




BRITISH
SWIMMING

THE ANNUAL REPORT

AND ACCOUNTS 2018

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COMPANY INFORMATION

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CHAIRMAN'S REPORT

EDWARD MAURICE WATKINS CBE

From a performance standpoint 2018 has continued the successful achievements of 2016 and 2017. Whilst European Championships are not World or Olympic Championships our performances allow us to be cautiously optimistic for Tokyo and next year's World Championships.

The 2018 European Championships were a highly successful event with the new multi-sport championship format and, in conjunction with LEN, we took responsibility for aquatics and put on highly commended events as part of the overall Championships.

There were many performances to be excited about, in swimming particularly our relay results including the mixed relays and Adam Peaty's World 100m breaststroke record. Not even a starting mechanism problem could prevent the recognition of this World record result. In diving, Jack Laugher excelled with 3 Gold medals. All these results culminated in us coming second in both swimming and diving medals' tables. It was also good to see our solo, duet, team and combination performing in the Artistic Swimming events.

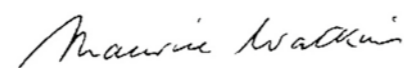
After Scotland we moved quickly to Dublin for the World Para Swimming European Championships where our athletes continued our successes with a total of 55 medals, coming third in the medal standings. It will be remembered that in 2017 the

British Para-Swimming Team did not take part in the 2017 IPC Championships because of the Mexican earthquake so Dublin was the first opportunity for some time for the British Para-Swimming Team to take part in a significant international event.

2018 saw British Swimming continuing to play its part in both FINA and LEN. This was David Sparkes' first year on the FINA Bureau and, on both FINA and LEN committees, we provided significant expertise and enhanced our influencing objective. From an international perspective 2018 has been less turbulent than 2017 was. However, there are still some continuing issues around governance and some new ones concerning events and athlete participation which will require our careful attention and willingness to play our part in responding appropriately to issues as they arise.

Domestically Jack Buckner, our CEO, has now enjoyed a year in post and is settling in well with his new sport. However, Board and Executives are always subject to change and refreshment particularly in the Board's case with compliance with the Sports Governance Code requirements. Also our Chief Operating Officer, Ian Mason will be retiring at the end of this year after twelve and a half years with British Swimming. His knowledge and experience will be sorely missed and we are looking at ways of harvesting these qualities in a continuing relationship. Ian's understanding of elite sport and its funding together with compliance have served us very well.

As always I am grateful to our independent and stakeholder directors for all their hard work and expertise and to our dedicated staff, volunteers and partners who have all played their part in our continuing successful progress to Tokyo. Truly "One Team. Winning Well. In Water" is the right mantra for us.



Edward Maurice Watkins CBE
Chairman, British Swimming



CEO'S REPORT

JACK RICHARD BUCKNER

It has been an exciting and hectic first year for me in the world of aquatics. The highlights were the European Championships in Glasgow and Edinburgh for Swimming and Diving plus Dublin for Para-Swimming. We achieved an excellent set of results that reflect the hard work and dedication of staff, coaches and of course our swimmers and divers. These were the first ever integrated European Sports Championships for Swimming, Diving and Artistic Swimming. This was an ambitious project of significant importance to both British Swimming and European sport. Inevitably as with many new events of this scale the planning was significant, challenging and ultimately worthwhile. The great coverage of the Championships across the UK and Europe enabled us to connect with much larger audiences than normal, achieving our largest reach ever outside the Olympic Games.

Already our performance teams are debriefing the lessons of 2018 and moving forward to the World Championships in 2019 in Gwangju and Kuching. We are at the halfway point in the Tokyo cycle. We have made good progress since Rio but there is still plenty of hard work ahead. Thanks again for the commitment of all our staff, team managers and volunteers in the intense world of elite sport!

Alongside the performances of our elite teams it's important to keep developing the marketing of aquatics. We are moving forward with a new vision "One Team. Winning Well. In Water." This will link through our organisational culture and into our external marketing.

We continue to develop our events across all the disciplines. A particularly big thanks to everyone involved in the British Swimming Championships in March which was a combined event with the Edinburgh International. This took place in the height of a winter storm that closed roads and airports. It was a tribute to our staff and volunteers alongside Edinburgh Leisure that the event was able to operate in truly challenging conditions. Thanks also to all the swimmers and their families who somehow made the trip to Edinburgh. We really appreciate your support and dedication.

As well as the events themselves we are working on our marketing and in particular our live-streaming strategy. The media environment is changing fast and live-streaming is an important method to build our audience and relationship with swimmers and swimming fans.

In conclusion I would like to thank all the staff at British Swimming, swimmers, divers and para-swimmers, volunteers, coaches, sponsors and supporters for another great year in the sport. The sport has a genuine sense of One Team. It's great to be part of it. So let's keep Winning Well. In Water. All the best for 2019!



Jack Richard Buckner
CEO, British Swimming



MONTHLY HIGHLIGHTS



OCTOBER 2017

- British Swimming's new CEO, Jack Buckner, took up his role.
- Adam Peaty collected his MBE after being recognised in the New Year's Honours list.

NOVEMBER 2017

- The British Swimming Awards Dinner took place at the Lancashire Cricket Club in Manchester.

DECEMBER 2017

- The Sports personality of the year campaign #VotePeaty was rolled out. Adam came 5th overall, securing 63,739 votes and #VotePeaty had a social media reach of 619,488 in 2017 up from 11,736 in 2016.
- An Advent calendar was rolled out with the aim to engage new fans. The advent calendar had a total reach of 659,402 across the three social media platforms. 18 sets of prizes translated into 762 new Facebook page likes and 527 new Twitter likes.
- The British Swimming Staff Day took place in Loughborough.
- Melanie Beck was appointed by LEN to lead a newly established Technical High Diving Commission.

JANUARY 2018

- Adam Peaty and Tom Daley were named in the LEN Awards, celebrating excellence across aquatics in 2017.
- Jack Laugher was appointed to the FINA Athletes Committee.

FEBRUARY 2018

- Former Olympic swimmer David Carry joined the British Swimming Board.
- British Para-Swimming signed up to an initiative with Manchester Metropolitan University in a bid to improve opportunities for student-athletes.
- The LEN Technical Open Water Swimming Committee were hosted in Glasgow.

MARCH 2018

- The Edinburgh International Swim Meet which incorporated the British Championships successfully took place despite heavy snow.

APRIL 2018

- Home nation para-swimmers were a dominant force at the Gold Coast 2018 Commonwealth Games winning a quarter of all gold medals on offer.
- Commonwealth Games 2018 led to British Swimming's digital channels showing considerable engagement with over 5.6m impressions, 226,000 engagements and 41,000 link clicks.

MAY 2018

- British Swimming's new vision of 'One Team. Winning Well. In Water' was launched.
- Rebecca Adlington, Great Britain's most decorated and successful female Olympic swimmer was inducted into the International Swimming Hall of Fame with the class of 2018.
- HR devised a campaign for Mental Health Awareness week (14 to 20 May) that consisted of an email each day to all employees (Monday to Friday). The topic for the week was 'Stress – are we coping?', but the emails covered stress, anxiety, depression and wellbeing.



JUNE 2018

- British divers finished the 21st FINA Diving World Cup with a Silver and two Bronze medals.
- British Para-Swimming launched a new Athlete Development Framework, ROAR Ingredients, aimed at putting athletes at the centre of their own development by working with parents and coaches.

JULY 2018

- FINA announced that British Swimming had been awarded the FINA Diving World Series for London 2019.
- British Swimming Chairman Maurice Watkins CBE was invited to an audience with Pope Francis at the Vatican's Apostolic Palace where he presented a personalised TYR British Swimming cap to his Holiness, The Pope.
- Liam Tancock, three time World Champion and previous World Record holder, was appointed as a member of the UK Anti-Doping Athletes Commission.

AUGUST 2018

- The Swimming team finished second to Russia on the medal table with 24 medals at the European Championships in Glasgow.
- The Diving team finished 2nd on the medal table behind Russia with a total of 10 medals and also claimed the overall Championships trophy.
- British Swimming hosted the Harassment and Abuse in Sport Seminar in Glasgow.
- International Technical Officials were appointed from Great Britain to roles at the European Championships and the World Para Swimming European Swimming Championships.
- The British team won a total of 55 medals at the World Para Swimming European Championships.

SEPTEMBER 2018

- Scottish Swimming Chairman, Graeme Marchbank, took up his position on the British Swimming Board.

Top Right, Adam Peaty, Nicholas Pyle, James Guy, Duncan Scott winning Gold in the men's 4 x 100m Medley Relay at the European Championships.

WORLD PARA SWIMMING EUROPEAN CHAMPIONSHIPS

EXCELLENCE SWIMMING

A TEAM OF 24 SWIMMERS AND 20 STAFF ATTENDED THIS EVENT. THE ATHLETE COHORT CONTAINED EIGHT SWIMMERS MAKING THEIR SENIOR INTERNATIONAL GREAT BRITAIN DEBUT. OF THE 24 ATHLETES THERE WERE 10 MALE AND 14 FEMALE SWIMMERS WITH EIGHT BEING UNDER THE AGE OF 18. THE STAFFING TEAM WAS LARGER THAN NORMAL AS ADDITIONAL ROLES WERE AGREED TO PROVIDE STAFF DEVELOPMENT OPPORTUNITIES.

ROLL OF HONOUR

The Great British team won a total of 55 medals this exceeded their UK Sport medal target.

Medal Target – 40 – 50

Medals Won – 55

Key Performance Indicators and UK Sport Medals Target – four out of five of the key performance indicators were met:

KPI	ACTUAL
40 – 50 medals	55
15 – 20 Golds	20
80 – 90% Heats to Final	93%
45 – 55% PBs	39%
Top 3 Medals Table	3rd

Records

The team set:

- > 5 World Records
- > 5 European Records
- > 21 British Records



92%
OF THE TEAM WON A MEDAL

Gold Medals			Silver Medals		
Scott Quin	SB14	100m Breast	Megan Richter	SM8	200m IM
Louise Fiddes	SB14	100m Breast	Conner Morrison	SB14	100m Breast
Bethany Firth	S14	200m Free	Jessica-Jane Applegate	S14	200m Free
Thomas Hamer	S14	200m Free	Lewis White	S9	100m Free
Maisie Summers-Newton	SM6	200m IM	Jordan Catchpole	S14	200m Free
Bethany Firth	S14	100m Back	Jessica-Jane Applegate	S14	100m Back
Maisie Summers-Newton	SB6	100m Breast	Toni Shaw	S9	100m Fly
Hannah Russell	S12	50m Free	Jordan Catchpole	S14	100m Back
Alice Tai	S8	100m Back	Eleanor Simmonds	SB6	100m Breast
Hannah Russell	S12	100m Back	Zara Mullooly	S10	50m Free
Alice Tai	S8	100m Free	Megan Richter	S8	100m Back
Jessica-Jane Applegate	S14	100m Fly	Toni Shaw	SM9	200m IM
Toni Shaw	S9	400m Free	Eleanor Simmonds	S6	400m Free
Alice Tai	S8	100m Fly	Lewis White	S9	400m Free
Eleanor Robinson	S6	50m Fly	Bethany Firth	S14	100m Fly
Tully Kearney	S5	100m Free	Andrew Mullen	S5	50m Fly
Hannah Russell	S12	100m Free	Jessica-Jane Applegate	SM14	200m IM
Michael Jones	S7	400m Free	Eleanor Robinson	S6	100m Free
Bethany Firth	SM14	200m IM			
Relay Team		4x100m Medley	Bronze Medals		
			Bethany Firth	SB14	100m Breast
			Eleanor Robinson	S6	50m Free
			Andrew Mullen	S5	50m Back
			Toni Shaw	S9	100m Free
			Louise Fiddes	S14	200m Free
			Megan Richter	SB7	100m Breast
			Stephen Clegg	S12	100m Back
			Toni Shaw	S9	100m Back
			Grace Harvey	S6	100m Back
			Maisie Summers-Newton	S6	400m Free
			Tully Kearney	S5	50m Free
			Stephen Clegg	S12	100m Free
			Louise Fiddes	S14	100m Fly
			Zara Mullooly	S10	100m Free
			Stephen Clegg	S12	100m Fly
			Thomas Hamer	SM14	200m IM
			Louise Fiddes	SM14	200m IM

2018 was again a busy year with a number of international competitions taking place as well as a busy training and domestic programme. Over 80 British athletes have been involved in international swimming competitions this year.



Left, Alys Thomas competing at the European Championships in Glasgow. Right, Ross Murdoch competing at the European Championships in Glasgow.



SENIOR PROGRAMME

European Short Course Championships, Copenhagen, Denmark, 13 – 17 December 2017

The first major senior event of the 2017/2018 season was the European Short Course Championships in Denmark involving a small team of eight athletes. Of the athletes who competed, all made the final of at least one individual event and Great Britain won six medals (1 Gold, 1 Silver and 4 Bronze) overall with 88% of the team swimming a season's best in their main event. Medallists were:

Gold Medal	
Adam Peaty	100m Breast
Silver Medal	
Ben Proud	50m Free
Bronze Medal	
Adam Peaty	50m Breast
Ben Proud	50m Fly
Duncan Scott	100m Free
Duncan Scott	200m Free

2018 Commonwealth Games, Gold Coast, Australia, 4 – 15 April 2018

73% of the World Class Programme athletes were selected for a Home Nation team and 75% of these athletes recorded a seasons best at the Games. Collectively the home nations teams won 33 medals (8 Gold, 13 Silver, 12 Bronze) with 30 personal bests recorded at the meet.

2018 Sette Colli Trophy, Rome, 29 June – 1 July 2018

Britain's European Championship squad took on their last preparation competition in Rome before heading to Glasgow for the 2018 Championships. The British team tied on 54.00 points with the Hungarian team and finished second only to Italy in the Mario Saini Trophy national team rankings bringing home 18 medals – 4 Gold, 8 Silver and 6 Bronze.

The Senior team also competed in a number of other events throughout 2018 as part of their preparation for the European Championships in Glasgow in August which was the major event of the year.

JUNIOR PROGRAMME

The Juniors have also had a busy summer with the European Junior Championships the main meet of the year.

European Junior Champs, Helsinki, 4 – 8 July 2018

A team of 30 athletes and 17 staff attended this event. There were 28 individual finalists, 10 individual medallists and 69% of the team achieved a seasons best.

88%
ACHIEVED A SEASON BEST AT THE EUROPEAN SHORT COURSE CHAMPIONSHIPS

COMMONWEALTH GAMES OVERALL MEDAL TALLY:



INDIVIDUAL MEDALLISTS

Gold Medal	
Tom Dean	200m IM
Freya Anderson	50m Free
Freya Anderson	100m Free
Tatiana Belonogoff	50m Breast
Emily Large	100m Fly
Silver Medal	
Lauren Cox	50m Back
Bronze Medal	
Lewis Burras	50m Free
Tom Dean	400m IM
Nick Pyle	100m Back

RELAYS

Gold Medal	
Lily Boseley, Tatiana Belonogoff, Emily Large, Freya Anderson (Heats Katie Robertson)	Women's 4x100 Medley
Silver Medal	
Nick Pyle, Archie Goodburn, Emily Large, Freya Anderson, (Heats Katie Robertson, Lewis Burras)	Mixed 4x100 Medley
Bronze Medal	
Harry Constantine, Jakob Goodman, Tom Dean, Luke Turley, (Heats Archie Goodburn)	Men's 4x200 Free

MARATHON SWIMMING

It has been another busy season for British Marathon Swimmers on the European and World Open Water circuit as outlined below:

European Junior OW Championships, Malta, 13 – 15 July 2018

11 athletes attended this event. Top 10 finishes were achieved by Polly Holden and Hector Pardoe.

World Junior Open Water Championships, Eilat, Israel, 6 – 8 September 2018

Three athletes competed at this event. The results are as follows:

Maisie McCartney	4th (7.5km, 16/17 year olds)
Polly Holden	9th (10km, 18/19 year olds)
Hector Pardoe	17th (7.5km, 16/17 year olds)



Top Left, James Wilby competing at the European Championships in Glasgow. Bottom Right, Ben Proud.

KEY DOMESTIC ACTIVITY**Annual Team Manager Training Workshop, November 2017**

22 team managers from all of the home countries attended this event ahead of selections for 2018 events.

Edinburgh International Meet incorporating the British Championships, Edinburgh, 1 – 4 March 2018

Despite some unprecedented weather conditions which presented a major challenge with some staff and athletes not able to travel, the 2018 Edinburgh International Swim Meet incorporating the 2018 British Swimming Championships took place in Edinburgh.

GBR1 Workshop, North Berwick, February 2018

The focus of the GBR1 workshop was to share some of the learning from the 2017 season and share priorities for this coming year. The event was attended by over 80 key staff and practitioners.



Above,
Georgia Davies

TRAINING CAMPS

A number of training camps have also taken place over the last 12 months as part of the National Centres in Bath and Loughborough. This included National Centre athletes from Loughborough and Bath travelling to South Africa and Australia for warm weather training camps.

National Team Camp

A National Team Camp was held in Loughborough for all athletes and staff selected for the 2018 European Championships team. As well as training, event orientation and key education sessions, the camp was an opportunity for various arena simulation activities.

Podium Potential Programme – Out of Comfort Tours

The 2017/18 Podium Potential 'out of comfort tour' programme included a small contingent of female athletes traveling to Japan to participate in the Japan National Junior Development Camp (December); attendance at the Ontario Junior International (13 – 19 December), and participation in the USA Grand Prix in January 2018.

National Altitude Strategy

The third National Altitude Camp of the Tokyo cycle took place in Flagstaff (7 – 28 October), involving 16 athletes and six staff. The camp programme, a key part of our Altitude Strategy continued in January 2018 with a three week camp in Colorado (14 January to 5 February 2018), with the fifth camp of the current cycle planned for October 2018.

EXCELLENCE DIVING

The last **12** months has been a busy, competitive season for the Great Britain divers who have again won a number of medals at major World and European international competitions at both Senior and Junior level.



Left, Lois Toulson and Eden Cheng claiming the Gold medal in the 10m Synchro event at the European Championships. Right, Grace Reid claiming the Gold medal in the 3m event at the European Championships.

WE CAME 1ST PLACE AT THE COMMONWEALTH GAMES

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

COMPETITIONS

FINA Diving Grand Prix, Kuala Lumpur, MAS October 2017

Bronze Medal	
Kyle Kothari	10m
Scarlett Mew-Jensen	3m Synchro
Yasmin Harper	
Overall:	6th place

FINA Diving Grand Prix, Singapore, SGP November 2017

Gold Medal	
Scarlett Mew-Jensen	3m Synchro
Yasmin Harper	
Silver Medal	
Scarlett Mew-Jensen	Mixed 3m Synchro
Kyle Kothari	Mixed 10m Synchro
Eden Cheng	
Kyle Kothari	
Overall:	6th place

FINA Diving Grand Prix, Gold Coast, AUS November 2017

Gold Medal	
Gemma McArthur	Mixed 10m Synchro
Lucas Thomson	
Silver Medal	
James Heatly	10m Synchro
Lucas Thomson	
Overall:	6th place

FINA Diving Grand Prix, Rostock, GER February 2018

Silver Medal	
Ross Haslam	3m Synchro
Jack Haslam	
Kyle Kothari	10m Synchro
Matthew Lee	
Matthew Lee	Mixed 10m Synchro
Lois Toulson	
Bronze Medal	
Lois Toulson	10m
Scarlett Mew-Jensen	
Millie Haffety	3m Synchro
Overall:	4th place

FINA/NVC Diving World Series 2017 – leg 1 Beijing, CHN March 2018

Silver Medal	
Thomas Daley	Mixed 3m Synchro
Grace Reid	
Bronze Medal	
Thomas Daley	10m Synchro
Daniel Goodfellow	
Matthew Lee	Mixed 10m Synchro
Lois Toulson	
Overall:	2nd place

FINA/NVC Diving World Series 2017 – leg 2 Fuji, JPN March 2018

Silver Medal	
Thomas Daley	Mixed 3m Synchro
Grace Reid	
Overall:	3rd place

8 Nations International Youth Diving Meet, Kristiansand, NOR March 2018

Gold Medal	
Tyler Humphrey	1m Boys B
Maria Papworth	3m Synchro
Victoria Vincent	
Silver Medal	
Ben Cutmore	3m Synchro
Tyler Humphreys	
Tyler Humphreys	3m Boys B
Bronze Medal	
Anthony Harding	3m Boys A
Ben Cutmore	1m Boys B
Overall:	2nd place

Commonwealth Games, Gold Coast, AUS April 2018 ENGLAND

Gold Medal	
Jack Laugher	1m, 3m
Jack Laugher	3m Synchro
Chris Mears	
Thomas Daley	10m Synchro
Daniel Goodfellow	
Silver Medal	
Matthew Dixon	10m Synchro
Noah Williams	
Alicia Blagg	3m Synchro
Katherine Torrance	
Matthew Dixon	10m
Bronze Medal	
Lois Toulson	10m
Overall:	1st place

CWG SCOTLAND and WALES

Gold Medal	
Grace Reid	1m
Bronze Medal	
James Heatly	1m SCO
Overall:	5th and 9th place

Ukrainian Open Diving Cup Kiev, UKR April 2018

Bronze Medal	
Anthony Harding	1m
Scarlett Mew-Jensen	1m
Scarlett Mew-Jensen	3m
Ruby Bower	10m
Overall:	6th place

8th Dresden International Youth Diving Meet Dresden, GER April 2018

Gold Medal	
Emily Martin	Platform Girls A
Callie Eaglestone	3m Girls B
Silver Medal	
Ben Cutmore	3m Boys B
Ben Cutmore	Platform Boys B
Tyler Humphreys	1m Boys B
Bronze Medal	
Tyler Humphreys	3m Boys B
Overall:	4th place

FINA/NVC Diving World Series 2017 – leg 3 Montreal, CAN April 2018

Silver Medal	
Thomas Daley	Mixed 3m Synchro
Grace Reid	
Overall:	6th place

FINA/NVC Diving World Series 2017 – leg 4 Kazan, RUS May 2018

Silver Medal	
Thomas Daley	Mixed 3m Synchro
Grace Reid	
Callie Eaglestone	3m Girls B
Bronze Medal	
Grace Reid	3m Synchro
Katherine Torrance	
Overall:	5th place



FINA Diving Grand Prix Calgary, CAN May 2018

Silver Medal	
Matthew Dixon	10m Synchro
Noah Williams	
Lois Toulson	10m

Bronze Medal	
Matthew Lee	10m
Jack Haslam	3m Synchro
Ross Haslam	
Robyn Birch	10m
Overall:	4th place

FINA Diving World Cup Wuhan, CHN June 2018

Silver Medal	
Jack Laugher	3m Synchro
Chris Mears	

Bronze Medal	
Jack Laugher	3m
Grace Reid	Mixed 3m Synchro
Ross Haslam	
Overall:	3rd place

European Junior Diving Championships Helsinki, FIN June 2018

Gold Medal	
Tyler Humphreys	1m Boys B
Benjamin Cutmore	Platform Boys B

Silver Medal	
Lucas Thomson	Platform Boys A
Maria Papworth	3m Synchro
Victoria Vincent	

Bronze Medal	
Anthony Harding	1m Boys A
Tyler Humphreys	3m Boys B
Aidan Heslop	Platform Synchro
Lucas Thomson	
Josie Zillig	Platform Girls B
Phoebe Banks	Platform Synchro
Emily Martin	
Ben Cutmore	JUMP

Bronze Medal	
Anthony Harding	
Lucas Thomson	
Victoria Vincent	
Overall:	4th place

FINA Diving Grand Prix Bolzano, ITA July 2018

Silver Medal	
Ross Haslam	3m
James Heatly	10m Synchro
Lucas Thomson	
Ruby Bower	10m Synchro

Bronze Medal	
Gemma McArthur	10m
Lucas Thomson	Mixed 10m Synchro
Gemma McArthur	

Bronze Medal	
Gemma McArthur	10m
Overall:	4th place

FINA Diving Grand Prix Madrid, ESP July 2018 (clubs)

Bronze Medal	
Aidan Heslop	10m
Overall:	7th place

World Junior Diving Championships Kiev, UKR July, 2018

Gold Medal	
Anthony Harding,	Mixed Team event
Lucas Thomson,	
Yasmin Harper,	
Ben Cutmore	

Silver Medal	
Emily Martin	Platform Synchro
Phoebe Banks	
Matthew Dixon	Platform Synchro
Noah Williams	
Overall:	2nd place

LEN European Championships Edinburgh, GBR August 2018

Gold Medal	
Jack Laugher	1m,3m
Grace Reid	3m
Lois Toulson	10m Synchro
Eden Cheng	

Silver Medal	
Alicia Blagg	3m
Jack Laugher	3m Synchro
Chris Mears	

Bronze Medal	
Matthew Dixon	10m Synchro
Noah Williams	
Ross Haslam	Mixed 3m Synchro
Grace Reid	

Bronze Medal	
Matthew Lee	Mixed 10m Synchro
Lois Toulson	

Bronze Medal	
James Heatly	1m
Overall:	2nd place

Top Left, Katherine Torrance. Top Right, Matthew Lee and Lois Toulson claiming the Silver medal in the Mixed 10m Synchro event at the European Championships. Bottom Right, Jack Laugher.



In addition to the competitive programme the Diving team has participated in a number of training camps and key domestic activities as outlined below.

TRAINING CAMPS

Warm Weather Camp, Tallahassee, USA, 7 – 20 October 2017

Team A took part in the Warm Weather Camp in Tallahassee, USA. The camp was a great success in all its aspects and targets: performance, medical provision, strategy discussion and team building.

GP AUS pre camp, Gold Coast, AUS, 1 – 6 November 2017

Team B attended a five day pre camp prior to the FINA Diving Grand Prix event in Gold Coast, Australia. This was the same venue as the CWGs and the seven Team B divers were on the long list for CWGs Selection.

World Cup pre camp – Xian, CHN, 24 – 31 May 2018

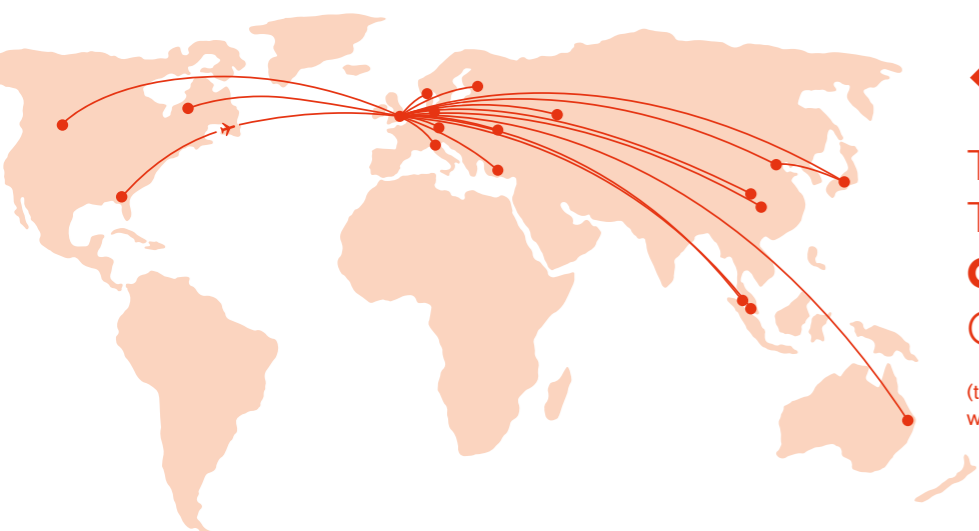
This camp was the last phase of the preparation towards the FINA World Cup 2018 and was a good opportunity to test if the venue was suitable to hold the pre-Olympic training camp.

Team A and B Warm Weather Camp, Antalya, TUR, 18 June – 1 July 2018

This was the British Diving team’s ‘pilot’ camp to see if the base can be used in the future. The main purpose of the camp was to restore our top divers’ physical and technical conditions after a long competitions period and to create a new conditioning base for the preparation towards the European Championships.

DOMESTIC ACTIVITIES

PATHWAY CONFERENCE	Leeds, 2 – 3 October	A 2 day Pathway conference took place in Leeds on 2 – 3 October. These were a highly successful two days with 60 coaches in attendance.
THE WOMEN’S PLATFORM PROJECT (5TS PROJECT)	London, 15 – 17 November 2018	The Women’s Platform Project (5Ts project) with 10 potential platform girls involved was launched at the beginning of October. The first training camp of the project was held in LAC on 15 – 17 November.
ANNUAL COACHES CONFERENCE	Southend-on-Sea, 10 December 2017	The Strategic Plan 2018 (“One Down Three to Go”) was presented to British Diving coaches and staff at this Conference. It included performance analyses of the last season as well as Team B, Team J and SSSM strategies.



1,412,822
THE TOTAL MILES TRAVELLED BY THE
GB DIVING TEAM
OVER **12 MONTHS!**

(this was not including the Commonwealth Games which they attended as part of the home nations)

EXCELLENCE PARA-SWIMMING



Left, Alice Tai.
Right, Jessica-Jane Applegate.



WORLD RECORDS BROKEN AT THE DSE NATIONAL PARASWIMMING CHAMPIONSHIPS

INTERNATIONAL EVENTS

World Para Swimming World Series, Copenhagen, March 2018

In the first World Series event of the season, GBR sent an experienced team of 18 swimmers led by Head Coach Rob Aubry to the Bellahøj swimming stadium. The focus of the meet was primarily around supporting athlete through their classification reviews but some excellent results were achieved.

Commonwealth Games, Gold Coast, April 2018

The performance by Para-Swimming Home Nations swimmers were excellent. From 14 events swims by programme athletes, 10 were lifetime best performance resulting in a 71% PB return. 5 medals were won (3 Gold and 2 Silver). 1 World record was broken and 1 British record.

World Para Swimming World Series, Berlin, June 2018

A mainstay of the British Para-Swimming International calendar, even before the introduction of the WPS World Series, the Berlin Open in 2018 was attended by a small team of five swimmers along with Lauren Jocelyn and Sarah Stewart-Hunter.

DOMESTIC COMPETITIONS

DSE National ParaSwimming Championships, November 2017

All Podium and Podium Potential competed at these Championships where they broke 14 World records and 22 European records.

British Para Swimming International Meet and European Trials, Sheffield, May/June 2018

The home leg of the 2018 World Series in Sheffield was the biggest of all the WPS World Series events. Doubling up as selection Trials for WPS European Championships in Dublin swimmers represented their clubs rather than country. On day three of the meet Alice Tai lowered the S8 100m Backstroke World Record to 1:08.26.

World Series Overall

Following conclusion of the 2018 WPS World Series, GBR were revealed as the top competing nation for the second year in a row. GBR's Louise Fiddes won both Best Overall Female and Best Junior. Louise was joined by Tom Hamer, Jordan Catchpole and Maisie Summers-Newton when they collected the top nation trophy during a ceremony at the WPS European Championships in Dublin.

British Summer Championships, July 2018

Continuing the growth in collaboration between the Para and AB swimming programmes, the Integrated British Swimming Summer Meet in Sheffield in July was used both as preparation by those Para-Swimmers selected for the European Championships and also as the main focus for those not selected for Dublin. Paralympic Champion Ellie Robinson broke her own WR in the S6 50m Butterfly on day two of the meet.

KEY DOMESTIC ACTIVITIES

The key domestic activities are outlined below:

Programme Conference, November 2017

All Podium and Podium Potential athletes were invited to attend this conference held in Loughborough. Home Programme Coaches, parents and key stakeholder partners were also invited. The key note speech was made by Kit Holder, principle ballet dancer from the Birmingham Royal Ballet.

Programme Induction Camp, November 2017

All Podium and Podium Potential attended this camp in Manchester prior to competing at the DSE ParaSwimming Championships.

Staff Conference, November 2017

A two-day staff conference was held at Lilleshall NSC for all programme staff. Staff reviewed and provided feedback on the UK Sport Culture Health Check amongst other programme elements and spent some time watching the Men's GB Gymnastics team train.



INTERNATIONAL CAMPS

Technical Focus Camp, Italy, May 2018

14 swimmers attended a warm weather training camp in Piombino, Italy in May. The purpose of the camp was to identify current techniques and areas of improvement with the use of biomechanics expertise specifically in Butterfly and Breaststroke in 2020 medal potential athletes and set both long-term and short-term goals.

Japan Training and Racing Experience in Suzuka, September 2018

To mark the beginning of two years' worth of programme activities in the build-up to the Tokyo Paralympics, seven swimmers were selected for an exploratory trip to Suzuka. Swimmers had been invited to race at the Japanese Para-Swimming Championships at the Yokohama International Pool and they began their trip with a camp at the Suzuka Sports Garden in Mie Prefecture which will be the venue for the Pre-Tokyo Holding camp. The team was joined by translator Rachel McCrystal who had supported the programme to set up the opportunity.

SPORTS SCIENCE

- Several members of the SSSM team attended the Aquatic Biomechanics Conference in Tokyo in October 2017.
- The team conducted two extensive briefings during January 2018 and the recommendations were fed into the Camp planning process for future improvements.
- Jamie Barnard and Graeme Smith were successful in their application for the Collaboration for Performance programme with UK Sport.

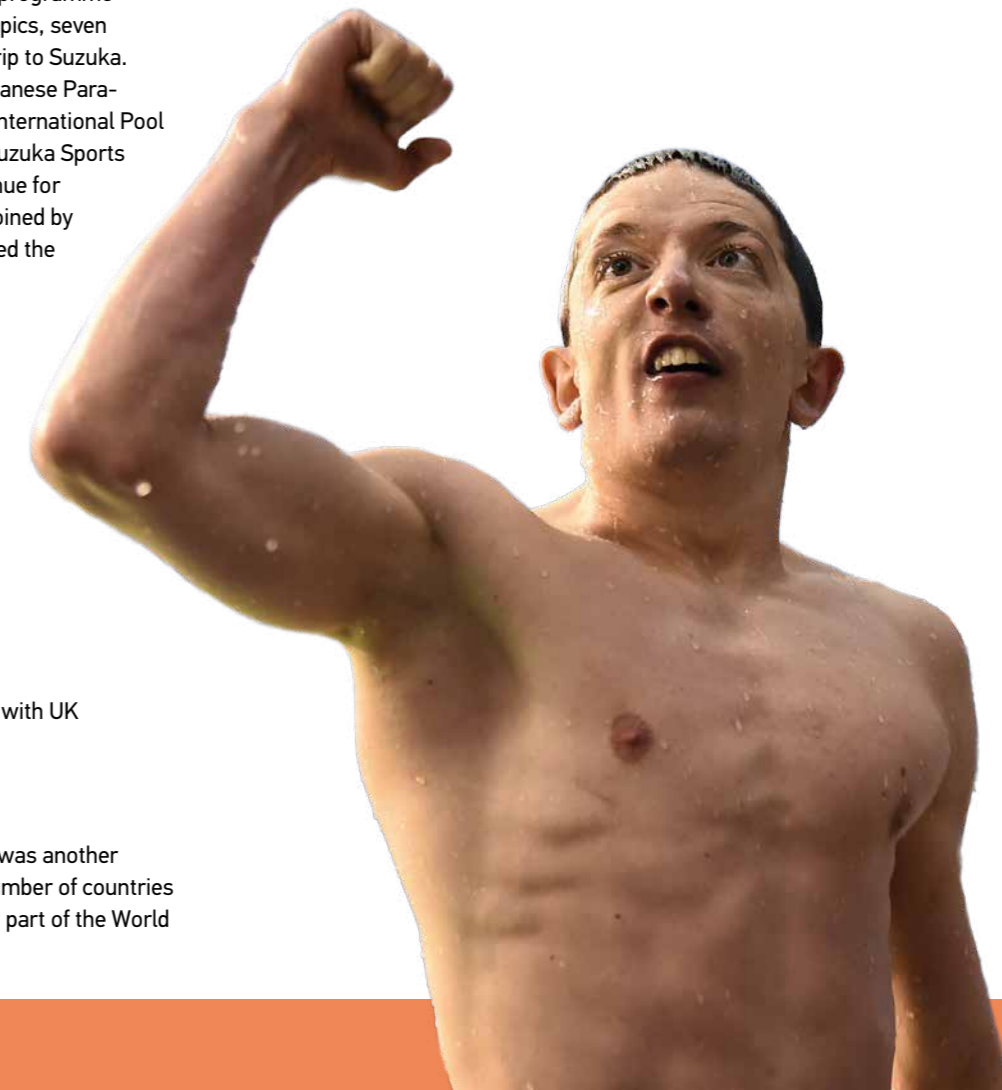
CLASSIFICATION

- British Para-Swimming International Meet was another major success with its biggest entry and number of countries attending. The event also continues to form part of the World Para Swimming World Series.

- June – British Para-Swimming launched their athlete development framework 'ROAR Ingredients'. The ROAR Ingredients provides a framework for swimmers and

coaches to work with in developing a holistic athlete. The ROAR Ingredients framework will drive the activity and support at Talent, Academy and Podium Potential level.

- July – British Para-Swimming became the first NGB to demonstrate to the BPA that it is compliant with the UK Classification Code. This a key achievement for Para-Swimming classification as it provides external verification of our system, procedures and support mechanisms we have in place for all swimmers at both national and international level.
- Successful year of delivering a range of camps and competitions opportunities to the Para-Academy and Podium Potential



Left, Ellie Robinson. Right, Scott Quin.

INTERNATIONAL RELATIONS

A KEY FOCUS FOR BRITISH SWIMMING IS ITS ABILITY TO INFLUENCE DECISIONS WHICH ARE MADE AT A CONTINENTAL AND WORLD LEVEL WHICH AFFECT THE ABILITY TO WIN MEDALS AND MAJOR EVENTS. IT IS EXTREMELY IMPORTANT THAT AS A NATIONAL GOVERNING BODY WE HAVE A STRONG VOICE AND HAVE THE ABILITY TO INFLUENCE AT ALL LEVELS OF THE SPORT. BRITISH SWIMMING STRIVES 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.

BRITISH SWIMMING HOPES TO MAKE A VALUABLE CONTRIBUTION TOWARDS DEVELOPING SPORTS GOVERNANCE AND INFLUENCING ACROSS IMPORTANT TOPICS WHICH ARE AFFECTING SPORT.

KEY ACTIVITIES THIS YEAR:

December 2017

Attendance at the LEN European Short Course Swimming Championships in Copenhagen, Denmark.

Jack Laughler secured a position on the FINA Athletes Committee.

February 2018

Successfully hosted the LEN Technical Open Water Swimming Committee in Glasgow, Scotland.

April 2018

Successful bid to host the FINA Diving World Series in 2019 and 2020.

May 2018

Successful delivery of the World Para Swimming World Series 2018, Sheffield.

June 2018

Attendance at the LEN Congress in Budapest, Hungary.

July 2018

Liam Tancock appointed to the UK Anti-doping Athletes Commission.

August 2018

Successful delivery of the European Championships in Scotland.

Successful delivery of the Harassment and Abuse in Sport Seminar.

Attendance at the World Para Swimming European Championships in Dublin, Ireland.

HOSTING OF INTERNATIONAL EVENTS

2018 has been a particularly busy year for events with the delivery of the European Championships in Scotland. The event proved to be extremely successful with excellent feedback from a range of stakeholders. Hosting this event provided British Swimming with a unique opportunity to take leadership in a very important area and deliver an Abuse and Harassment in Sport seminar to which all of the federations were invited. British Swimming had the opportunity to join experts in discussing this important topic and provide useful information and tools to help prevent this happening in sport.

Earlier in the year the LEN Technical Open Water Swimming Committee came to Glasgow for their meeting and were able to visit the venue for the European Championships, this was another good opportunity to network and build and develop relationships with colleagues from LEN.

British Swimming was successful in its bid to host the FINA Diving World Series in 2019 and 2020. The 2019 edition of the event will be held in the London Aquatics Centre which played host to the event in 2014 and 2015.

The European Short Course 2019 and European Junior Swimming Championships 2020 are fast approaching and work is well underway now to ensure the successful delivery of the events in Glasgow and Aberdeen 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 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.

Below are the international delegate positions within LEN held by British representatives (appointed at the 2016 Congress). Next elections take place in 2020:

DAVID SPARKES OBE	General Secretary, LEN Bureau. LEN Member of the FINA Bureau for 2017 – 2021
JOHN CRAIG HUNTER	Vice Chairman, Technical Swimming Committee
SIMON ROTHWELL	Chair, Masters Committee
SAM GREETHAM	Secretary, Technical Open Water Swimming Committee
CHRIS MURRAY	Member, Panel for Disciplinary Matters and Disputes
ALEXEI EVANGULOV	Member, Technical Diving Committee
MARIA RAMOS	Member, Technical Synchronised Swimming Committee
EDWARD MAURICE WATKINS CBE	Chair, Legal Committee
JON GLENN	Member, Learn to Swim Commission

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

Below are the international delegate positions within FINA held by British representatives (appointed at the 2017 Congress). Next elections take place in 2021:

DAVID SPARKES OBE	Member, FINA Bureau
JOHN 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
JACK LAUGHER	FINA Athletes Committee

Below are the international delegate positions within IPC held by British representatives.

SUE PRASAD	Head of Technical Control and Officiating, Technical Swimming Committee
CRAIG NICOLSON	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. This year has been especially busy for our Technical Officials as they were in attendance at the European Championships representing across the disciplines of Swimming, Open Water, Diving and Artistic Synchronised Swimming.

At the World Para Swimming European Championships the British officials represented the majority of officials from across Europe.

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

EDWARD MAURICE WATKINS CBE	British Swimming Chairman
JACK RICHARD BUCKNER	British Swimming CEO
DAVID SPARKES OBE	Member, FINA Bureau
CLAIRE DAVENPORT	British Swimming, Director of International Influence
SAM GREETHAM	Secretary, LEN Technical Open Water Committee and 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 six 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 2017/18 year the Board members were as follows:

EDWARD MAURICE WATKINS CBE	Independent Chair
MAUREEN CAMPBELL	National Representative – Scotland (retired 31 March 2018)
GRAEME MARCHBANK	National Representative – Scotland (appointed 1 September 2018)
ALEXANDRA JOANNA KELHAM	National Representative – England
WILLIAM RAYMOND GORDON	National Representative – England (Retired 13 October 2018)
JANE NICKERSON	National Representative – England (appointed 13 October 2018)
KEITH DAVID ASHTON	National Representative – England
FERGUS GERARD FEENEY	National Representative – Wales
ADELE STACH-KEVITZ	Independent Non-Executive Director (re-appointed – second term – 2 February 2018)
JOHN CRAIG HUNTER	Independent Non-Executive Director (retired 31 December 2017)
DAVID ROBERT CARRY	Independent Non-Executive Director (appointed 3 February 2018)
URVASHI DATTANI	Independent Non-Executive Director
PETER JEREMY LITTLEWOOD	Independent Non-Executive Director
GRAHAM IAN EDMUNDS	Athlete Representative
DAVID SPARKES OBE	Chief Executive Officer (retired 30 June 2017)
JACK RICHARD BUCKNER	CEO (appointed 1 October 2017)

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 2017/2018.

AUDIT AND RISK COMMITTEE

The Audit and Risk Committee comprises: Urvashi Dattani (Chair and independent non-executive Board member), Craig Hunter (independent non-executive Board member – retired December 2017) and Robert James (independent member of the Audit and Risk Committee). Keith Ashton (National Representative) joined the Audit and Risk Committee in January 2018 replacing Craig Hunter together with Daryl Norman (independent member of the Audit and Risk Committee) who joined in April 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
- 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 (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 2017/18 and recommended haysmacintyre, who were duly re-appointed at the November 2017 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.



CORPORATE UPDATE

RISK MANAGEMENT

Risk management is the responsibility of the Board and the Senior Management 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 and Risk Committee. Risks continue to be evaluated and monitored against a number of criteria.

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 2017/2018 the Remuneration Committee's members were: Maurice Watkins (Chairman), Carol Kavanagh (Independent Member), Maureen Campbell (National Representative until retirement in March 2018) and David Sparkes (Chief Executive Officer until retirement in June 2017). Maureen Campbell was replaced by Keith Ashton (National Representative) and David Sparkes by Jack Buckner (CEO) respectively. 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 the Chair, two independent directors and one national representative.

The Nomination Group is responsible for drawing up a list of nominees and identifying a nominee for approval by the Board. The members of the Nomination Group will be approved by the British Swimming Board at the November 2018 Board meeting following a number of member retirements.

BRITISH SWIMMING ARTICLES OF ASSOCIATION – SPECIAL RESOLUTIONS 2017

In addition to the amendment made to the composition of the Nomination Group, two further amendments to the Articles were approved by the Members by way of Special Resolution, being:-

1. A retiring director may not serve as a member of the Board until a period of at least four years has passed from the point of retirement; and
2. Term limits for National Representatives of a maximum of (1) four terms of two years, (2) two terms of four years or (3) three terms of three years with an absolute discretion for an additional year to be determined by the National Association.

EQUALITY, DIVERSITY AND INCLUSION

British Swimming has achieved the Intermediate Equality Standard for Sport accreditation. Since this accreditation, British Swimming has encouraged greater ownership and a more inclusive approach at every level of its business and performance operations both internally and with its stakeholders. British Swimming's aim is to ensure that Equality, Diversity and Inclusion is a fundamental thread intertwined into the organisation from Board level to all levels of influence across British Swimming.

British Swimming is in the process of making joint submissions with Swim England (the National Governing Body for England) on the Advanced Equality Standard for Sport accreditation.

British Swimming has successfully renewed its commitment to the Disability Confident Mark for the second year.

STAFF AND ATHLETE AWARDS

The 2017 Athlete Awards in Manchester were well attended and allowed time to reflect and recognise the success over the year. The Athlete Awards will be repeated in 2018 and will be held in Manchester again.

STAFF DAY

The 2017 Staff Day saw an inspirational speaker from the world of High Diving and presentations from selected individuals from within British Swimming. The day included team building activities and a Staff Awards element. The next Staff Day will be held in March 2019.

STAFF SURVEY

Work on the implementation of agreed initiatives following the 2017 survey have continued throughout 2018. 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.

ORGANISATIONAL CHANGES

There were significant and positive changes made to the Events and Communications departments, which as a result, created a combined team with new positions and the introduction of a Director to manage the two areas.

New roles were also created to manage the European Championships Glasgow 2018 event.

MENTAL HEALTH AND WELL-BEING

British Swimming embraced Mental Health Week supporting the national campaign of 'Stress – are we coping?' and provided employees with information, resources and coping mechanisms in the areas of stress, anxiety, depression and well-being. We also provided mini treatments for employees by way of helping to reduce stress at work. The HR Manager and two individuals within the organisation have become Mental Health First Aiders in order to provide the resources to identify and help employees experiencing periods of poor mental health.



MAJOR EVENTS

EVENTS

2018 has been a particularly busy year, focus has been on enhancing our domestic events for both the athletes and spectators in venue and at home which has meant greater investment in our live stream, event activation and PR activities. Our audience growth has been significant and new innovative ways of giving spectators behind the scenes access to our athletes and events has proved highly successful.

We live streamed our British Diving Championships for the first time since 2012. Our viewing figures were extremely positive both on BBC red button and our own YouTube and Facebook channels where we generated over 61,000 views. Plans are in place for further growth in this area as part of our content strategy.

Despite the red weather warning that was in place in Edinburgh during the British Swimming Championships the event went ahead and again proved extremely popular with both in-venue spectators and those watching at home with increased attendance and views on 2017.

The British Para Swimming International Meet was again held as part of the WPS World Series and it saw record highs in both ticket sales and live stream views. We also had more entries than ever, including 332 international athletes from 33 federations. The GB leg of the WPS World Series consistently receives extremely positive feedback from visiting nations.

Additional investment has been put in place in regards to sports presentation to raise the standards at our domestic events and bridge the gap to what our athletes experience when at FINA and LEN events to ensure we are preparing them for the international event environment. This investment in sports presentation will continue into 2019 and 2020.

We remain ambitious for our events programme, with further long-term development planned for our domestic calendar and specific targets for international events we would like to host in line with our various objectives set out in our Major Events Strategy.

From an international perspective we were a hosting partner in this year's inaugural European Sports Championships that took place in Glasgow (see overleaf for separate summary). During 2018 we also bid for and secured the FINA Diving World Series which will return to the London Aquatics Centre in May 2019, a crucial event for performance targets.



Right, Grace Reid and Katherine Torrance.



THE EVENT WAS BROADCAST ACROSS 44 TERRITORIES IN EUROPE WITH 3,500 HOURS OF FREE-TO-AIR PROGRAMMING REACHING AN ESTIMATED AUDIENCE OF APPROXIMATELY 1.03 BILLION VIEWERS.

GLASGOW 2018

The 2018 European Championships were the first edition of the European Championships. A multi-sport event incorporating Aquatics, Triathlon, Rowing, Golf, Gymnastics and Cycling which took place in Scotland and Athletics which was held in Berlin.

The event ran from the 2 – 12 August with more than 4,500 athletes taking part in the various championships from 52 competing nations.

British Swimming was a hosting partner alongside Glasgow Council and supported across various elements of the event. Specifically we recruited the sport competition management team who delivered the four aquatic disciplines in four venues; swimming and synchronised swimming in Glasgow, diving in Edinburgh and open water swimming in Loch Lomond.

The event proved hugely successful and feedback from all key stakeholders has been extremely positive with broadcast coverage and reach being significant for the championships. Aquatics in particular benefitted from fantastic coverage live on BBC with the peak being 1.7 million viewers on the first Saturday night of swimming. There was also significant coverage of artistic swimming and open water for the first time.



MARKETING AND COMMUNICATIONS

At the end of 2017 the events and communications team were combined and a new marketing resource created. This has meant that strategically the events, marketing, content and communications are now aligned and complementing one another. This new structure has proved highly successful with audience levels and engagement rates at an all-time high across all platforms. A new marketing strategy has been written and will roll out at the end of 2018 into 2019.

As we move into 2019 focus is on strengthening our brand position through better management of our brand and creating a new corporate identity to complement the discipline specific identities we created in 2017.

Content remains a key area of development as we look to broaden our reach through targeted content over our different platforms and simultaneously create a stronger commercial offering to our partners.

We are working closely with our athletes and the media to raise the profile of our sport and our stars in the build-up to Tokyo 2020.

NEW CONTENT GENERATED



37.4 MILLION VIEWS

300K CLICK-THROUGHS TO BRITISH SWIMMING WEBSITE FROM NEW SOCIAL CONTENT



NEW USERS ACROSS SOCIAL CHANNELS INCREASED BY 183%

BRITISH SWIMMING LIMITED

GROUP STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2018

INTRODUCTION

The Board present their strategic report for the year ended 31 March 2018.

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

This was the first 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.

PRINCIPAL RISKS AND UNCERTAINTIES

The senior management team maintain a risk register which is reviewed three times a year by the Audit and 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:

1. The reduction in ability or willingness of public sector grant making bodies to support the activities of the Group and the Home Nations.
2. Failure to attract new sponsors.

FINANCIAL KEY PERFORMANCE INDICATORS

Total income of £10,986,434 decreased by 24% in the financial year, mainly due to income recognised in the previous 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 £11,006,610 decreased by £24% also mainly due to this event in the previous financial year.

The principal financial KPI for British Swimming is performance against the approved budget. The consolidated surplus of £3,516 was in line with expectations.

At the end of the financial year, the Company held an Income and Expenditure reserve of £652,808 (2017: £649,292), with net current assets of £623,592 (2017: £590,578) and Fixed assets of £29,216 (2017: £58,714). Assets include bank balances of £1,627,410 which are £551,863 higher than in 2017, 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 2017 performance results were as follows:

SPORT	2017 WORLD CHAMPIONSHIPS TARGET	ACTUAL
SWIMMING	4 – 7 Medals (Olympic events)	5 medals (Olympic events)
DIVING	1 medal	3 medals
PARA-SWIMMING	30 – 40 medals	Non-attendance due to postponement of event following an earthquake. Medal simulation exercise based on 2017 World ranking times indicated British Para-Swimming would have won approximately 55 – 60 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 six monthly evaluation meetings.

This report was approved by the board on 16 November 2018 and signed on its behalf.

Edward Maurice Watkins CBE
Director

DIRECTORS REPORT

The directors present their report and the financial statements for the year ended 31 March 2018.

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

The surplus for the year, after taxation, amounted to £3,516 (2017 – deficit £138,651).

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	(appointed 1 October 2017)
DAVID ROBERT CARRY	(appointed 3 February 2018)
URVASHI DATTANI	
GRAHAM IAN EDMUNDS	
FERGUS GERARD FEENEY	
WILLIAM RAYMOND GORDON	
ALEXANDRA JOANNA KELHAM	
PETER JEREMY LITTLEWOOD	
ADELE STACH-KEVITZ	
EDWARD MAURICE WATKINS CBE	
MAUREEN CAMPBELL	(retired 31 March 2018)
JOHN CRAIG HUNTER	(retired 31 December 2017)
DAVID SPARKES OBE	(retired 30 June 2017)

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 16 November 2018 and signed on its behalf.

Edward Maurice Watkins CBE
Director

BRITISH SWIMMING CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2018

	2018	2017
	£	£
Income	10,986,434	14,404,884
Operating expenses	(11,006,610)	(14,549,960)
Operating deficit	(20,176)	(145,076)
Profit on disposal of fixed assets	22,500	-
Interest receivable and similar income	1,472	8,031
Surplus/(deficit) before taxation	3,796	(137,045)
Tax on surplus/(deficit)	(280)	(1,606)
Surplus/(deficit) for the financial year	3,516	(138,651)

There was no other comprehensive income for 2018 (2017:£NIL).

BRITISH SWIMMING CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS OF 31 MARCH 2018

	2018	2017
	£	£
Fixed Assets		
Tangible assets	29,216	58,714
	<u>29,216</u>	<u>58,714</u>
Current assets		
Debtors: amounts falling due within one year	1,368,143	1,701,603
Cash at bank and in hand	1,627,410	1,075,547
	<u>2,995,553</u>	<u>2,777,150</u>
Creditors: amounts falling due within one year	(2,371,961)	(2,186,572)
	<u>623,592</u>	<u>590,578</u>
Net current assets	623,592	590,578
	<u>652,808</u>	<u>649,292</u>
Net assets	652,808	649,292
	<u>652,808</u>	<u>649,292</u>
Reserves		
Income and expenditure account	652,808	649,292
	<u>652,808</u>	<u>649,292</u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 16 November 2018.

Edward Maurice Watkins CBE

Director

Jack Richard Buckner

Director

HIGH PERFORMANCE SWIMMING LIMITED

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2018

The directors present their report and the financial statements for the year ended 31 March 2018.

DIRECTORS

The directors who served during the year were:

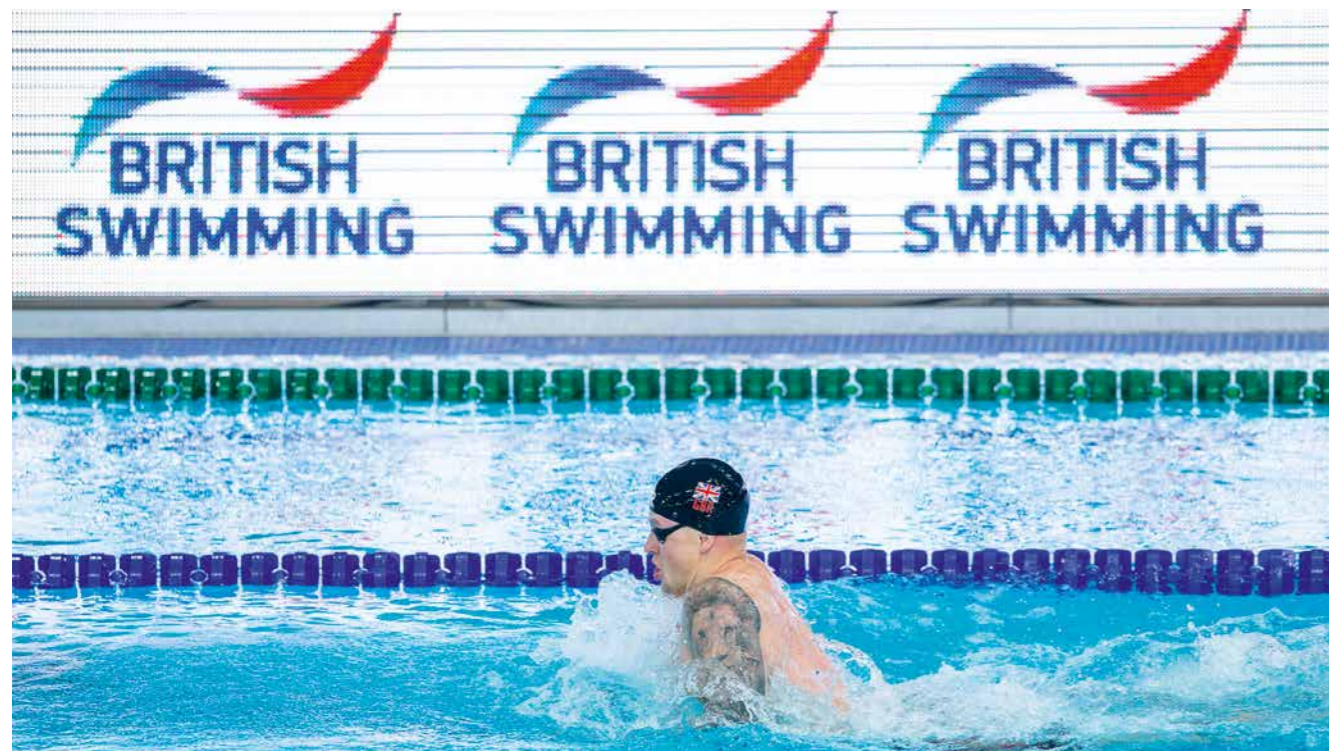
KEITH DAVID ASHTON
FERGUS GERARD FEENEY
WILLIAM RAYMOND GORDON
ALEXANDRA JOANNA KELHAM
EDWARD MAURICE WATKINS CBE
MAUREEN CAMPBELL (retired 31 March 2018)

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 16 November 2018 and signed on its behalf.

Edward Maurice Watkins CBE
 Director



Above,
Adam Peaty.

DIRECTORS REPORT

STATEMENT OF FINANCIAL POSITION AS OF 31 MARCH 2018

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.

	2018 £	2017 £
Current assets		
Cash at bank and in hand	6,294	39,970
	<hr/>	<hr/>
	6,294	39,970
Creditors: amounts falling due within one year	(6,294)	(39,970)
	<hr/>	<hr/>
Net current assets	-	-
	<hr/>	<hr/>
Net assets	-	-
	<hr/>	<hr/>
	<hr/>	<hr/>
Reserves	-	-
	<hr/>	<hr/>

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 on 16 November 2018.

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 CEO
WENDY LOCKTON	British Swimming Operations Manager
CHRIS SPICE	National Performance Director – Swimming
ADAM CLARKE	Head of Performance Services – Swimming
CHRIS FURBER	National Performance Director – Para-Swimming
ALEXEI EVANGULOV	National Performance Director – Diving
REBECCA MCCREATH	British Swimming Director of Events and Communications
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

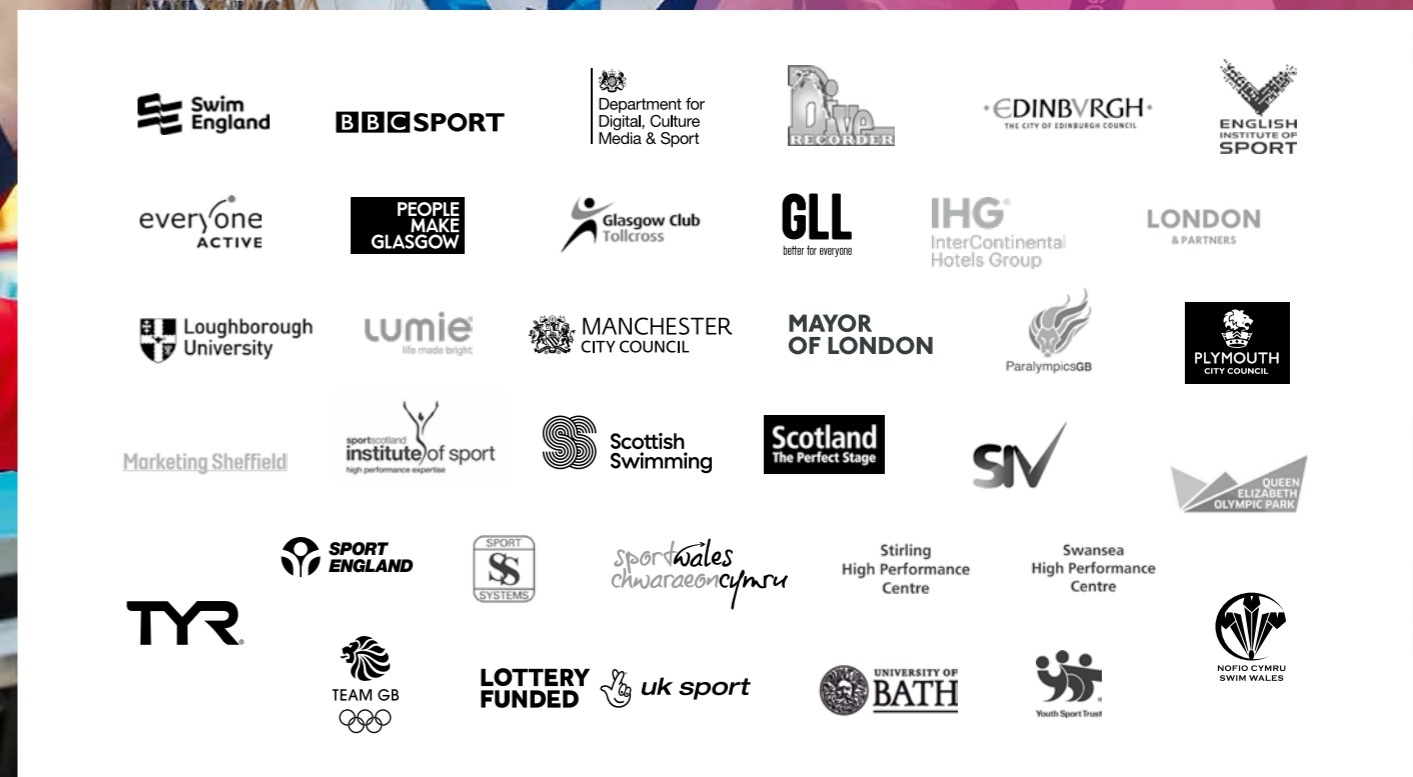
FOR PRODUCTION AND EDITING

CALLUM STRINGER	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.

THANK YOU.



Above, Freya Anderson, Kathryn Greenslade, Craig McLean and Stephen Milne.

