The Nominations Group comprises four members of the Board being the Chair, two national representatives and one independent non-executive director.

RISK MANAGEMENT

Risk management is the responsibility of the Board and the Executive Team, under the overall direction of the Chief Executive Officer, assisted by British Swimming's risk management advisor(s). The overall process is supervised and monitored by the Audit Committee. Risks continue to be evaluated and monitored against a number of criteria.

EQUAL OPPORTUNITIES

British Swimming actively promotes equal opportunities in employment and welcomes applications from all sections of the community. We are committed to inclusive practices and treating all applicants, employees and participants fairly, regardless of age, gender, race, nationality, ethnic origin, colour, sexual orientation, gender reassignment, marital status, religion or belief, ability or disability.

British Swimming is committed to equality monitoring of its employees.

DISABLED EMPLOYEES

British Swimming is an equal opportunities employer and makes reasonable adjustments as needed.

EMPLOYEE CONSULTATION

British Swimming places considerable value on the involvement of its employees and has continued to keep them informed on matters affecting them as employees and on the various factors affecting the performance of British Swimming. This is achieved through formal and informal meetings and staff surveys.

MAJOR EVENTS STRATEGY

British Swimming published our Major Events Strategy in early 2017, setting out our ambitions for hosting international events in line with both performance and commercial objectives.

All the events we deliver support the goal of long-term success for our athletes and are projected towards this overriding aim. From our domestic calendar we are able to create a clear performance pathway for our athletes leading them to success on the international stage, providing them with vital competition experience to then establish their benchmark meets each year leading towards Olympic success.

Through staging major events we will link our performance programmes to European and World swimming, which not only facilitates our athletes achieving their performance goals but simultaneously will build interest in the sport and maximise our brand position.

Following the unprecedented success in the Rio Olympic and Paralympic Games, the major events strategy for 2016-2024 sets out the framework of events to achieve the strategic objectives with a clear focus on excelling at the Olympic and Paralympic Games in Tokyo 2020 and beyond.

**A CLEAR FOCUS
ON EXCELLING AT
THE OLYMPIC AND
PARALYMPIC GAMES
IN TOKYO 2020
AND BEYOND.**

OBJECTIVES

- Provide a targeted programme of competitions that adequately prepares athletes to compete at their best at their annual benchmark meet whether that be an Olympic or Paralympic Games, World or European Championships or Commonwealth Games
- To ensure we are positioned to influence key decisions at World and European level
- To pursue a clear event bidding strategy that complements our aspirations to be a major swimming nation that delivers gold medals on the world stage
- To generate commercial benefits through increased partnership opportunities to provide resources which drive medal success
- To increase the profile of aquatic sports through staging major events with broadcast opportunities

 **600,000** views across our new video content on Facebook

 **4 MILLION** Twitter impressions

New visual identity debuts at Ponds Forge at the British Swimming Championships 2017



2017 EVENTS UPDATE

Following the publication of our Major Events Strategy, we have invested in our domestic events throughout 2017 to improve brand strength, work closer with host cities and enhance spectator engagement through targeted marketing and digital campaigns.

Each discipline now has its own visual identity whilst still working within the same brand style guidelines but using different colours to clearly identify which discipline we are referring to. This is then reflected at all events in the venue dressing and also across our communication channels.

In addition, dedicated campaigns were put in place for each domestic event for creating an enhanced consumer experience for both in-venue spectators and those following the event at home via the website, on BBC red button or through our own social media channels. This proved highly effective with an increase in ticket sales across all events with over 24,000 tickets sold, a 500% increase in those viewing the live streams and spectator engagement across social media at an all-time high.

Particular focus has gone into our social media plans that accompany our events and specifically an increase in video content which resulted in over 600,000 views across our new video content on Facebook alone (British Swimming Champs, British Para-Swimming International Meet and National Diving Cup). We also successfully generated four million Twitter impressions meaning that engagement is at an all-time high.

The only international event we hosted during 2017 was the IPC World Series, a new series for IPC that sees different countries host a leg throughout the year. For 2017 this was held in conjunction with our own Para-Swimming International Meet at Sheffield and following the successful partnership this is an event we plan to host again with a long term objective of hosting independently to enable additional events being introduced to the Para-Swimming calendar.

All of this work has been vital in building momentum ahead of the major international events we plan to host in the future. We look forward to another busy year in 2018 to further build upon a very successful 2017 and continue towards securing the international events set out in our Major Events Strategy up to 2024.

BRITISH SWIMMING LIMITED

ABRIDGED ACCOUNTS

The following information has been extracted from the full statutory accounts, which are available on request from the company's registered office at: Pavilion 3, SportPark, 3 Oakwood Drive, Loughborough University, Leicestershire LE11 3QF. Registered number 3685574

GROUP STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2017

Introduction

The Board present their strategic report for the year ended 31st March 2017.

British Swimming Limited strategic objectives are to achieve medal success at Olympic and Paralympic games and to influence decisions at World and European levels.

Business review

Following a fundamental review of strategy in late 2012, new High Performance Directors and Senior Coaches were appointed early in 2013 for both Swimming and Paralympic Swimming. These highly skilled and experienced leaders are driving forward a high performance culture and the provision of a world class environment centred around the athlete and coach.

The Group has continued to invest in the modernisation of the sport across the UK and has also made significant monetary and resource commitments to the nationwide development of athletes, coaches, officials and administrators.

This was the final year in the UK Sport funding quadrennial ending in March 2017. UK Sport funding has been secured for the next quadrennial ending in March 2021 for Swimming, Diving and Paralympic Swimming.

During the financial year, a kit sponsorship contract with Speedo came to an end and the Company commenced a new kit sponsorship contract with Tyr. The new contract provides value in kind kit and cash income.

Principal risks and uncertainties

The senior management team maintain a risk register which is reviewed three times a year by the Audit & Risk Committee. The register is also reviewed regularly by the Board and senior management. Risks are classified as strategic or operational and mitigation strategies are in place for each risk, with action plans agreed and monitored where needed to strengthen mitigation.

The principal risks remain as last year, namely:

- a. the reduction in ability or willingness of public sector grant making bodies to support the activities of the Group and the Home Nations
- b. failure to attract new sponsors

Financial key performance indicators

Total income of £14.4m increased by 17.8% in the financial year, mainly due to income recognised in the year relating to the European Aquatic Championships and European Masters Championships held at the London Aquatics Centre in May 2016. Funding partners included UK Sport and London Legacy Development Corporation. Total expenditure of £14.5m increased by 17% also mainly due to this event.

The principal financial KPI for British Swimming is performance against the approved budget. The consolidated deficit of £139k was in line with expectations. The current year deficit mainly resulted from the agreed underwriting of the European Championships.

At the end of the financial year, the Company held an Income and Expenditure reserve of £649,292 (2016: £787,943), with net current assets of £590,978 (2016: £693,942) and Fixed assets of £58,714 (2016: £94,001). Assets include bank balances of £1,075,547 which are £3,364,648 lower than in 2016, due to the operating deficit and working capital movements.

Going concern

The Directors consider that the Company maintains an appropriate level of liquidity sufficient to meet the demands of the business. In addition, the Company's assets are assessed for recoverability on a regular basis, and the Directors consider that the Company is not exposed to losses on these assets which would affect their decision to adopt the going concern basis.

The Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future and that there are no material uncertainties that lead to significant doubt upon the Company's ability to continue as a going concern. Thus the directors have continued to adopt the going concern basis of accounting in preparing these financial statements.

Other key performance indicators

All sports set performance targets with UK Sport for their annual benchmark event in each year of the quadrennial. The 2016 performance results were as follows:

Sport	2016 Rio Olympics / Paralympics Targets	Results
Swimming	3 – 5 Medals	6 Medals
Diving	1 – 2 Medals	3 Medals
Para-Swimming	35 – 45 Medals	47 Medals

In addition, all disciplines also have Action Plans consisting of 3-4 objectives built around programme key priority areas. These are qualitative and progress is tracked in 6 monthly evaluation meetings.

This report was approved by the board on 3 November 2017 and signed on its behalf.

Edward Maurice Watkins CBE
Director

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2017**Directors' responsibilities statement**

The directors are responsible for preparing the Group Strategic Report, the Directors' Report and the consolidated financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and the Group and of the surplus or deficit of the Group for that period.

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

- select suitable accounting policies for the Group's financial statements and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company

and the Group and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Results and dividends

The deficit for the year, after taxation, amounted to £138,651 (2016 -deficit £194,078).

In accordance with the Articles of Association, no dividend can be paid and this is unchanged since incorporation.

Directors

The directors who served during the year were:

Keith David Ashton (appointed 15 October 2016)

Maureen Campbell

Urvashi Dattani

Graham Ian Edmunds

Fergus Gerard Feeney (appointed 5 November 2016)

William Raymond Gordon

John Craig Hunter

Robert Michael Kenneth John James
(resigned 5 November 2016)

Alexandra Joanna Kelham

Peter Jeremy Littlewood

Simon Rothwell (resigned 15 October 2016)

David Sparkes (resigned 30 June 2017)

Adele Stach-Kevitz

Edward Maurice Watkins CBE

Disclosure of information to auditors

Each of the persons who are directors at the time when this Directors' Report is approved has confirmed that:

- so far as the director is aware, there is no relevant audit information of which the Company and the Group's auditors are unaware, and
- the director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the Company and the Group's auditors are aware of that information.

This report was approved by the board on 3 November 2017 and signed on its behalf.

Edward Maurice Watkins CBE
Director

**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2017**

	2017	2016
	£	£
Income	14,404,884	12,230,970
Operating expenses	(14,549,960)	(12,438,488)
Operating deficit	(145,076)	(207,518)
Interest receivable and similar income	8,031	16,070
Deficit before taxation	(137,045)	(191,448)
Tax on deficit	(1,606)	(2,630)
Deficit for the financial year	(138,651)	(194,078)

There was no other comprehensive income for 2017 (2016:£NIL).

CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2017

		2017	2016
		£	£
Fixed Assets			
Tangible assets		58,714	94,001
		<hr/>	<hr/>
		58,714	94,001
Current assets			
Debtors: amounts falling due within one year	1,701,603	2,076,365	
Cash at bank and in hand	1,075,547	4,440,195	
	<hr/>	<hr/>	
Creditors: amounts falling due within one year	(2,186,572)	(5,822,618)	
	<hr/>	<hr/>	
Net current assets		590,578	693,942
		<hr/>	<hr/>
Net assets		649,292	787,943
		<hr/>	<hr/>
Reserves			
Income and expenditure account		649,292	787,943
		<hr/>	<hr/>
		649,292	787,943

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 3 November 2017.

Edward Maurice Watkins CBE
Director

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Comprehensive Income in these financial statements. The deficit after tax of the parent Company for the year was £138,651 (2016 - deficit £237,933)

HIGH PERFORMANCE SWIMMING LIMITED

ABRIDGED ACCOUNTS

The following information has been extracted from the full statutory accounts, which are available on request from the company's registered office at: Pavilion 3, SportPark, 3 Oakwood Drive, Loughborough University, Leicestershire LE11 3QF. Registered number 3685574

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2017

The directors present their report and the financial statements for the year ended 31 March 2017.

Directors' responsibilities statement

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the surplus or deficit of the Company for that period.

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

- select suitable accounting policies for the Company's financial statements and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Directors

The directors who served during the year were:

Keith David Ashton (appointed 15 October 2016)

Maureen Campbell

Fergus Gerard Feeney (appointed 5 November 2016)

William Raymond Gordon

Robert Michael Kenneth John James
(resigned 5 November 2016)

Alexandra Joanna Kelham

Simon Rothwell (resigned 15 October 2016)

Edward Maurice Watkins CBE

Disclosure of information to auditors

Each of the persons who are directors at the time when this Directors' Report is approved has confirmed that:

- so far as the director is aware, there is no relevant audit information of which the Company's auditors are unaware, and
- the director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

Small companies note

In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the board on 3 November 2017 and signed on its behalf.

Edward Maurice Watkins CBE
Director

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2017

	2017	2016
	£	£
Income	-	8,519,838
Operating expenses	-	(8,527,840)
	<hr/>	<hr/>
Operating deficit	-	(8,002)
Interest receivable and similar income	-	10,002
	<hr/>	<hr/>
Deficit before taxation	-	(2,000)
Tax on deficit	-	(2,000)
	<hr/>	<hr/>
Deficit for the financial year	-	-
	<hr/> <hr/>	<hr/> <hr/>

There was no other comprehensive income for 2017 (2016:£NIL).

CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2017

	2017	2016
	£	£
Current assets		
Debtors: amounts falling due within one year	1,590	511,915
Cash at bank and in hand	39,970	1,718,291
	<hr/>	<hr/>
	41,560	2,230,206
Creditors: amounts falling due within one year	(41,560)	(2,230,206)
	<hr/>	<hr/>
Net current assets	-	-
	<hr/>	<hr/>
Net assets	-	-
	<hr/> <hr/>	<hr/> <hr/>
Reserves		
Income and expenditure account	-	-
	<hr/> <hr/>	<hr/> <hr/>
	-	-

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with the provisions of FRS 102 Section 1A - small entities.

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 3 November 2017.

Edward Maurice Watkins CBE
Director

British Swimming would like to place on record its sincere appreciation to all the volunteers and professional staff in the three constituent countries who contributed to both domestic and international programmes for the good of the sport.

THANK YOU TO ALL CONTIBUTORS TO THIS REPORT

Maurice Watkins	British Swimming Chairman
David Sparkes	British Swimming Chief Executive
Wendy Lockton	British Swimming Operations Manager
Chris Spice	National Performance Director – Swimming
Adam Clarke	Head of Performance Services
Chris Furber	National Performance Director – Para-Swimming
Alexei Evangulov	National Performance Director – Diving
Rebecca McCreath	British Swimming Director of Events and Sponsorship
Ash Cox	British Swimming Director of Legal
Kathreen France	British Swimming Head of Finance
Janine Harriman	British Swimming HR Manager
Claire Davenport	British Swimming Director of International Influence

FOR PRODUCTION & EDITING

Helen Panayi	Designer
SWpix	Official photographers to British Swimming

PARTNERS AND SPONSORS

British Swimming wishes to express its thanks to the following companies and organisations for their support during the past 12 months.



COMPANY INFORMATION

FOR THE YEAR ENDED 31 MARCH 2017

CHAIRMAN

Edward Maurice Watkins CBE

DIRECTORS

Keith David Ashton
Jack Buckner (appointed 1 October 2017)
Maureen Campbell
Urvashi Dattani
Graham Ian Edmunds
Fergus Gerard Feeney
William Raymond Gordon
John Craig Hunter
Alexandra Joanna Kelham
Peter Jeremy Littlewood
Adele Stach-Kevitz

COMPANY SECRETARY

Ashley Cox

COMPANY REGISTRATION NUMBER

4092510

REGISTERED OFFICE

British Swimming
Pavilion 3
SportPark
3 Oakwood Drive
Loughborough
LE11 3QF

BANKERS

Lloyds Bank
37/38 High Street
Loughborough
Leicestershire
LE11 2QG

Kleinwort Benson
14 St. George Street
London
W1S 1FE

Coutts & Co.
440 Strand
London
WC2R 0QS

AUDITOR

Haysmacintyre
26 Red Lion Square
London
WC1R 4AG

THANK YOU.

