



THE ANNUAL REPORT

AND ACCOUNTS 2019

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CHAIRMAN'S REPORT

EDWARD MAURICE WATKINS CBE

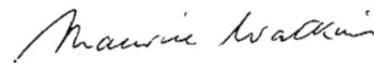
This was yet another noteworthy year for British Swimming with the 18th FINA World Aquatic Championships in Gwangju South Korea the main event. Across all disciplines we finished 7th on the overall medal table with 12 medals (4 gold, 2 silver and 6 bronze). There was again a stand out performance by Adam Peaty in breaking his own world record in the 100m Breaststroke and his 3 gold medals' haul included the team's very exciting win in the Men's 4 x 100m Medley Relay. Also from a notable stand point our team of 3 High Diving athletes gained 2 medals, one gold and a bronze for Gary Hunt and Jessica McCauley respectively.

In Para Swimming it was also a period of excellence in both domestic and international activities but it was international affairs which dominated the scene with the International Paralympic Committee withdrawing the 2019 World Para Swimming Championships from Malaysia. We, with our partners, stepped into the breach and agreed to take on this event at what was extremely short notice. Next year's annual report will go into more detail of this very successful event.

Also on the international front British Swimming played its part in helping to resolve the potential difficulties arising from the formation of the International Swimming League and the sanctioning on competing athletes. Following a meeting in Lausanne attended by British Swimming the regulatory position

was clarified since when British Athletes have been involved in both the inaugural FINA Champions Series and will be available for the team based International Swimming League competitions. It remains important for British Swimming to be alert to playing an influencing role in international affairs when circumstances require it.

As always I am very grateful to our independent and stakeholder directors for all their contributions and expertise and to our hard working and dedicated staff, volunteers and partners who have all played their part in our ongoing journey to Tokyo. Following significant progress in the areas of Equality, Diversity and Inclusion, the award with Swim England of the Advanced Equality Standard is worthy of a special mention in this report.



Edward Maurice Watkins CBE

Chairman, British Swimming



CEO'S REPORT

JACK RICHARD BUCKNER

There was a time when the year before the Olympic and Paralympic games was a slightly quieter year in the hectic world of elite sport. No longer is this the case, as 2019 saw a range of amazing individual performances and exciting events. I'd like to start by thanking everyone involved in British Swimming for another outstanding year. By "everyone involved" I mean not just the participants, coaches, performance and support staff but also the volunteers, families and supporters. The elite sport journey is full of adventure and challenge so many thanks to everyone who commits to this way of life!

I'd also like to thank our main partners and stakeholders without whom British Swimming would not be able to develop athletes, stage events or achieve our targets. These include UK Sport, the home nations, the cities and institutions that host our training centres and events. In particular – Glasgow, Edinburgh, Manchester, Sheffield, Loughborough, Stirling, London and Bath. We are very grateful for the support you all give us.

For me there were a number of highlights during the year. In chronological order it was great to be back in Glasgow for the British championships and the Para Swimming international meeting. We then moved to London for the Diving World Series where an energetic crowd witnessed some great home performances. Over the summer the World Aquatic Championships in Gwangju featured some incredible results. Adam Peaty continues to redefine the 100m breaststroke, whilst the medley relay and a number of other medal winning results showed our all-round strength in swimming. Jack Laugher led another impressive championships for our diving squad. Congratulations to the whole team for a great set of performances across all the disciplines.

The summer finished with the IPC Allianz World Para Swimming Championships. In many ways this was the highlight of the year given we had approximately 20 weeks to organise the event. A packed out London Aquatics Centre witnessed the best ever championships – superb performances by an inspired team and a great step forward for the sport. Many thanks to everyone involved in this event – all the stakeholders and staff who delivered such a superb experience in such a short timeframe. This event required superb partnership working from a group of stakeholders notably the British Swimming Board, UK Sport, the IPC and our London partners. I'm really grateful for the support and trust you gave us to deliver such a great occasion.

We are now moving forward with a focus on the Tokyo Olympics and Paralympics. I'd like to conclude as I started by thanking once again all our staff, athletes, coaches, volunteers, parents, stakeholders and supporters for their unstinting dedication and commitment in another exciting year for British Swimming. Good luck to everyone over the next year. Tokyo is not far away!

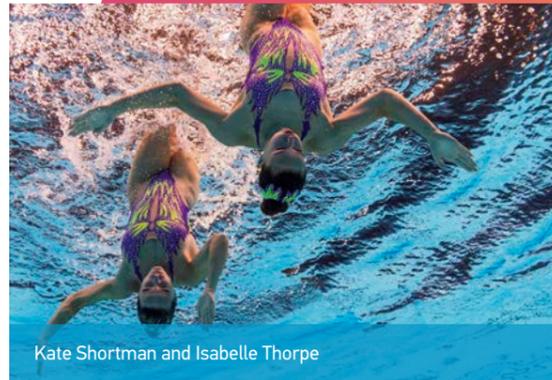


Jack Richard Buckner

CEO, British Swimming



MONTHLY HIGHLIGHTS



OCTOBER 2018

- British Swimming, alongside Swim England, achieved the Advanced Level of the Equality Standard for Sport.
- European Champions Grace Reid and Alice Tai were shortlisted for honours at the 2018 Sunday Times Sportswoman of the Year Awards.
- European Champions Freya Anderson and Maisie Summers-Newton were shortlisted for the BBC's Young Sports Personality of the Year award.

NOVEMBER 2018

- The Optimal Athlete Development Framework (OADF) was launched which describes the characteristics it is believed swimmers will need to possess in order to be successful in 2024 and beyond.
- British Olympian and former World Champion Liam Tancock was successfully elected to serve on the 13-strong BOA Athletes' Commission.

DECEMBER 2018

- British Swimming and the Home Nations have launched the 'Event Volunteer Hub' as a one-stop shop for all things volunteering at National aquatic events.
- Artistic Swimming were awarded £192,500 from the government's Aspiration fund.

JANUARY 2019

- The new year kicked off with a team of 18 swimmers competing in the 2 day Flanders meet in Belgium where they showed early season potential to secure a total of 14 medals.

FEBRUARY 2019

- The Deep End Live, live streaming of events, was launched at the National Diving Cup and received 47,000 views.
- Olympic champion Jack Laugher was named as the LEN Male European Diver of the Year for 2018 following a season which saw him win no fewer than five international titles.

MARCH 2019

- Triple Olympian Hannah Miley was confirmed as the Official Ambassador for the LEN European Short Course Swimming Championships which will take place in Glasgow in December 2019.

APRIL 2019

- Deep End Live returned for both the British Swimming Championships and British Para-Swimming International Meet 2019.
- New Swim Walls were installed at Bath National Centre.
- British Swimming was awarded the right to host the World Para Swimming World Championships in London in September 2019.
- Artistic Swimmers Kate Shortman and Isabelle Thorpe were awarded Olympic Solidarity grants for the current cycle up to and including Tokyo 2020.

MAY 2019

- The FINA Diving World Series was successfully delivered in London.

JUNE 2019

- British Diving named a strong team of 13 divers who travelled to Gwangju, South Korea for the World Aquatics Championships.

JULY 2019

- Great Britain finished 7th on the overall medal table at the FINA World Championships in Gwangju.
- British Swimming signed a three-year deal with UP&GO, who became their Official Breakfast Partner.

AUGUST 2019

- Off The Blocks a new innovative online resource designed to provide information to teachers and coaches, registered users was recorded to be up to more than 7,500.

SEPTEMBER 2019

- Great Britain finished 2nd in the medal table at the World Para Swimming World Championships in London, the highest position for Great Britain on a World Championships medal table since 2006.
- Successful delivery of the World Para Swimming Allianz Championships in London.



Bottom Right, Ellie Simmonds on The Deep End Live.

WORLD CHAMPIONSHIPS



THE 2019 WORLD AQUATICS CHAMPIONSHIPS WERE THE 18TH FINA WORLD AQUATICS CHAMPIONSHIPS, HELD IN GWANGJU, SOUTH KOREA FROM 12TH TO 28TH JULY 2019. 191 NATIONS COMPETED IN THIS EVENT.

ACROSS ALL DISCIPLINES, GREAT BRITAIN FINISHED 7TH ON THE OVERALL MEDAL TABLE WITH 12 MEDALS (4 GOLD, 2 SILVER, 6 BRONZE).

SWIMMING

A team of 25 athletes and 19 staff were selected for the World Championships. Great Britain finished 7th on the medal table with 7 medals (3 Gold, 1 Silver, 3 Bronze) which included 6 medals (2 Gold, 1 Silver, 3 Bronze) in Olympic events.

Milestone Target 6-7 Olympic medals
Medals Won 7 medals

The team recorded 62% season's best. This was against a target for 60% for 2019. This included the second highest personal bests with 31%.

- British Swimmers set:**
- > 1 World Record
 - > 1 European Record
 - > 3 British Records

Outstanding performances included Adam Peaty breaking his own world record in the 100m Breaststroke and the men's 4x100m Medley relay team winning the World title for the first time in a new European and Commonwealth record.

MARATHON SWIMMING

Jack Burnell was the highest place British Swimmer in the men's race, finishing in 12th place. Alice Dearing was the first British female athlete in 17th place.

DIVING

A team of and 13 athletes and 15 staff were selected for the World Championships. Great Britain finished 7th on the medal table with 3 medals (1 Silver and 2 Bronze) in Olympic disciplines.

Milestone target 1-3 medals and 3-4 top 8 places
Medal table 3 medals and 8 top 8 places

The team also won 7 out of the 12 Olympic licenses, 2 in Synchro and 5 in individual events and 10 divers qualified for the FINA Diving World Series in 2020.

HIGH DIVING

3 athletes competed in the High Diving events. They topped the medal table winning 2 medals (1 Gold and 1 Bronze).

ARTISTIC SWIMMING

Great British competed in the Solo and Duet events. The milestone target for the Duet event was 12th-14th place which was achieved. Following is a roundup of the results.

EVENT	ATHLETE	PLACE
Solo (Free)	Kate Shortman	11th
Solo (Tech)	Kate Shortman	10th
Duet (Free)	Kate Shortman and Isabelle Thorpe	14th
Duet (Tech)	Kate Shortman and Isabelle Thorpe	14th

ROLL OF HONOUR

Swimming Medals

- Gold**
Adam Peaty Men's 50m Breaststroke
Adam Peaty Men's 100m Breaststroke
Luke Greenbank Adam Peaty Men's 4x100m Medley Relay
Adam Peaty
James Wilby
James Guy
Duncan Scott
- Silver**
James Wilby Men's 100m Breaststroke
- Bronze**
Duncan Scott Men's 200m Freestyle
Luke Greenbank Men's 200m Backstroke
Georgia Davies Mixed 4x100m Medley Relay
Adam Peaty
James Wilby
James Guy
Freya Anderson

Diving Medals

- Silver**
Jack Laugher Men's 3m Synchro
Daniel Goodfellow
- Bronze**
Jack Laugher Men's 3m
Thomas Daley Men's 10m Synchro
Matthew Lee
- High Diving Medals**
- Gold**
Gary Hunt Men's 27m
- Bronze**
Jessica McCauley Women's 20m

WE CAME 7TH ON THE OVERALL MEDAL TABLE

1 WORLD RECORD BROKEN

Left, Gold medalist Adam Peaty celebrates during the medal ceremony of the Men's 100m Breaststroke at the World Championships. Right, Bronze medalist Jessica Macaulay poses during the medal ceremony for the Women's High Dive at the World Championships.

WORLD PARA SWIMMING CHAMPIONSHIPS 2019

EXCELLENCE SWIMMING

THE 2019 PARA SWIMMING WORLD CHAMPIONSHIPS TOOK PLACE IN LONDON ON THE 9TH-15TH SEPTEMBER. AROUND 650 ATHLETES FROM 81 NATIONS COMPETED IN LONDON MAKING IT THE BIGGEST EVER EVENT OF ITS KIND.

A TEAM OF 24 SWIMMERS AND 21 MEMBERS OF STAFF WERE SELECTED FOR THESE CHAMPIONSHIPS FOLLOWING THE BRITISH PARA SWIMMING INTERNATIONAL MEET. THIS INCLUDED 6 SWIMMERS WHO WERE MAKING THEIR SENIOR INTERNATIONAL DEBUT FOR GREAT BRITAIN AND 18 (75%) SWIMMERS WHO WERE ATTENDING THEIR FIRST EVER WORLD CHAMPIONSHIPS.

ROLL OF HONOUR

The team competed in 141 swims in 77 events.

Great Britain finished second in the medal table with 47 medals which included 19 Gold, 14 Silver and 14 Bronze. This was the highest position for Great Britain on a World Championships medal table since 2006.

The milestone target for Paralympic events was:

Milestone Target 35-45
Medals Won 43 medals

All other targets were achieved:

- 38 Personal Best performances – 42%
- Heats to Finals progression – 89%
- Performances faster than those posted at the Trials event in April – 71%
- Only 2 of the 24 swimmers were unable to win at least 1 medal

Records Broken

- > 8 World Records
- > 12 European Records
- > 27 British Records

Gold Medals		
Tully Kearney	S5	50m Free
Alice Tai	S8	100m Free
Reece Dunn	S14	200m Free
Tully Kearney	S5	200m Free
Alice Tai	S8	100m Back
Bethany Firth	S14	100m Back
Maisie Summers-Newton	SM6	200m IM
Alice Tai	S8	100m Fly
Louise Fiddes	SB14	100m Breast
Alice Tai	S8	400m Free
Rebecca Redfern	SB13	100m Breast
Alice Tai	S8	50m Free
Brock Whiston	SM8	200m IM
Tully Kearney	S5	100m Free
Brock Whiston	SB8	100m Breast
Reece Dunn	S14	100m Fly
Alice Tai,	34 point	4x100m Medley Relay
Brock Whiston,		
Toni Shaw,		
Stephanie Millward		
Stephanie Millward,	34 point	4x100m Free Relay
Brock Whiston,		
Toni Shaw, Alice Tai		
Thomas Hamer,	S14	4x100m Free Replay
Jessica-Jane Applegate,		
Bethany Firth,		
Reece Dunn		

Silver Medals		
Suzanna Hext	S5	50m Free
Zara Mullooly	S10	50m Free
Bethany Firth	S14	200m Free
Thomas Hamer	S14	200m Free
Stephen Clegg	S12	100m Fly
Jordan Catchpole	S14	100m Back
Toni Shaw	S9	100m Fly
Scott Quinn	SB14	100m Breast
Toni Shaw	S9	400m Free
Eleanor Robinson	S6	50m Fly
Bethany Firth	SM14	200m IM
Reece Dunn	SM14	200m IM
Maisie Summers-Newton	SB6	100m Breast
Jessica-Jane Applegate	S14	100m Fly

Bronze Medals		
Eleanor Simmonds	S6	400m Free
Toni Shaw	S9	100m Free
Jessica Jane-Applegate	S14	200m Free
Jordan Catchpole	S14	200m Free
Maisie Summers-Newton	S6	100m Free
Megan Richter	S8	100m Back
Jessica Jane-Applegate	S14	100m Back
Louis Lawlor	S14	100m Back
Zara Mullooly	S10	400m Free
Ellie Challis	S3	50m Back
Toni Shaw	SM9	200m IM
Louise Fiddes	SM14	200m IM
Suzanna Hext	S5	100m Free
Eleanor Simmonds	SB6	100m Breast

V 43 MEDALS
WON OVERALL BY TEAM GB

2019 was again a busy year with an extensive training and competitive programme, both domestic and overseas.



Left, Adam Peaty competes in the Men's 100m Breaststroke Final at the World Championships. Right, Freya Anderson competes at the World Championships.



SENIOR PROGRAMME

2018 FINA World Cup, November

7 athletes and 7 staff attended legs 6 and 7 of the 2018 Series in Tokyo and Singapore. The team also attended a pre-event training camp at Keio University which was an opportunity to try the facilities as part of the preparation for the 2019 World Championships and 2020 Olympic Games.

2018 World Short Course Championships, Hangzhou, China, 11th-16th December

A small team of 3 athletes and 1 coach attended these Championships. Georgia Davies won the bronze medal in the 100m backstroke event.

2019 FINA Champions Series

British athletes were involved in the inaugural FINA Champions Series. Ben Proud, Georgia Davies and Imogen Clark participated in the 1st leg in Guangzhou and a larger contingent of seven athletes participated in the 2nd leg in Budapest in May.

2019 Mare Nostrum and National Team Camp, 9th-17th June

These events were a major part of the race strategy and team preparation for the 2019 World Championships. The World Championships team attended two legs of the Mare Nostrum series and participated in a short National Team Camp in Canet between the legs.

2019 Race Strategy

In addition to the above, British squads as part of the race strategy programme attended a number of her events including the Flanders Swimming Cup and the US Grand Prix in January 2019.

2019 World University Games

British Swimming also nominated a team of 14 athletes to represent GB Students at the 30th World University Games in Naples, winning 6 medals. David Cumberlidge and Alicia Wilson won gold in the Men's 50m freestyle and Women's 200IM respectively.

Duncan Scott competing in the final of the Men's 200m Freestyle at the British Swimming Championships.



JUNIOR PROGRAMME

2019 European Junior Championships, 3rd-7th July, Kazan, Russia, 3rd-7th July

A team of 30 athletes and 12 staff attended this event, with 66% of athletes swimming a season's best and winning 10 medals (2 gold, 4 silver and 4 bronze).

2019 European Youth Olympic Festival, Baku, Azerbaijan, 21st-27th July

A team of 16 athletes and 3 staff attended this event, with 88% of athletes recording a season's best at the meet. The team won 18 medals (6 gold, 11 silver and 1 bronze).

2019 World Junior Swimming Championships, Budapest, Hungary, 20th-25th August

10 athletes were selected to compete at this event, winning four medals.

MARATHON SWIMMING

2019 FINA World Series

The 2019 marathon swimming season commenced with the first FINA World Series event in Doha on 16th February. Alice Dearing and Jack Burnell were the first placed British swimmers, and in doing so secured their selection for the 10km event at the 2019 World Championships in Gwangju, South Korea.

2019 LEN Marathon Cup Series

A squad of 10 athletes competed at the LEN Marathon Cup race in Eilat, Israel at the end of March 2019. The squad included seasoned senior athletes who had recently qualified for the World Championships team together with 6 athletes who were selected as part of the new junior marathon racing squad initiative. A small squad attended Leg 2 of the Marathon Cup in Brive-la-Gaillarde at the end of May.

88% ACHIEVED
A SEASON'S BEST
AT THE EUROPEAN
YOUTH OLYMPIC
FESTIVAL



On the right, Kayla van der Merwe competing in the Women's 100m Breaststroke at the World Junior Swimming Championships. Top left, Michaela Glenister reacts after the Women's 400m IM Heats at the World Junior Swimming Championships.

KEY DOMESTIC ACTIVITY**2019 Edinburgh International, 15th-17th March**

All WC Programme athletes were encouraged to compete at this event which provided a quality racing opportunity at a key stage in the season.

2019 British Swimming Champs, Glasgow, 16th-21st April

This event served as the selection meet for five Great Britain teams with a total of 95 athletes selected for international duty at the World Championships, World Junior Championships, European Junior Championships and via nominations to the BUCS and BOA respectively for the World University Games and European Youth Olympic Festival.

2018 Team Managers workshop, 13th-14th October 2018.

17 Team Managers with British Swimming and the home nations attended this workshop. The workshop provided key updates and an opportunity to explore learnings from the 2018 events. The Team Managers also completed the Mental Health First Aid (MHFA) Mental Health Champions certificate as part of the workshop programme.

Target Tokyo 2020 preparation

Plans are in place for a series of Target Tokyo workshops to take place in the lead up to the 2020 Tokyo Olympics Games as part of the preparation for the Games. The first workshop took place in December 2018. Continued preparation for Tokyo also includes staff development opportunities, staff recruitment and ongoing recce's.

TRAINING CAMP PROGRAMME

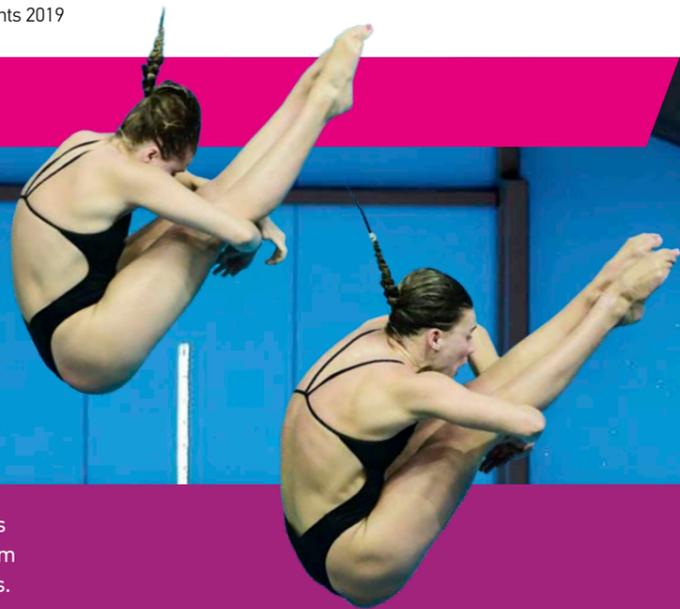
The Programme continues to plan and deliver a number of Training Camps as part of its National Altitude Strategy and National Centre delivery. These have included a National Altitude Camp in Flagstaff in January 2019 and targeted National Relay training camps in Loughborough and Bath National Centres.

EXCELLENCE DIVING

The last **12** months has been a busy, competitive season for the Great Britain divers. They have continued their successful results winning a number of medals at major World and European International competitions at both Senior and Junior level.



Left, Tom Daley and Grace Reid celebrate winning the mixed 3m synchro at the Diving World Series. Right, Mathew Dixon competing at the British National Diving Cup.



The following is a roundup of the results including medals and team placings from all of the events over the last 12 months.

COMPETITIONS

3rd Youth Olympic Games, Buenos Aires, ARG, October 2018

1 Silver Medal
Anthony Harding 3m
Overall: 6th place

FINA Diving Grand Prix Rostock, GER, February 2019

1 Bronze Medal
Robyn Birch 10m
Overall: 10th place

FINA/CNSG Diving World Series 2019 – leg 1 Sagamiyama, JPN, March 2019

1 Silver Medal
Thomas Daley 10m

3 Bronze Medals
Jack Laugher 3m
Jack Laugher 3m Synchro
Daniel Goodfellow
Thomas Daley Mixed 3m Synchro
Grace Reid
Overall: 4th place

FINA/CNSG Diving World Series 2019 – leg 2 Beijing, CHN, March 2019

3 Bronze Medals
Jack Laugher 3m
Grace Reid 3m Synchro
Katherine Torrance
Grace Reid Mixed 3m Synchro
Thomas Daley
Overall: 7th place

8 Nations Youth Diving Meet, Madrid, Spain, March 2019

5 Gold Medals
Oliver Crompton Boys 3m Synchro
Tyler Humphreys
Scarlett Mew Jensen 1m Girls A
Scarlett Mew Jensen 3m Girls A
Desharne Bent-Ashmeil 3m Girls B
Maria Papworth Girls 3m Synchro
Scarlett Mew Jensen

4 Silver Medals
Oliver Crompton 1m Boys A
Oliver Crompton 3m Boys A
Jack Jefford 3m Boys B
Desharne Bent-Ashmeil 1m Girls B

5 Bronze Medals
Tyler Humphreys 3m Boys A
Leon Baker 1m Boys B
Leon Baker 3m Boys B
Maria Papworth 3m Girls A
Andrea Spadolini-Sirieux 3m Girls B
Overall: 1st place

FINA Diving Grand Prix, Calgary, CAN, April 2019

3 Silver Medals
James Heatly 3m
Anthony Harding 3m Synchro
Jordan Houlden
Scarlett Mew Jensen Mixed 3m Synchro
Matthew Dixon

4 Bronze Medals
Daniel Goodfellow 3m
Matthew Dixon 10m
Scarlett Mew Jensen 3m Synchro
Maria Papworth
Phoebe Banks 10m Synchro
Emily Martin
Overall: 4th place

FINA Diving Grand Prix, Mission Viejo, USA, April 2019

2 Gold Medals
Jordan Houlden 3m Synchro
Anthony Harding
Phoebe Banks 10m Synchro
Emily Martin

1 Silver Medal
Matthew Dixon 10m

1 Bronze Medal
James Heatly 3m
Overall: 3rd place

International Youth Diving Meet, Dresden, GER, April 2019

3 Gold Medals
Desharne Bent-Ashmeil 1m Girls B
Desharne Bent-Ashmeil 3m Girls B
Euan McCabe Platform Boys B

3 Silver Medals
Josie Zillig Platform Girls A
Andrea Spadolini-Sirieux Platform Girls B
Lucas Thomson Platform Boys A

1 Bronze Medal
Robbie Lee Platform Boys B
Overall: 2nd place

FINA/CNSG Diving World Series 2019 – leg 3 Montreal, CAN, April 2019

1 Gold Medal
Thomas Daley 10m

3 Silver Medals
Jack Laugher 3m
Thomas Daley 10m Synchro
Matthew Lee
Thomas Daley Mixed 3m Synchro
Grace Reid
Overall: 2nd place

FINA/CNSG Diving World Series 2019 – leg 4 Kazan, RUS, May 2019

1 Gold Medal
Jack Laugher 3m

3 Bronze Medals
Thomas Daley 10m
Thomas Daley 10m Synchro
Matthew Lee
Thomas Daley Mixed 3m Synchro
Grace Reid
Overall: 4th place

8 NATIONS YOUTH DIVING MEET



FINA/CNSG Diving World Series 2019 – leg 5 London, GBR, May 2019

3 Gold Medals
Jack Laugher 3m
Thomas Daley 10m Synchro
Matthew Lee
Thomas Daley Mixed 3m Synchro
Grace Reid

1 Silver Medal
Daniel Goodfellow 3m

2 Bronze Medals
Thomas Daley 10m
Eden Cheng 10m Synchro
Lois Toulson
Overall: 2nd place

FINA Diving Grand Prix, Madrid, ESP, June 2019

1 Silver Medal
Noah Williams 10m
Overall: 5th place

European Junior Diving Championships, Kazan, RUS, June 2019

2 Gold Medals
Desharne Bent-Ashmeil Girls B 1m
Emily Martin Platform Synchro
Andrea Spadolini-Sirieux

4 Silver Medals
Oliver Crompton Boys A 3m
Euan McCabe Boys B Platform
Scarlett Mew Jensen 3m Synchro
Maria Papworth
Desharne Bent-Ashmeil Jump Event
Cameron Gammage
Oliver Crompton
Andrea Spadolini-Sirieux

5 Bronze Medals
Lucas Thomson 3m Synchro
Ben Cutmore
Josie Zillig Girls A Platform
Richelle Houlden Girls B 1m
Callie Eaglestone Girls B 3m
Chloe Johnson Girls B Platform
Overall: 2nd place

18th FINA World Championships 2019, Gwangju, KOR, July 2019

1 Silver Medal
Jack Laugher 3m Synchro
Daniel Goodfellow

2 Bronze Medals
Jack Laugher 3m
Tom Daley 10m Synchro
Matthew Lee
Overall: 7th (2nd in OG disciplines)

European Diving Championships, Kiev, UKR, August 2019

2 Silver Medals
Phoebe Banks 10m Synchro
Emily Martin
Eden Cheng Mixed 10m Synchro
Noah Williams

4 Bronze Medals
James Heatly 3m
Anthony Harding 3m Synchro
Jordan Houlden
Matthew Dixon 10m Synchro
Noah Williams
Eden Cheng Mixed Team Event
Anthony Harding
Noah Williams
Katherine Torrance
Overall: 6th



Top Left, Grace Reid and Katherine Torrance compete in 3m Springboard Synchro Women Final of the Diving World Series. Bottom Right, Jack Laugher and Daniel Goodfellow pose during the medal ceremony for the Men's 3m Synchro Springboard Final at the World Championships.

In addition to the busy competitive season the Diving team have participated in a number of training camps and key domestic activities.

TRAINING CAMPS

Warm Weather Camp, Antalya, Turkey, 1st-14th October 2018

A team of 20 divers from Team A and Team B attended this camp which marked the beginning of the preparation towards to the 2019 FINA World Championships.

5T's Project, London, December 2018

4 female divers attended this camp. These formed 2 new synchro teams who would go on to compete at the British National Cup to gain selection for Team B.

Warm Weather Camp, Rio-de-Janeiro, Brazil, 2nd-15th January 2019

The main focus of the camp, which was attended by 8 divers from Team A, was to focus on synchro pairings and their new synchro dive lists.

Pathway Camp, Plymouth, 19th-24th February 2019

Divers from Teams Y and J attended this camp. A number of master class sessions took place on a number of areas.

Warm Weather Camp, Antalya, Turkey, 4th-11th June 2019

9 divers attended this camp.

World Championships pre camp, Incheon, Korea, 29th June-7th July 2019

The World Championships team attended this camp as their final preparation before heading to Gwangju.

Warm Weather Camp, Antalya, Turkey, 24th-31st August

This camp was attended by Team J.

DOMESTIC ACTIVITY

Annual Reviews, Sheffield, September 2018

This year a new format for the annual reviews was implemented with all reviews taking place in Sheffield. The reviews were combined with medical screening, Culture Health Check survey and kit measurements. The new format proved to be efficient and successful.

Annual Coaches Conference, Newark, September 2018

The conference was attended by key coaches within the programme. Presentations were made by the Performance Director, Performance Manager, Junior Development Manager, Head of Sports Science and Sports Medicine and the High Performance Centre head coaches. There was also a presentation by Nigel Redman (Head of Performance Team Development) and team building sessions.

EXCELLENCE PARA-SWIMMING

2019 has been a busy year for the Para-Swimming programme on both a domestic and international front with a number of new initiatives also being implemented.



Left, Eleanor Simmonds competes at the British Para-Swimming International Meet.
Right, Harvey Phillips competes at the British Para-Swimming International Meet.



INTERNATIONAL EVENTS

British Para-Swimming International Meet (BPSIM) 2019, Glasgow

This event was part of the World Para-Swimming Series event. The event attracted 33 nations. 29 British Para-Swimming Programme swimmers swam 114 event swims across 4 days of competition. Programme swimmers swam 29 personal best times. 16 British Records were set during the event.

World Para-Swimming World Series 2019, Berlin

A 17 strong contingent of British Para-Swimmers attended the finale of the series in Berlin in June. The event provided international racing opportunities for the swimmers attending.

Overall World Para Swimming, World Series Results

British Para-Swimming successfully defended the title of best performing NPC. Alice Tai was Top Female swimmer, Maisie Summers-Newton was top Junior Female swimmer and Louis Lawlor was top Junior Male swimmer.

DOMESTIC COMPETITIONS

National Para Swimming Championships, December 2018

This event was the first long course meet of the season and more than 220 para-swimmers took part. The event produced some good results with 4 British Records broken and some up-and-coming athletes likely to join the World Class Programme before the Tokyo 2020 Paralympic Games being identified.

British Swimming Summer Meet 2019, Glasgow

This event provided an ideal opportunity for the swimmers who had been selected for the World Championship Team to have a racing opportunity as part of their preparations whilst also providing a positive end of season bench mark meet for programme swimmers at both a British and Home Nation level. The meet produced 2 British Records, 1 World Record and 1 European record.

KEY DOMESTIC ACTIVITIES

World Class Programmes

In October 2018 55 athletes were selected to be part of the World Class Performance Programme for the 2018/2019 season. This included 14 Podium athletes, 16 Podium Potential and 25 swimmers for the Para-Swimming Academy squad.

National Performance Centre (NPC) Open Day, 19th October 2018

The Open Day at the Manchester NPC provided an opportunity for any programme athlete who are interested in finding out more about the NPC in Manchester to have full access to the Centre along with their parent and/or carer.

Programme Conference, October 2018

A successful programme conference was held in Manchester. The conference provided the opportunities for all the British Para-Swimming staff team to meet, interact with all the attendees which include swimmers, parents and key stakeholders. The conference provided the opportunity to set out the season, induct new swimmers, parents and coaches to the programme.

Para-Academy Squad

The first 3 day Para-Swimming Academy squad camp took place in February and linked with the NPC in Manchester, this provided the opportunity for squad swimmers to training with the NPC athletes and work with the NPC staffing team. The camp also included a visit to Everton Football Academy, where the swimmers heard from academy players about their journey in football.



Ellie Challis competes at the British Para-Swimming International Meet.

BRITISH SWIMMING SUMMER MEET

WORLD RECORD



EUROPEAN RECORD



BRITISH RECORD



MAJOR INITIATIVES

Individual Athlete Planning (IAP)

All programme athletes have now undergone the new process of IAP. The purpose of this is to define support needs and athlete development. This has progressed over the year with a number of the athletes leading their own reviews.

ROAR Ingredients

ROAR Ingredients is the athlete development framework for the programme. It was introduced to swimmers during October 2018 and is now a key part of each swimmers development through camps, home programme visits and creating positive conversations moving forward. This will be further embedded into the programme with swimmers and coaches during the coming seasons.

Athlete Health

There has been an increased focus on this area over the last 12 months with a number of initiatives taking place. Athlete Health and Wellbeing profiling for all programme athletes took place in October 2018 and following on from this monthly Athlete Health strategy meetings were implemented.

Pathways and Parents

A parents strategy working group was formed and the first meeting took place in March 2019. Programme parents met for a forum meeting during BPSIM in Glasgow in April 2019 where they had the opportunity to find out more about the programme's online portal and also meet programme staff. Moving forward this work has been supported by the implementation of webinars around a range of agreed topics delivered throughout 2019.

Paralympic Games Preparation

In February 2019 it was agreed that the Suzuka Sports Garden Facilities would be the venue for the 2020 holding camp. A Tokyo Games Readiness Working group was established and a series of meetings has taken place to support the preparation and planning into Tokyo 2020.

INTERNATIONAL CAMPS

A team attended a training camp in Singapore in January 2019. This opportunity was originally set around finding an appropriate training venue for the World Championships in Malaysia before being reassigned to London. This camp provided the opportunity for a warm weather training base that provided the same exposure to travelling and humidity similar to Japan. Both athletes and staff were tracked and monitored around their acclimatisation, sleep and travel fatigue.

SPORTS SCIENCE

A Sports Science Sports Medicine conference took place in March 2019. A total of 8 staff and 2 home programme coaches were in attendance and Ex-Athletes Matt Wylie and Steph Slater sat on discussion panels.

CLASSIFICATION

International classification was successfully hosted as part of the British Para-Swimming International Meet 2019. This provided the opportunity for athletes with Visual, Physical and Intellectual impairments the opportunity for international classification. In total 29 British swimmers were seen across all the impairment groups, both current programme athletes completing reviews of their classification and new swimmers being classified internationally for the first time.



Top left, Jay McCabe competes in the heats of the Women's 100m Butterfly at the British Para-Swimming International Meet. Bottom right, Michael Jones reacts after he wins the Men's 400m Freestyle at the British Para-Swimming International Meet.

NON FUNDED SPORTS UPDATE

HIGH DIVING UPDATE

The British High Diving contingent have had a busy 12 months of competing in a range of events and there have been a number of notable performances. In addition to the medals which Gary Hunt and Jessica McCauley won at the FINA World Championships in Gwangju in July, Gary Hunt also picked up the gold medal at both the FINA High Diving World Cup in Abu Dhabi in November 2018 and the FINA High Diving World Cup in China in May 2019.

A small team of divers have also participated as usual in the Red Bull Cliff Diving World Series 2019. The Series has seen them compete in various exotic locations around the world including the Philippines, Ireland, Italy, the Azores, Lebanon, Bosnia and Herzegovina and Spain. A male contingent also competed at the Crimea Cup in August 2019.

ARTISTIC SWIMMING UPDATE

Artistic Swimming have continued to demonstrate progression during 2019, starting the season with personal best scores across all events and gaining a silver medal for the team combination event at the first FINA World Series event of 2019. The team continued to improve throughout the season finishing for the first time in the last 6 years with a score over 80 points in the free team.

The duet have gone from strength to strength, narrowly missing out on a medal at the Junior Europeans, and earning a credible 14th place finish at the Worlds Championships in both the tech and free events. The solo event continued to be our strongest event, gaining two bronze medals at the FINA World Series Spanish Open and a 10th and 11th finish at the World Championships.

The youth team competed at the first FINA Youth World Championships for 13-15 years. It was an incredibly strong competition, with Russia showing their dominance even at this younger age group.

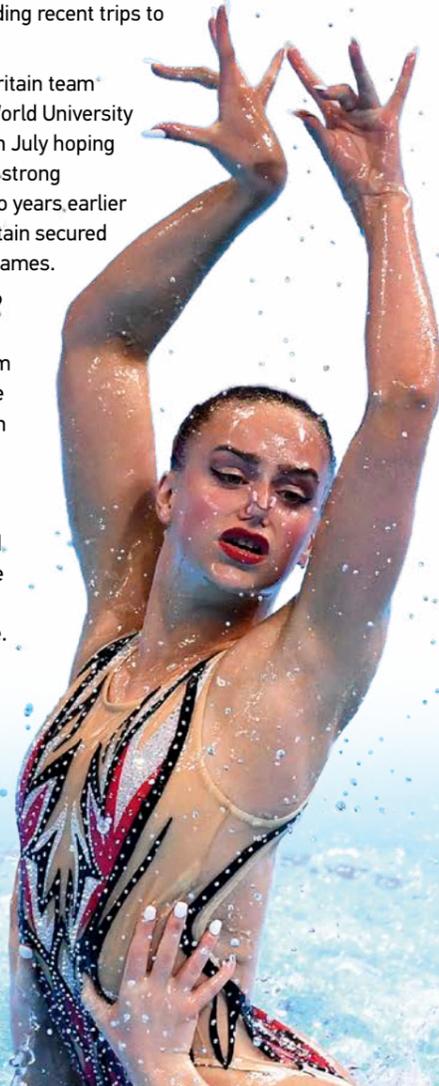
WATER POLO UPDATE

In May 2019 Manchester Aquatic Centre played host to Great Britain, Israel, France and Slovakia, as the Under 17 boys team sought to progress through their qualification tournament to compete in the European Championships in 2020. Unfortunately despite some tight games Great Britain finished their campaign having not qualified for the Championships.

The Under 19 squads have not had any competitive opportunities this year but foundations have been laid for their 2020 campaigns. As part of this plans have been put in place for a series of domestic and international training camps and competitions ahead of the qualifiers for the Championships in May 2020, including recent trips to Spain and Croatia.

The men's Great Britain team competed at the World University Games in Naples in July hoping to build upon their strong campaign from two years earlier in Taipei. Great Britain secured 10th place at the Games.

In September 2019 the Great Britain Under 17 girls team finished 12th at the Women's European Junior Water Polo Championships in Volos, Greece. The event provided them with valuable experience on the international stage.



Kate Shortman and Isabelle Thorpe of Great Britain compete in the Duet Free preliminary round at the World Championships.

CORPORATE UPDATE

ATHLETE AWARDS

The 2018 Athlete Awards were held in Manchester. The Athlete Awards continue to prove to be a pivotal event in the calendar providing a rare opportunity for the Performance teams and the core business teams to come together as one team. In 2019 the Athlete Awards will be held at the Athena, Leicester.

STAFF SURVEY

Work on the implementation of agreed initiatives following the 2017 survey continued through 2018/19. The decision was made to not undertake a full Staff Survey in 2018 to allow more time to fully embed the initiatives from the 2017 action plan and to allow time for these to make an impact.

A pulse survey will be undertaken in 2019.

ORGANISATIONAL CHANGES

The end of 2018 saw the departure of the Chief Operating Officer, which saw a change to the reporting lines of the three Performance Directors into the Chief Executive and Human Resources into the Director of Legal and Governance.

New roles were created to manage the FINA Diving World Series in 2019 and 2020 and the European Championships in 2019.

MENTAL HEALTH AND WELL-BEING

We embraced Mental Health Week following the national campaign - 'Body Image' and we supported Mental Health Day by releasing a statement on the website to showcase the positive work undertaken in this area and supported the charity, MIND, by hosting a 'Crafternoon' event.

2018 also saw the introduction of an Employee Wellbeing Policy.

EQUALITY, DIVERSITY AND INCLUSION

British Swimming achieved the Advanced Equality Standard with Swim England in October 2018 becoming one of the few National Governing Bodies to achieve this standard.

We successfully renewed our commitment to the Disability Confident mark for the third year, provided refresher training to all employees and Board members and introduced an Equal Opportunities and Dignity at Work Policy.

We were involved with the 'strike a pose' campaign for International Women's Day.

TRAINING

As well as Equality, Diversity and Inclusion Refresher training, we have provided employees with training in Health and Safety, Unconscious Bias, GDPR and Whistleblowing (to the Senior Management Team) using a mix of internal and external training methods.

All line managers have undertaken a leadership course delivered by external providers.

Line managers have been provided with additional information on the topics - Capability, Handling Difficult Conversations, Stress, Disability Discrimination and Communicating with Employees in the form of an emailed line manager briefing. These have proved to be a cost effective way of providing line managers with additional information that they can read in their own time.

POLICIES

Human Resources Policies have been reviewed in 2018 and 2019. British Swimming has introduced a Performance Improvement Policy, an Equal Opportunities and Dignity at Work Policy and a Wellbeing Policy.

INTERNATIONAL RELATIONS

2019 HAS BEEN AS BUSY AS EVER WITH LOTS OF ACTIVITY AROUND OUR INTERNATIONAL INFLUENCE PROGRAMME. THERE HAVE BEEN LOTS OF KEY EVENTS AND MEETINGS THROUGHOUT THE YEAR WHICH HAVE OFFERED THE OPPORTUNITY FOR BRITISH SWIMMING TO MAKE AN IMPACT.

THE ABILITY TO INFLUENCE DECISIONS ARE MADE AT A CONTINENTAL AND WORLD LEVEL WHICH AFFECT THE ABILITY TO WIN MEDALS AND MAJOR EVENTS IS EXTREMELY IMPORTANT TO BRITISH SWIMMING. AS A NATIONAL GOVERNING BODY WE NEED TO HAVE A STRONG VOICE AND HAVE THE ABILITY TO INFLUENCE AT ALL LEVELS OF THE SPORT. BRITISH SWIMMING STRIVE TO NOT ONLY INFLUENCE DECISIONS WHICH IMPACT UPON AQUATICS BUT ALSO SPORT GLOBALLY MAKING IT ESPECIALLY IMPORTANT THAT WE SEEK TO ENSURE WE HAVE CREDIBLE AND RESPECTED REPRESENTATIVES ON THE INTERNATIONAL FEDERATION COMMITTEES.

KEY ACTIVITIES THIS YEAR:

November 2018

Liam Tancock was successful in securing a position on the BOA Athletes Commission.

January 2019

Hosting of the IPC and World Para Swimming in Manchester.

April 2019

Awarded the right to host the World Para Swimming World Championships.

Successful delivery of the World Para Swimming World Series, Glasgow 2019.

May 2019

Attendance at the LEN Congress in St. Petersburg and European Short Course 2019.

Successful delivery of the FINA Diving World Series, London 2019.

British Swimming Director of Legal and Governance and Head of Safeguarding attended the Jose Foundation Safeguarding in Sport Conference in conjunction with the South African Sports Confederation and Olympic Committee ("SASCOC") in Johannesburg, South Africa.

July 2019

Attendance at the World Championships in Gwangju.

September 2019

Successful delivery of the World Para Swimming World Championships, London 2019.

HOSTING OF INTERNATIONAL EVENTS

2019 has been a busy year for British Swimming. Early in the year IPC and World Para Swimming were invited to Manchester to join British Para Swimming and other officers of British Swimming for a 3 day visit, this demonstrates the continued commitment to developing and building strong and mutually beneficial relationships with the world governing body.

The FINA Diving World Series event came back to London in May 2019 and was a huge success. This event is a big opportunity as it is the one opportunity for British Swimming to host FINA.

More recently the World Para Swimming Allianz Championships was hosted at the London Aquatics Centre in September 2019. This followed the decision made by the IPC to strip the rights from Malaysia to host the event. London stepped in and offered to host at short notice. This further cements the commitment of British Swimming to the Paralympic movement.

The European Short Course will be coming to Glasgow in December 2019 and will be the first LEN event to come back to the City following the success of the European Championships in 2018.

The FINA Diving World Series 2020 and European Junior Swimming and Diving Championships are also fast approaching and will be hosted in London, Aberdeen and Edinburgh respectively.

BRITISH DELEGATES

As always the role that our international delegates play within our international relations programme remains essential to our ability to have influence in the development of the sport at both 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 and 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	Chair, LEN High Diving Committee

Next LEN elections take place in 2020.

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

DAVID SPARKES	Member, FINA Bureau
SAM GREETHAM	Honorary Secretary, Technical Open Water Swimming Committee
MELANIE BECK	Member, Technical Diving Committee and FINA Diving World Series Manger
MELANIE BECK	Honorary Secretary, Technical High Diving Committee
KEVIN BOYD	Honorary Secretary, Medical Committee
CRAIG HUNTER	Member, Technical Swimming Committee
JACK LAUGHER	FINA Athletes Committee

Next FINA elections take place in 2021.

International delegate positions within IPC held by British representatives:

SUE PRASAD	Head of Technical Control & Officiating, Technical Swimming Committee
CRAIG NICHOLSON	Member, Classification Rules and Regulations Sub Committee
CARL PAYTON	Swimming research around physical classification

INTERNATIONAL TECHNICAL OFFICIALS

The work of our international technical officials remains vital for the outcomes of our overall international influence strategy.

2019 has been extremely busy due to the number of events hosted on home soil and also the World Championships in Gwangju in July 2019 which afforded an opportunity for British officials to represent the interests of Great Britain.

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
JACK BUCKNER	British Swimming CEO
DAVID SPARKES	Member, FINA Bureau
CLAIRE DAVENPORT	British Swimming, Director of Events and Communications
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
CRAIG NICHOLSON	British Para-Swimming, Performance Pathway Manager / Member, Classification Rules and Regulations Sub Committee

GOVERNANCE STATEMENT

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" ("the Code"), 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 is compliant with the Code and has adopted certain principles associated with best practice in governance. In order to continue compliance with the Code and to reflect British Swimming's commitment to continuous improvement, British Swimming has an agreed action plan with UK Sport that is subject to ongoing regular review. The following statements describe how the governance principles are being applied.

THE BOARD OF DIRECTORS

The Board's powers are clearly defined in British Swimming's Memorandum and Articles of Association ("the Articles").

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 5 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 2018/19 year the Board members were as follows:

EDWARD MAURICE WATKINS CBE	Independent Chair
GRAEME ROBERTSON MARCHBANK	National Representative – Scotland
ALEXANDRA JOANNA KELHAM	National Representative – England
JANE NICKERSON	National Representative – England
KEITH DAVID ASHTON	National Representative – England
FERGUS GERARD FEENEY	National Representative – Wales
ADELE STACH-KEVITZ	Independent Non-Executive Director
DAVID ROBERT CARRY	Independent Non-Executive Director
URVASHI DILIP DATTANI	Independent Non-Executive Director
PETER JEREMY LITTLEWOOD	Senior Independent Non-Executive Director
GRAHAM IAN EDMUNDS	Athlete Representative
JACK RICHARD BUCKNER	Chief Executive Officer

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

- Audit and Risk Committee
- Remuneration Committee
- Nominations Group
- Sponsor Approval Group

The Board concluded an independent external Board evaluation process during 2018/2019.

GOVERNANCE POLICIES

During 2018/2019 the Board has approved the British Swimming Board Skill Matrix, an organisation Succession Plan and the Nominations Group Terms of Reference.

AUDIT AND RISK COMMITTEE

The Audit and Risk Committee comprises: Urvashi Dattani (Chair and independent non-executive Board member), Robert James (independent member of the Audit and Risk Committee), Keith Ashton (National Representative) and Daryl Norman (Independent Member of the Audit and Risk Committee who joined in 2018).

The Audit and Risk Committee met three times during the year.

The Audit and Risk Committee provides independent oversight on the following matters across the business:-

- External audit arrangements – Mazars appointed November 2018
- Internal audit arrangements
- Internal controls
- Risk management
- Financial reporting
- Fraud
- Whistleblowing

In accordance with its terms of reference the Audit and Risk Committee:

- Discussed with the external auditors (Mazars) 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
- Considered the suitability of the independent auditors for 2018/19 and recommended Mazars, who were duly re-appointed at the November 2018 AGM.

During the year the Audit and Risk Committee carried out an audit tender process and recommended a change of the independent auditors from haysmacintyre to Mazars, which was approved by the Board. The Audit and Risk Committee also reviewed the Matters Reserved for the Board Policy and the Treasury Management Policy.

RISK MANAGEMENT

Risk management is the responsibility of the Board and the Senior Management Team, under the overall direction of the Chief Executive Officer. The overall process is supervised and monitored by the Audit and Risk Committee. Risks continue to be evaluated and monitored against a number of criteria and the strategic risk register is reported to the Board three times a year.

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 are being reviewed and updated in January 2020.

In 2018/2019 the Remuneration Committee's members were: Maurice Watkins CBE (Chairman), Carol Kavanagh (Independent Member), Keith Ashton (National Representative) and Jack Buckner (Chief Executive Officer).

The Remuneration Committee met three times during the year.

NOMINATION GROUP

The composition of the Nomination Group in the Articles was amended at the 2017 British Swimming Annual General Meeting (AGM) by way of Special Resolution to meet the Code's requirements. The Nomination Group comprises four members of the Board being Chair (Maurice Watkins CBE), two independent directors (Peter Littlewood and Adele Stach-Kevitz) and one national representative (Fergus Feeney).

The Nomination Group is responsible for drawing up a list of nominees and identifying a nominee for approval by the Board. The Terms of Reference for the Nomination Group were approved by the Board.

MAJOR EVENTS

2019 HAS BEEN A VERY BUSY YEAR FOR EVENTS WITH BOTH A PACKED DOMESTIC CALENDAR AND ALSO THE DELIVERY OF TWO MAJOR INTERNATIONAL EVENTS ALONG WITH EXTENSIVE PLANNING UNDERWAY FOR TWO MORE STILL TO COME BEFORE THE END OF THE CALENDAR YEAR.

BRITISH SWIMMING TO FOCUS ON OUR DOMESTIC EVENTS. THIS YEAR BRITISH SWIMMING LAUNCHED THE “DEEP END LIVE”, THIS INITIATIVE BUILDS ON ALL OF THE WORK DEVELOPED IN 2018 AND WE ALSO CONTINUED OUR WORK BUILDING ON OUR CREATIVITY THROUGH THE LEVEL OF PRESENTATION AT OUR DOMESTIC EVENTS.

DOMESTIC EVENTS

National Diving Cup

The Deep End Live launched at the National Diving Cup in January and was a great success with excellent feedback from the audiences and athletes who were involved. The purpose of The Deep End Live is to provide a platform where our events can be streamed live, and also on demand. Coverage includes interviews and interaction with the athletes who are competing plus working with some of our ex athletes to really enhance the quality of the programme and engage with the audience.

47,000 VIEWS ON THE DEEP END LIVE

British Para Swimming International Meet

The British Para Swimming International Meet was again held as part of the World Para Swimming World Series in Glasgow and we saw a growth once again in the number of competing nations. The event received excellent feedback from World Para Swimming and we also saw an increase in live stream views from 2018.

17,689 LIVE VIEWS **47,528 LIVE VIEWS**

Thomas Daley of Great Britain waves to fans in the Men's 10m Platform final at the Diving World Series.



British Swimming Championships

The British Swimming Championships were hosted in Glasgow and were a success. Whilst the event was not streamed on the BBC this year this did not impact on the number of live stream views which increased by over 18,000 from 2017, when the event was last hosted (in 2018 the British Championships was part of the Edinburgh International Meet).

99,535 LIVE VIEWS **68,512 LIVE VIEWS**

British Swimming have invested heavily in Sports Presentation in 2019 with new ideas and concepts which are enabling us to raise the bar on event delivery each year. Coupled with the quality and innovation of the Deep End Live means that the domestic events are continuing to raise the bar in event delivery.

BRITISH SWIMMING CHAMPIONSHIPS LIVE STREAM VIEWS HAVE INCREASED BY OVER 18,000 FROM 2017

INTERNATIONAL EVENTS

FINA Diving World Series

In May 2019 British Swimming hosted the FINA Diving World Series which saw it come back to London. The event ran from the 17th-19th May at the iconic London Aquatics Centre. The whole event was broadcast live on Eurosport 2 and was also broadcast across 13 territories.

A strong legacy programme was put in place for the event which saw a large number of school children able to watch. This programme combined with good ticket sales throughout the weekend saw nearly 6,000 tickets sold.

The performance of the GBR team was also strong with 3 golds, 1 silver and 2 bronze medals claimed throughout the event.

Overall the event stakeholders were extremely happy with the London leg of the series and we hope that it will return to London in 2020.

World Para Swimming World Championships 2019

The International Paralympic Committee (IPC) stripped Malaysia of the rights to host the World Para Swimming World Championships in 2019. As a result the IPC required another host at short notice. British Swimming were awarded the right to host the World Para Swimming World Championships in April 2019 with little over 5 months to organise and deliver the event.

The event, which took place from the 9th – 15th September in London was a huge success. This was the biggest World Championships ever with 81 National Paralympic Committees and over 600 athletes in attendance.

Tickets for the championships sold extremely well with many sessions selling out.

A successful legacy programme was implemented with over 3000 local school children attending the heats sessions each day.

The event was broadcast live on More4 each day, both the heats and finals sessions were shown. The viewing figures were 527,000. The event was also broadcast across 32 territories.

Overall the event was a huge success with the event receiving some excellent feedback from the teams, stakeholders and World Para Swimming.



Right, Thomas Hamer, Jessica Applegate, Bethany Firth and Reece Dunn of Great Britain with their gold medals after winning the Mixed 4x100m Freestyle Relay at the World Para-swimming Allianz Championships.

MARKETING AND COMMUNICATIONS

2018/19 has built upon the success of the previous calendar year, with engagement, growth and reach continuing to hit new highs. It is worth noting that without the success of our teams across all disciplines, and the diversity and quality of our domestic events, this would not be possible.

Having started working with Engage, a digital agency, earlier this year, we have seen great strides forward in the quality of our content, with increased professionalism across all of our channels. This undoubtedly elevates the status of our brand, a key focus area as we look to attract new commercial partners. This partnership is still in the early stages and we expect to see exponential growth as this relationship blossoms.

We have also started to expand the breadth of our content, tapping into non-aquatics audiences through one-off activations and longer term marketing campaigns. A great example of this was our Artistic Swimming duet performing a routine in a pool full of plastic; this was our highest performing post of the year on Facebook and received widespread coverage across the national newspapers and TV. We will continue to use this kind of activity to complement our core work, with the aim of widening our audience.

As expected 2019 saw spikes in both activity level and engagement around key dates in the performance calendar, notably April, July and September, but on the whole figures were very promising. Hosting live streams of our events continues to enhance our web traffic, with unique users up 20% on the previous year, and website views reaching almost 5 million.

Over the next 12 months we have a number of key milestones, culminating in the Tokyo 2020 Olympic and Paralympic Games; events such as the European Short Course Swimming Championships, FINA Diving World Series and European Championships will provide us with yet more opportunities to grow both our brand and our athletes profiles in a key year for Olympic and Paralympic sports.



25%
GROWTH IN
INSTAGRAM
FOLLOWERS



UNIQUE WEBSITE
VIEWS UP
20%

BRITISH SWIMMING LIMITED

GROUP STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2019

INTRODUCTION

The Board present their strategic report for the year ended 31 March 2019.

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

BUSINESS REVIEW

This was the second year in the UK Sport funding quadrennial ending in March 2021. Up to funding for the four years of £34,910,868 was awarded to British Swimming to fund the Olympic Swimming and Diving and Paralympic Swimming World Class programmes.

During this financial year British Swimming achieved the performance milestone targets set by UK Sport, our main funder. The main events were the European Championships and the Commonwealth Games. At both events all disciplines achieved their targets. For the first time the European Championships for swimming and diving were integrated with a number of other sports in Glasgow. This new format – the European Sports Championships achieved much greater reach and profile than previous events which in turn helped the marketing of the sport. As British Swimming looks forward to the World Championships later in 2019 and the Olympics / Paralympics in 2020 there is strength in depth within the squad that can provide the basis for continued success in the future.

A commercial working group was set up to develop new strategies to attract investment. During 2019 the group identified a number of potential target categories. This approach did not deliver additional income in the financial year to March 2019 but the first new three year commercial partnership was signed in July 2019. There are a number of other commercial discussions ongoing. Additionally a longer term facilities strategy is being developed to secure partnerships with key locations for future events.

PRINCIPAL RISKS AND UNCERTAINTIES

The senior management team maintain and regularly review a risk register. This is reviewed by the Audit and Risk Committee and the Board. 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:

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

FINANCIAL KEY PERFORMANCE INDICATORS

Total income of £10,812,863 decreased by 1.6% in the financial year, mainly due to the lower number of domestic events organised in the financial year. Funding partners included UK Sport and London Legacy Development Corporation. Total expenditure of £10,859,793 decreased by £1.3% also mainly due to the lower number of domestic events organised in the financial year.

The principal financial KPI for British Swimming is performance against the approved budget. The consolidated deficit of £43,715 was in line with expectations.

At the end of the financial year, the Company held an Income and Expenditure reserve of £609,093 (2018: £652,808), with net current assets of £608,405 (2018: £623,592) and Fixed assets of £688 (2018: £29,216). Assets include bank balances of £1,776,793 which are £149,383 higher than in 2018, due to the operating deficit and working capital movements.

OTHER KEY PERFORMANCE INDICATORS

All sports set performance targets with UK Sport for their annual benchmark event in each year of the quadrennial. The 2018 performance results were as follows:

SPORT	BENCHMARK EVENT	BASE TARGET	STRETCH TARGET	ACTUAL
SWIMMING	European Championships	20 Olympic event medals	24 Olympic event medals	24 medals (including 19 Olympic event medals)
DIVING	FINA Diving World Cup	3 Individual Top 8 places and 3 synchro teams place Top 8	1 Medal and 4 top 8 places	3 medals
	European Championships	3 medals	4 medals	10 medals
PARA-SWIMMING	European Championships	40 medals (15-20 golds)	50 medals (15-20 golds)	55 medals (20 golds)

The European Championships is included for Diving. However, Diving's benchmark event was the FINA Diving World Cup.

IMPLICATIONS OF BRITAIN LEAVING THE EUROPEAN UNION

We are aware that the uncertainty currently surrounding Brexit could potentially impact our customers, suppliers and founders. We are reviewing and monitoring the impact of this on an ongoing basis.

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.

This report was approved by the Board and signed on its behalf.

Edward Maurice Watkins

Director

DIRECTORS REPORT

DIRECTORS REPORT FOR THE YEAR ENDED 31 MARCH 2019

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 profit or loss 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 £43,715 (2018 - surplus £3,516).

In accordance with the Memorandum and 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
JACK RICHARD BUCKNER
DAVID ROBERT CARRY
URVASHI DILIP DATTANI
GRAHAM IAN EDMUNDS
FERGUS GERARD FEENEY
ALEXANDRA JOANNE KELHAM
PETER JEREMY LITTLEWOOD
ADELE STACH-KEVITZ
EDWARD MAURICE WATKINS
JANE MARY NICKERSON (appointed 13 October 2018)
GRAEME ROBERTSON (appointed 1 September 2018)
MARCHBANK
WILLIAM RAYMOND GORDON (resigned 13 October 2018)

DISCLOSURE OF INFORMATION TO AUDITOR

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 auditor is 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 auditor is aware of that information.

POST BALANCE SHEET EVENTS

There have been no significant events affecting the Group since the year end.

AUDITOR

The auditor, Mazars LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

This report was approved by the Board and signed on its behalf on 8th November 2019.

Edward Maurice Watkins

Director

BRITISH SWIMMING CONSOLIDATED PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31 MARCH 2019

	2019	2018
	£	£
Income	10,812,863	10,986,434
Operating expenses	(10,859,793)	(11,006,610)
Operating deficit	(46,930)	(20,176)
Surplus on disposal of fixed assets	-	22,500
Interest receivable and similar income	3,969	1,472
(Deficit)/surplus before taxation	(42,961)	3,796
Tax on (deficit)/surplus	(754)	(280)
Surplus/(deficit) for the financial year	(43,715)	3,516

There was no other comprehensive income for 2019 (2018: £NIL).

BRITISH SWIMMING CONSOLIDATED BALANCE SHEET AS AT 31 MARCH 2019

	2019	2018
	£	£
Fixed Assets		
Tangible assets	688	29,216
	<u>688</u>	<u>29,216</u>
Current assets		
Debtors: amounts falling due within one year	1,129,907	1,368,143
Cash at bank and in hand	1,776,793	1,627,410
	<u>2,906,700</u>	<u>2,995,553</u>
Creditors: amounts falling due within one year	(2,298,295)	(2,371,961)
	<u>608,405</u>	<u>623,592</u>
Net current assets	608,405	623,592
Total assets less current liabilities	609,093	652,808
Net assets	609,093	652,808
Capital and reserves	609,093	652,808
Income and expenditure account	609,093	652,808

The financial statements were approved and authorised for issue by the Board and were signed on its behalf by:

Edward Maurice Watkins CBE

Director

Jack Richard Buckner

Director

HIGH PERFORMANCE SWIMMING LIMITED

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2019

The directors present their report and the financial statements for the year ended 31 March 2019.

DIRECTORS

The directors who served during the year were:

KEITH DAVID ASHTON
FERGUS GERARD FEENEY
WILLIAM RAYMOND GORDON (resigned 13 October 2018)
ALEXANDRA JOANNE KELHAM
EDWARD MAURICE WATKINS

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 and signed on its behalf.

Edward Maurice Watkins

Director



Luke Greenbank celebrates winning the Men's 200m Backstroke final at the British Swimming Championships.

HIGH PERFORMANCE SWIMMING BALANCE SHEET AS AT 31 MARCH 2019

The company has not traded during the current or previous years. During the year, the company received no income and incurred no expenditure and therefore made neither profit or loss, accordingly it has not prepared a statement of comprehensive income.

	2019 £	2018 £
Current assets		
Cash at bank and in hand	-	6,294
	-----	-----
	-	6,294
Creditors: amounts falling due within one year	-	(6,294)
	-----	-----
Net current assets	-	-
Net assets	-	-
	=====	=====
Reserves	-	-
	=====	=====

The directors consider that the company is entitled to exemption from audit under section 479A of the Companies Act 2006.

The members have not required the Company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

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.

Edward Maurice Watkins CBE

Director

ACKNOWLEDGEMENTS

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 CONTRIBUTORS TO THIS REPORT

EDWARD MAURICE WATKINS CBE	British Swimming Chairman
JACK RICHARD BUCKNER	British Swimming Chief Executive
WENDY LOCKTON	British Swimming Director of Business Operations
CHRIS SPICE	National Performance Director – Swimming
ADAM CLARKE	Head of Performance Services – Swimming
CHRIS FURBER	National Performance Director – Para-Swimming
CRAIG NICHOLSON	Performance Pathway Manager – Para-Swimming
ALEXEI EVANGULOV	National Performance Director – Diving
OLGA SHUYKOVA	PA to the National Performance Director – Diving
CLAIRE DAVENPORT	British Swimming Director of Events and Marcomms
ASH COX	British Swimming Director of Legal and Governance
KATHREEN FRANCE	British Swimming Head of Finance
JANINE HARRIMAN	British Swimming HR Manager

FOR PRODUCTION AND EDITING

CALLUM STRINGER	Designer
GETTY IMAGES	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.

THANK YOU.



Adam Peaty and James Wilby of Great Britain compete in the Men's 100m Breaststroke Final at the World Championships.

