



THE ANNUAL REPORT

AND ACCOUNTS 2020

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COMPANY INFORMATION

FOR THE YEAR ENDED 31 MARCH 2020

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Front Cover Images:

Cameron Gammage, men's 3m springboard, British Diving Champs 2020, Plymouth. Photo by Georgie Kerr
British Swimming Championships 2019 in Glasgow, Scotland. Photo by Ian MacNicol/Getty Images
British Para-Swimming International Meet 2019 – Eleanor Simmonds. Photo by Ian MacNicol/Getty Images

CHAIRMAN'S REPORT

EDWARD MAURICE WATKINS CBE

I had hoped to be heralding another noteworthy year for British Swimming with the 2020 Tokyo Olympics and Paralympics but it was not to be. CEO Jack Buckner, in his report, refers to a year like no other in his lifetime and I echo everything he said. We look forward to the delayed Tokyo 2020 which hopefully will take place in 2021 although there is some uncertainty as to how it will be formatted.

Nevertheless looking at the year as a whole it started very promisingly with the LEN European Short Course Championships in Glasgow where GB athletes picked up 11 medals. 2020 continued in the same vein with excellent performances at various events gaining momentum for the forthcoming Tokyo Olympics and Paralympics. The range of activity in the early period is well worth recounting. Flanders meet in January, McCullagh meet in Northern Ireland, FINA Marathon Swim World Series Doha in February 2020 and LEN Open Water Cup Eilat in March 2020. There were also FINA Diving World Series in Rostock and Montreal.

Then unfortunately the season was cut short and subsequently all events were cancelled or postponed due to the worldwide pandemic.

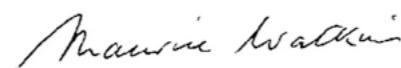
How has the Board been conducting its meetings in this unique period of time? Well, the meetings in April and June took place via Zoom but we were fortunate enough to be able to meet face to face for our September meeting at the Emirates Old Trafford

Cricket Club, a COVID Secure venue, which had successfully hosted a number of international cricket matches over the summer months. The opportunity to meet face to face was extremely productive and well received after such an extended period of not seeing colleagues face to face. Any board member who could not attend in person linked up via Zoom.

2020 has seen us welcome a couple of extra partners in Healthspan and Lebara. We have also made good progress in the area of Governance following the outcome of the BDO Governance audit. We have rightly commended ourselves for the manner in which we led the way in the return to training for elite sport and our guidance document proved the leading work on the subject.

International influence is a key subject for British Swimming and our sub-group has been meeting very regularly sharing information in this most important of areas. It is so essential that our administrators and athletes are fully briefed in all relevant aspects and are able to play an influencing role when circumstances demand and allow it.

As always I am very grateful to our independent and stakeholder directors for all their hard work and expertise and to our dedicated staff, volunteers and partners who continue to play their part in sustaining our mantra of "One Team. Winning Well. In Water". The circumstances we have found ourselves in with the pandemic make these thanks even more deserving.



Edward Maurice Watkins CBE

Chairman, British Swimming



CEO'S REPORT

JACK RICHARD BUCKNER

This was going to be the report that covered the 2020 Tokyo Olympic and Paralympic games. Sadly, as we all know, we have suffered a year like no other in my lifetime. Coronavirus has transformed temporarily at least, perhaps in some areas permanently, our world. Instead of celebrating the Olympic and Paralympic games we have all fought hard to keep society operating during an unprecedented pandemic.

I'd like to start by thanking everyone involved with British Swimming for their support during this last year. My "everyone involved" covers not just the athletes, coaches, performance and support staff but also the volunteers, families, supporters, the board and our partners, particularly the home nations. I am endlessly grateful to work in elite sport because of the incredible professionalism of "everyone involved". So many thanks to all of you. This wasn't the year we expected but you have reacted with diligence, dedication and determination. We shall move forward, continue to progress as an organisation and support aquatics and our athletes to the best of our ability.

For me the pandemic falls into three phases over the last year – stop, back in the water and now pencil planning for the future. Stop was during the first lockdown when everyone was at home and out of the water. During this phase British Swimming colleagues and our athletes displayed immediate discipline and outstanding creativity in adapting to the lockdown. Athletes kept fit, coaches operated remotely and motivation remained as high as ever.

The second phase was planning and executing back in the water. The guidance by the Swimming team was over 120 pages long. It quickly became a template across the elite sport sector. It wouldn't be the accolade any of us wants but we did lead the way in the return to training in elite sport.

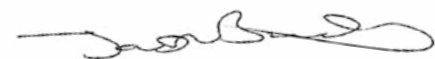
Finally we are now pencil planning for the future. Pencil planning means we develop a plan, rub it out and develop another plan. We shall keep moving forward positively. We know this future is uncertain but we shall adapt and thrive. Good luck to "everyone involved".

As I write every interaction I have with the BOA, Japan and international federations concludes that the Tokyo Olympics and Paralympics will take place in 2021. The games will be very different and we shall have to be agile to adapt to changed circumstances. I am confident we can do this.

Beyond the pandemic this has been the year when inequality and integrity has also justifiably focused our minds. At British Swimming we aim to "win well". For me "winning well" means

everyone has the chance to "win well" in a challenging and supportive environment that enables "everyone involved" to get the best out of themselves. Also, for me, elite sport at its best can be a beacon within society. But to do this we have to be an open and diverse sport that works harder on inclusion. #Blacklivesmatter is one powerful force for positive change that we must embrace. We understand winning. We need also to understand the integrity opportunity that exists in "well".

This report covers the year from November 2019 to November 2020. At the very start of the year we did stage the LEN European Short course in Glasgow. A huge thanks to all our partners in this exciting event where Freya Anderson in particular took another step forward in her development. I would like in particular to thank Glasgow City Council, Event Scotland and UK Sport, all of whom remain staunch and consistent supporters of aquatics. We also delivered the diving National Championships in Plymouth, another fine city and supporter of the sport. I would like to thank all our facility partners including Sheffield, Leeds, London Aquatics Centre, Bath, Stirling and Loughborough. Many thanks for your continued support. Finally, I would like to wish you all the best for the year ahead.

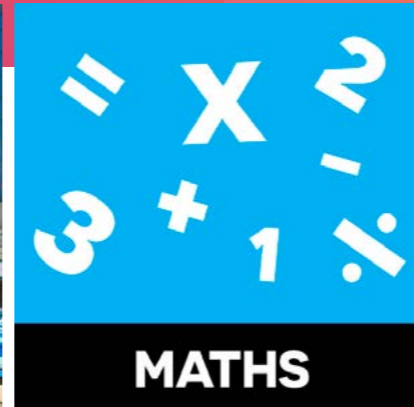
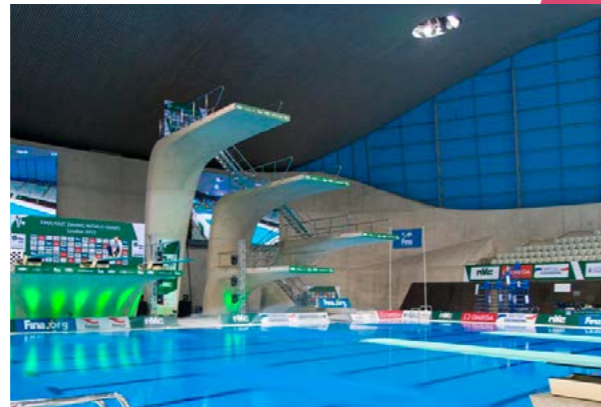


Jack Richard Buckner

CEO, British Swimming



MONTHLY HIGHLIGHTS



OCTOBER 2019

- A total of 60 athletes were selected to form part of the British Para-Swimming World Class Programme (WCP) for the 2019/2020 season.
- Alice Tai was voted September's Allianz Athlete of the Month following her sensational performance at the London 2019 World Para Swimming Allianz Championships.

NOVEMBER 2019

- The British Swimming Awards Dinner took place at Emirates Old Trafford Cricket Club where Alice Tai was named the overall British Swimming athlete of the year.
- British Swimming received two awards at the inaugural PLx Awards, one for 'Collaboration and Team Working' and the other for 'Practitioner who has made a special impact on High Performance'.
- Para-Swimming sensation Ellie Challis was named as the winner of SportsAid's prestigious One-to-Watch Award at the charity's Celebrate the Next event.
- A total of 25 athletes have been selected to form part of the British Diving World Class Programme (WCP) for the 2019/20 season.

DECEMBER 2019

- British athletes won 11 medals at the 20th Edition of the European Short Course Championships in Glasgow.
- Mel Marshall and Danielle Brayson were among the winners at the annual UK Coaching Awards, the pair rewarded for their success in 2019. Later in the month Mel Marshall added a further accolade to a standout year in which she was named British Swimming Coach of the year and UK Coaching's High Performance Coach of the Year.
- The British Swimming Staff Day took place at Prestwold Hall in Leicestershire. A session on 'Mindfulness' was included with a follow up programme for employees after the event.

JANUARY 2020

- Healthspan became an official supplier of British Swimming.
- A number of rising stars took titles at the British Diving Championships including Andrea Spendolini-Sirieix, James Heatly, Matthew Dixon and Maria Papworth Burrell
- Adam Peaty was named LEN European Men's swimmer of the Year – the third time he has won the title.

FEBRUARY 2020

- World Champion Gary Hunt was awarded the 'High Diving FINA Best Athlete of the Year' title for a fourth time in the last five years.
- Corinne Cunningham was welcomed onto the British Swimming Board as a new Independent Non-Executive Director.

MARCH 2020

- The absence of major domestic events was marked by some creative, light-hearted videos to offer some humour in difficult times. This included the Stay at Home Diving Series and the Bath Dash Championships.

APRIL 2020

- A number of aquatics heroes took on the #twopointsixchallenge to help support UK charities. As part of this 10k Marathon Swimming Olympic medallist Kery-Anne Payne organised a star studded #26OlympiansChallenge. This featured exercises from British Swimming stars past and present including Tom Daley, Grace Ried, Rebecca Adlington and David Carry.
- British Swimming launched the Home Schooling series, providing aquatics based lesson plans for children and their parents to complete at home. A plethora of subjects were included.

MAY 2020

- British Swimming's weekly Fitness Friday feature was kicked off, bringing home workout content to fans and athletes alike.
- British Swimming's Para Swimming star Ellie Simmonds provided some great advice on Mental Health Awareness week.

JUNE 2020

- British Swimming announced Lebara as their Official Telecommunications Partner

AUGUST 2020

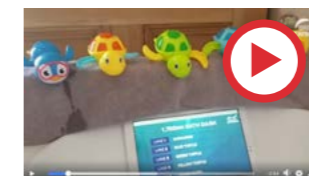
- British Swimming celebrated 1 year to go until the Paralympic Games, proving you can smile even behind a mask

SEPTEMBER 2020

- Athletes from across all of the British Swimming disciplines joined together in a virtual cooking class with a Japanese twist. The event was hosted in partnership with Yutaka and ConnectwithJapan with Yutaka and ConnectwithJapan.



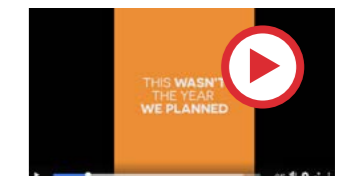
MARCH Stay at Home Diving Series



APRIL Bath Dash Championships



MAY Fitness Friday feature



AUGUST 1 year to go until the Paralympic Games

EXCELLENCE SWIMMING



**OF THE 32 AVAILABLE
GOLD MEDALS**

GOLD



SENIOR PROGRAMME

European Short Course Championships Glasgow, 4th – 8th December 2019

A team of 18 travelled to Glasgow for the European Short Course Championships. 11 medals were won by British Athletes at the Championships. Three of which were Gold, Max Litchfield (400m Individual Medley) and Freya Anderson (100m & 200m Freestyle). As well as four silver medals and four bronze medals. Seven British Records were broken. This included three individual records (Duncan Scott on the 200m Freestyle in 1:40.92, Luke Greenbank in the 200m Backstroke in 1:50.09 and Freya Anderson in the 200m Freestyle in 1:52.77) and four relay records (4x50m Freestyle & Medley Relay for Women, 4x50m Freestyle Men and 4x50m Freestyle Mixed). 12 athletes swam a PB in at least one of their individual events, meaning 66.6% of the team delivered season bests.

Flanders, 18th – 19th January 2020

Bath National Centre competed at the Flanders meet in Antwerp at the beginning of 2020, alongside many more programme athletes who travelled to the meet with their home programmes. A number of strong swims were recorded during the meet, with Freya Anderson setting a meet record of 1.56.06 in the 200m Free and James Guy also setting a meet record of 52.25 in the 100 Fly.

McCullagh Meet, 20th – 23rd February 2020

Both Loughborough National Centre and Stirling University, along with a number of other programme athletes, travelled to

the McCullagh Meet in Bangor, Northern Ireland. This meet was used as preparation meet ahead of the Tokyo Olympics, as it was operating a competition programme to mirror the 2020 Olympic Swimming schedule. Many programme athletes swam well at this meet picking up a large percentage of the medals on offer over the four day meet.

International Swimming League 2019

13 British Swimming Programme athletes signed to ISL teams for the 2019 ISL Season. Six of the eight teams had British athletes on their rosters. During the final in Las Vegas, three British Records were broken (100m Breaststroke by Adam Peaty in 55.92 and both the 200m & 400m Individual Medley records were broken by Duncan Scott in 1.51.85 and 3.59.81 respectively).

JUNIOR PROGRAMME

Ontario Junior International, 13th – 15th December 2019

10 athletes made up the squad competing at the Ontario Junior International (Short Course). This meet provided a high quality field of junior racing. The British Swimming squad took eight of the 32 available gold medals. Matt Richards recorded the top two male performances of the meet swimming 46.84 (883 FINA points) in the 100m Freestyle and 1.46.64 (881 FINA points) in the 200m Freestyle

MARATHON SWIMMING

FINA Marathon Swim World Series Doha, 15th February 2020

The FINA Marathon Swim World Series Doha was the first leg of the 2020 Series. This race was also used by British Swimming as the selection race for the final two remaining spots in the Olympic Qualification race in Fukuoka and May 2020. Five athletes travelled to Doha to race over the 10km course, with three athletes delivering top 10 finishes (Jack Burnell 9th, Hector Pardoe 10th and Alice Dearing 10th). Hector Pardoe and Danielle Huskisson secured their places in the Olympic Qualification race in Fukuoka alongside Jack Burnell and Alice Dearing, both whom had already qualified for the Olympic Qualification race in 2019.

LEN Open Water Cup Eilat, 8th March 2020

Four athletes travelled as part of the British Swimming squad competing at the LEN Open Water Cup in Eilat. Toby Robinson put in an excellent performance to finish just outside the medals in 4th place, less than two-and-a-half seconds adrift of the bronze medal finisher.

DOMESTIC EVENTS

Podium Potential Day, 9th November 2019

13 athletes attended the Podium Potential Day to induct athletes on to World Class Programme for the 2019-20 season. Six coaches and 10 parents also attended. Topics such as Sports Science, Sports Medicine, Mental Health, Wellbeing, Lifestyle and an overview of 2019-20 programme activity was also covered.

2019 Team Managers workshop, 12th – 13th October 2019

18 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 2019 events. The Team Managers explored Team Manager Scenarios through role play, past experience and discussion and also undertook a CPD opportunity.

GBR1, 25th – 26th February 2020

The bi annual Swimming workshop GBR1 took place over two days in February. 64 people attended the full two day workshop, consisting of British Swimming staff and stake holders along with Home Nation colleagues. On the second day, 41 coaches (21 England / 12 Scotland / 8 Wales) joined the workshop. A number of presentations were delivered including presentations on the Culture Health Check finding, Tokyo Race Strategy, Paris 2024 Strategy, and exploring the changing landscape of swimming.

Edinburgh International, 13th – 15th March 2020

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

Target Tokyo 2020 preparation

Plans have been amended for the Target Tokyo Workshops as part of the preparation for the Tokyo Olympics. The next workshop is planned for early 2021. Continued preparation for Tokyo also includes staff development opportunities, staff recruitment and ongoing recces.

CAMP PROGRAMME

The programme has provided a number of training camp opportunities for athletes this year. Two National Altitude Camps were delivered in Flagstaff, USA in October 19 and January 20. Both National Centres travelled to Australia for warm weather training in early 2020 in addition to Loughborough National Centre's Camp in Miami in October 2019.

The Men's medley relay camp took place in November in the Loughborough National Centre.

A group of young athletes travelled to Japan in December to train alongside top level Japanese junior swimmers at the Japanese National Junior Camp.

EXCELLENCE DIVING

FINA DIVING WORLD SERIES 2020 - LEG 1



The following is a round-up of the results, including medals and team placings, from all of the events over the 12 months. Competition has been significantly impacted by Covid-19.

EVENT	MEDALS	MEDAL-WINNERS	FINALISTS	TEAM PLACE
FINA Diving Grand Prix Singapore, SGP November 2019	2 Silver 1 Bronze	Silver – Lucas Thomson-Ben Cutmore (10mS) Silver – Andrea Spendolini-Sirieix-Lucas Thomson (Mixed 10mS) Bronze – Andrea Spendolini-Sirieix-Josie Zillig (10mS)	4th – Andrea Spendolini-Sirieix (10m) 6th – Tyler Humphreys (3m) 6th – Cameron Gammage-Leon Baker (3mS)	6th
FINA Diving Grand Prix Rostock, GER February 2020	3 Gold 2 Bronze	Gold – James Heatly (3m) Gold – Andrea Spendolini-Sirieix (10m) Gold – Lucas Thomson-Gemma McArthur (Mixed 10mS) Bronze – Matthew Dixon (10m) Bronze – Scarlett Mew-Jensen-Maria Papworth (3mS)	4th – Maria Papworth (3m) 4th – Gemma McArthur (10m) 4th – Emily Martin-Phoebe Banks (10mS) 4th – Jordan Houlden-Anthony Harding (3mS) 4th – Lucas Thomson-Ben Cutmore (10mS) 4th – Ross Haslam-Yasmin Harper (Mixed 3mS) 5th – Lucas Thomson (10m)	2nd
FINA Diving World Series 2020 – leg 1 Montreal, CAN February 2020	1 Gold 3 Silver	Gold – Noah Williams (10m) Silver – Jack Laugher (3m) Silver – Jack Laugher-Daniel Goodfellow (3mS) Silver – Thomas Daley-Grace Reid (Mixed 3mS)	4th – Lois Toulson (10m) 4th – Katherine Torrance-Grace Reid (3mS) 5th – Thomas Daley (10m) 5th – Eden Cheng-Lois Toulson (10mS) 5th – Matthew Lee-Noah Williams (10mS)	3rd

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

DOMESTIC ACTIVITY

Annual Reviews, Sheffield, September 2019

These took place at the English Institute of Sport in Sheffield on the 9th – 11th September 2019 and was attended by 28 divers (8 Podium and 17 Podium Potential) as well as 3 athlete inductions. Athlete medical screening, profiling and UKAD presentations also took place. The profiling was extended to include divers who may be nominated to a World Class Programme in the near future.

Annual Coaches Conference, Leeds, September 2019

The conference took place on the 20th – 22nd September 2019 in Leeds. A number of presentations took place with the NPD presenting the Strategic Plan-2020, the Performance Manager the Team B strategy, the Junior Development manager the Team J strategic plan and the Head of Sports Science and Medicine presented his Strategic Plan.

Pathway Diving Conference, Leeds, September 2019

This took place on the 22nd – 24th September 2019 in Leeds immediately following the Annual Coaches Conference. The conference, which was a combined event between British Diving and Swim England Talent, saw 3 days of technical presentations with nearly 90 coaches in attendance. The event was hosted by Leon Taylor with guest speakers from British Diving, an elite sport coach developer and world leading experts including a World renowned professor of psychiatry and a specialist in attention deficit disorder from Norway. There were also a presentation from 3 female role models who presented their personal experiences in their athletic journey and also their transitions into coaching.

TRAINING CAMPS

Team A+B Warm Weather Camp, Antalya, Turkey, 29th September - 12th October 2019

15 athletes, 5 coaches, 3 physiotherapists, 1 Strength and Conditioning coach, 1 gymnastic coach and 1 team leader attended in camp in Antalya, Turkey on the 29th September to 12th October 2019 at the Gloria Sports Arena Resort. They were also joined by 4 divers and 1 coach from Team B who attended the camp on the self-funded basis). There were a number of camp objectives including intensive strength and conditioning, acrobatics and cardio sessions. Poolside sessions focused on certain technical elements including line-ups and skill-chains. All the aims and

objectives were successfully implemented. The NPD also ran a series of team, group and face-2-face meetings during the camp and individual plans were discussed in more details. A meeting with the coaches and staff took place as part of the consultation on the "Vision 2032".

Team J Singapore Camp and Grand Prix, Singapore, 12th – 21st November 2019

Team J attended a one week camp in Singapore followed by the Singapore Grand Prix on the 12th – 21st November 2019. The cohort for this team was potential medal contenders for the 2020 World Juniors. The primary function of the Grand Prix and training camp was the education of divers on long-haul travel and adaptation. This was a highly positive experience and the team achieved 2 individual finalists with 3 synchronised medals (2 Silver + 1 Bronze). 100% of the team made a semi-final. The event also provided a good opportunity to see emerging talent from Asia and Oceania.

Team A Warm Weather Camp, Rio de Janeiro, Brazil, 8th-21st December 2019

12 athletes, 5 coaches, 2 physiotherapists, 2 strength and conditioning coaches, 1 gymnastic coach and 1 team leader attended a warm weather in Rio-de-Janeiro in Brazil on 8th-21st December 2019. This was a very productive 2 week camp. The divers kept working on their full individual and synchro lists as part of their preparation for the forthcoming competition period.

Left – Josie Zillig, Lois Toulson, Eden Cheng and Andrea Spendolini-Sirieix - Women's 10m Synchro (Toulson and Cheng – Gold, Zillig and Spendolini-Sirieix – Silver). Photo by Georgie Kerr

EXCELLENCE PARA-SWIMMING

230 PARA SWIMMERS TOOK PART

Unfortunately due to Covid-19 no international competition has taken place with all events being cancelled or postponed.

DOMESTIC COMPETITIONS

National Para Swimming Championships, December 2019

This event was the first long course meet of the season and more than 230 Para swimmers took part. The meet was the selection event for the World Para Swimming European Championships 2020 (later postponed) with 24 athletes securing their place on the team.

KEY DOMESTIC ACTIVITIES

World Class Programmes

In October 2019 60 athletes were selected to be part of the World Class Performance Programme for the 2019/2020 season.

This included 21 Podium athletes, 17 Podium Potential and 22 swimmers for the Para-Swimming Academy squad.

Programme Conference, October 2019

The annual programme conference was held in Manchester and was linked to the programme athletes Individual Athlete Plan meetings and athlete profiling. It was an opportunity for British Para-Swimming staff to meet all attendees including swimmers, parents, coaches and stakeholders and specific sessions for each group were delivered. Neil Fachie (British Paralympic cyclist) was a guest speaker and retired Para swimmer Matt Wylie spoke to parents about his journey and parental support. It also provided an induction for new athletes onto the programme.

Para-Academy Squad

The Para-Swimming Academy squad continues to thrive. This year saw another two camps in October 2019 and February 2020, linking to the NPC in Manchester and building on the work of previous years. Both swimmers and coaches were invited for a 4 day camp which included training at the NPC working with the NPC athletes and coaches and also various workshops. Athletes participated in practical cooking sessions at Manchester Metropolitan University and performance lifestyle and psychology sessions alongside stand up swims and specific sessions for coaches were developed by British Para-Swimming development coaches.

MAJOR INITIATIVES

Individual Athlete Planning (IAP)

All podium athletes are in their second year of the IAP process. Many athletes have embraced this process and are taking ownership to drive their development. The process has been refined to identify what process goals established in the first year of IAPs are standard service provided by British Para-Swimming and which are specific goals to be developed through the IAP process.

ROAR Ingredients

This year has seen further development of the ROAR Ingredients (Athlete Development Framework) by connecting it with the Individual Athlete Planning (IAP) process for the pathway athletes. This process has encouraged a holistic approach to development of the individual both as person and athlete, through open conversations with athlete, coach and the British Para-Swimming programme team.

Parents

The parents working group has continued to develop. There have been face to face meetings with parents at major competitions. Between the face to face meetings a series of webinar have been run ranging from classification, nutrition to general parent catch ups and chats. The parents working group have enlisted the support of a facilitator to work with the parents.

Paralympic Games Preparation

A Tokyo planning working group was formed and met every 6 to 8 weeks to plan all factors associated with the Paralympic Games. The group was used to establish strategies, policies and discuss factors related with the holding camp and games time. The group was comprised of a mix of staff members to provide a broad range of facts and information. In addition, a Team Development Plan (TDP) has been put in place to bring the whole Paralympic staffing team together for several days throughout the year in the lead up to games. These have been used as team building, information sharing and scenario planning sessions.

Tokyo Tuesdays

Tokyo Tuesdays have continued to grow and develop. They have been used to continue staff professional development and also used as a contact point each month for the whole team together during the lockdown period. The sessions have been run by British Para-Swimming staff sharing projects they are working on and have also included guest speakers and stakeholders.

Transitions

A transitions working group has been established to work through all transitions that happen in the life of an athlete – from them coming into, through and out of the World Class programme. The group is working on formalising, publishing and educating athletes on British Para-Swimming processes and also looking at transitions that staff may go through also.

Mental Health Champions

Over the summer period 6 British Para-Swimming Staff completed Mental Health Champion Training. They will be given ongoing supervision support so there is continued support available to the champions after the training has finished and they will meet regularly as a formal group with the support of specialists.

INTERNATIONAL CAMPS

Japan Immersion Training Camp, Suzuka

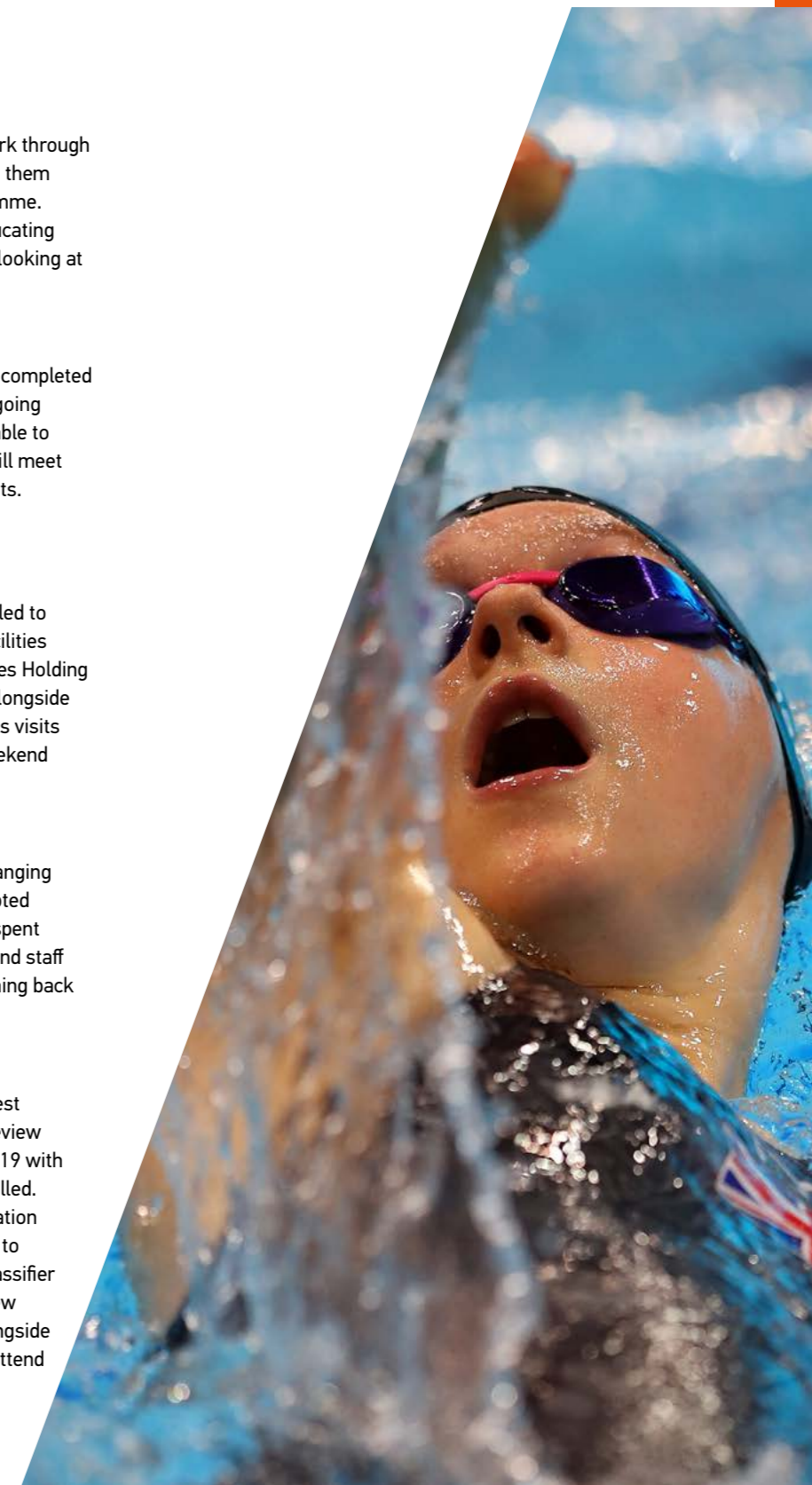
In January 2020, 20 athlete and 13 staff members travelled to Suzuka, Japan for a 23 day training camp, to test the facilities ahead of using the venue for the Tokyo Paralympic Games Holding Camp. The camp provided great training opportunities alongside exposing the team members to cultural activities such as visits to schools, factories and university of robotics and a weekend sightseeing in Tokyo.

Sports Science

A “Confidentiality” workshop was held to discuss the changing nature of confidentiality and ensure best practice is adopted throughout the team. A large amount of time has been spent on the return to training process, to make sure athlete and staff health and wellbeing is number one priority when returning back to training post Covid-19 lockdown.

Classification

Plans that were in place to ensure British athletes are best supported and prepared if they require a classification review ahead of the games have been hugely affected by Covid-19 with a number of key classification opportunities being cancelled. Nationally British Swimming managed to host 6 classification opportunities prior to lockdown, enabling 53 swimmers to attend British Swimming classification reviews. New Classifier training was hosted in Scotland in January 2020 for 3 new trainees to begin the classifier training process who alongside current existing classifiers have had the opportunity to attend monthly update training online from August onwards.



NON FUNDED SPORTS UPDATE

HIGH DIVING UPDATE

High Diving activity has been extremely limited this year due to Covid-19 with no World Cup or Red Bull events taking place. Two British athletes, Owen Weymouth and Blake Aldridge, competed in the Crimea Cup in Yalta, Russia in August 2020, the only event of the year. All planned camp activity was unfortunately cancelled also due to the worldwide pandemic.

Provisional plans are in place to write a Strategic Plan for High Diving within Great Britain, particularly in light of High Diving potentially being added to the Olympic programme for Paris 2024 or Los Angeles 2028.

ARTISTIC SWIMMING UPDATE

Artistic Swimming had set out a clear plan for the 2020 season for all the Elite and Talent athletes including the Olympic Games, senior and junior European Championships and the Youth World Championships. The start of the season started in earnest in September 2019 and was unfortunately cut short in March due to lockdown.

The senior athletes however did manage to attend the first leg of the FINA World Series in Paris at the beginning of March. The duet, Kate Shortman and Isabelle Thorpe, were looking 'on form' finishing in 5th and 4th place and were also part of the team that achieved a silver medal in the combination event. Lockdown started two weeks following the return.

The duet athletes were crushed to hear of the postponement of the Olympic Games but during the quarantine months they kept daily training over zoom with their coaches. Maintaining and improving fitness, flexibility as well as finishing the primary series of Ashtanga Yoga and working with a top Dance instructor to keep them moving. They were part of the Elite group of swimmers that returned to training in Bath in June, this complemented their land work and gave them an enjoyable start back to the pool. They continued to train progressing the length and frequency of sessions until the start of August where they took a 3 week complete break ready to restart the Olympic year on 1st September.

All are now back to a full training programme working with their coaches, with a few new restrictions, they are following a 30-35 hour weekly schedule, with pool time still being offered by their school and sharing with their club time.

The other 42 athletes have been also following twice weekly zoom calls within their squads and have had a strict land training schedule put in place by their squad coaches. At the start of lockdown it was decided this would be a good time to make gains in land areas which, as a nation, British Artistic Swimming is weak on, to help progress towards the targets set out within the UK Sport submission. British Artistic Swimmers joined the national teams from Italy and USA, in the Worldwide Workout and took part in a World Virtual Competition with all age groups males and females to keep them competitive.

All athletes are now back in the pool with their clubs and are being supported, including some virtual training, to ensure they build back up to full training.

Artistic Swimming have been awarded additional funding from the Aspiration Fund Uplift Award and FINA Olympic Support Fund, this will help athletes train over the next few months to ensure they get the duet back on track and the senior team to start preparations for the European Championships in May 2021.

WATER POLO UPDATE

As with the other sports competitive opportunities within Water Polo have been significantly hindered due to Covid-19. The Men's under 19 team were due to compete in the European Qualification tournament in Manchester in early April but this was unfortunately postponed due to Covid-19 and all subsequent competitions and training camps were also postponed or cancelled.

A bid has been prepared to submit to UK Sport for potential funding for Water Polo moving forward. As part of this bid a 2020-2024 Strategy has been pulled together following a thorough consultation process with the home countries.

CORPORATE UPDATE

ATHLETE AWARDS

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

STAFF SATISFACTION SURVEY

A Staff Satisfaction Pulse Survey was issued in June 2019 to all employees and Board Members. Work continues on the points highlighted on the action plan produced following a review of the responses, including increased one to one meetings, implementing a refreshed appraisal form, line manager training and better use of the internal communications newsletter – Making Waves.

British Swimming conducts an annual Staff Satisfaction Survey.

ORGANISATIONAL CHANGES

A new structure of the Events and Marcomms department was implemented in October 2019 following a consultation process. The new structure better accommodates workload and provides greater development opportunities.

New roles were created to manage the FINA Diving World Series in May 2019, the IPC World Championships in September 2019 and International Swimming League event in November 2019.

A TUPE consultation process commenced in January 2020 to TUPE transfer individuals within Talent Administration to Swim England.

In February 2020 Corinne Cunningham was appointed to the British Swimming Board as an Independent Non-Executive Director following the departure of Urvashi Dattani.

MENTAL HEALTH AND WELL-BEING

In May 2019 British Swimming embraced Mental Health Week following the national campaign and hosted a 'Crafternoon' event. These events have proved popular and feedback has been positive so these have continued throughout the year.

All employees attended a Mental Health Workshop titled 'Awareness and Promotion of a Positive Mental Health Environment within Swimming' in August 2019.

EQUALITY, DIVERSITY AND INCLUSION

The annual Equality, Diversity and Inclusion survey was circulated in May 2019. A plan was produced and actions taken to advance in these areas, in particular implementing a blind recruitment process and increased work in the area of mental health.

We successfully renewed our commitment to the Disability Confident mark for the fourth year.

TRAINING

Line managers have been provided with additional information on the topic – Short-Term Sickness Absence.

A training session on 'Managing Difficult Situations' took place in August 2019 for the Events and Marcomms team. The purpose of this was to (i) boost team morale and confidence; (ii) rebuild trust in the organisation; and (iii) support, check and address any 'knocks' that have occurred to the team dynamic.

POLICIES

A revised Social Media Policy was implemented in October 2019. An information workshop was delivered to employees in December 2019 to support the implementation of the Policy during the Staff Day.

STAFF DAY

Employees attended the Staff Day in December 2019 where there were workshops, motivational speakers, team building activities and staff awards. An introduction to Mindfulness, which led to offering the Cultivate programme to our employees also formed part of the Staff Day.

CORONAVIRUS

March 2020 saw the country go into a national 'lockdown' and therefore employees had to quickly adapt to a new way of working to ensure business continuity.

INTERNATIONAL RELATIONS

International Influence remains high on the British Swimming agenda. As a National Governing Body we need to have a strong voice and the ability to influence at all levels of the sport. British Swimming continues to strive to not only influence decisions which impact at all levels upon aquatics and also sport globally. It is therefore especially important that we seek to ensure we have credible and respected representatives on the international federation committees.

KEY ACTIVITIES THIS YEAR:

Unfortunately due to Covid-19 activities within international influence have been severely restricted. The following is an overview of the key activities which have taken place:

December 2019

British Swimming successfully hosted the LEN European Short Course Championships in Glasgow. This event was an opportunity to further develop strong relationships with LEN whilst providing an opportunity to expose those in positions of influence from Great Britain.

January 2020

Para Swimming Japan Immersion Training Camp – the camp took place at the venue for the Paralympics holding camp. The camp greatly assisted to further build on the relationship with the Mie Prefecture council as part of the preparation for Tokyo 2020.

September 2020

British Swimming are working with the IPC to provide an events role secondment. This would provide a great experience for a British swimming staff member, will give us a stronger opportunity for International Influence and provides direct input into World Para Swimming events.

Craig Nicholson, formerly the Head of Performance Pathway for British Swimming Para-Swimming was appointed Head of World Para Swimming.

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 SWIMMING REPRESENTATIVES (APPOINTED AT THE 2016 CONGRESS):

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

The 2020 LEN elections were delayed to Sunday 8th November 2020 due to Covid-19. Various applications have been submitted to ensure British Swimming remains well represented within LEN.

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 & 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

The FINA General Congress elections will take place in Doha, Qatar on the 5th June 2021.

INTERNATIONAL DELEGATE POSITIONS WITHIN IPC HELD BY BRITISH REPRESENTATIVES:

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

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
AMY MOSS	British Swimming, IR Coordinator
SAM GREETHAM	Secretary, LEN Technical Open Water Committee & Honorary Secretary, FINA Technical Open Water Committee
PETER LITTLEWOOD	British Swimming Board Member
CHRIS HARVEY	UK Sport International Relations Advisor (6 month Interim covering for Robert Morini - UK Sport, Head of International Relations)
CRAIG NICHOLSON	British Para-Swimming, Performance Pathway Manager / Member, Classification Rules and Regulations Sub Committee



Reece Dunn in the Men's 200m IM SM14 heats – London 2019 World Para-swimming Allianz Championships

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 2019/20 year the Board members were as follows:

EDWARD MAURICE WATKINS CBE	Independent Chair
GRAEME MARCHBANK	National Representative – Scotland
ALEXANDRA JOANNE KELHAM	National Representative – England
JANE MARY NICKERSON	National Representative – England
KEITH DAVID ASHTON	National Representative – England
FERGUS GERARD FEENEY	National Representative – Wales
ADELE STACH-KEVITZ	Independent Non-Executive Director
DAVID CARRY	Independent Non-Executive Director
URVASHI DATTANI	Independent Non-Executive Director <i>(Retired 31st December 2019)</i>
CORINNE CUNNINGHAM	Independent Non-Executive Director <i>(Appointed February 2020)</i>
PETER JEREMY LITTLEWOOD	Senior Independent Non-Executive Director
GRAHAM IAN EDMUNDS	Athlete Representative
JACK 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.

AUDIT AND RISK COMMITTEE ("ARC")

The ARC comprises: Corinne Cunningham (Chair (May 2020 to present) Independent Non-Executive Board member) following the retirement of Urvashi Dattani (Chair and Independent Non-Executive Board member), Keith Ashton (Acting Chair (November 2019-May 2020) of the ARC Independent Non-Executive Board member, Daryl Norman (Independent Member of the ARC) and Robert James (Independent Member of the ARC).

The ARC 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 ARC:

- 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; and

During the year the Audit and Risk Committee 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 ARC. 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 2019/2020 the Remuneration Committee's members were: Maurice Watkins CBE (Chairman), Carol Kavanagh (Independent Member), Keith Ashton (National Representative) and Jack Buckner (Chief Executive Officer) respectively.

The Remuneration Committee met four times during the year.

NOMINATION GROUP

The composition of the Nomination Group in the Articles The composition of the Nomination Group meets 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 in 2019.

GOVERNANCE POLICIES

During 2019/2020 the Board approved the British Swimming Succession Planning Framework and the British Swimming Anti-Bribery, Anti-Corruption, Gifts and Entertainment Policy. The Board together with all employees also completed online training on Anti-Bribery and Whistleblowing.

MAJOR EVENTS

From April 2019 through to the end of March 2020 the British Swimming events team were busy planning and delivering domestic and international events. The 12 month period saw the delivery of 3 international events and a busy domestic calendar. Diving, Para Swimming and Swimming all benefited from an international event on home soil in 2019.

During this time British Swimming continued to raise the bar in event delivery and innovation with further developments with the Deep End Live concept and the Sport Presentation which was delivered in venue. Interacting with and growing audiences both in venue and also across our digital channels have been key priorities.

DOMESTIC EVENTS

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 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

British Diving Championships 2020

The British Diving Championships was hosted in Plymouth from the 24th-26th January. The event was a key selection meet for the Olympics and was an opportunity to build the narrative for our Divers ahead of the planned FINA Diving World Series which was due to take place in London in March (this was cancelled due to the Coronavirus pandemic) and also the Olympic Games.

 **24,800**
LIVE VIEWS  **65,000**
LIVE VIEWS

Adam Peaty competes in the final of the Men's 50m Breaststroke – British Swimming Championships 2019

EUROPEAN SHORT COURSE CHAMPIONSHIPS WAS BROADCAST IN AT LEAST 19 COUNTRIES TO AVERAGE AUDIENCE OF 1,165,602

INTERNATIONAL EVENTS

FINA Diving World Series 2019

In May 2019 the FINA Diving World Series came 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 broadcast across 13 territories.

A strong legacy programme was put in place for the event which saw a big number of school children able to watch the event combined with good ticket sales throughout the weekend with nearly 6000 tickets sold.

The performance of the British Diving 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.

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 event sold extremely well with many sessions selling out prior to the event and more sales on the door.

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. 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.

European Short Course 2019

In March 2016, British Swimming in partnership with Glasgow Life, UK Sport and Event Scotland was awarded the 20th Edition of the LEN European Short Course Swimming Championships (ESC). The ESC was hosted at the Tollcross International Swimming Centre in Glasgow and took place from the 4th – 8th December 2019. The Championships provided a world class environment for athletes to perform at their best and showcased the sport on the global stage.

539 athletes from 49 nations competed in the 5 days of thrilling competition and records were broken including 1 new world record. The event was broadcast in at least 19 countries to average audience of 1,165,602.

Excellent feedback was received from all client groups in terms of their event experience, the competition, venue, broadcast production and quality of organisation. The event succeeded in delivering against all its host city obligations with LEN and the competition was successfully organised and conducted in accordance with LEN rules and regulations.

MARKETING AND COMMUNICATIONS

Following on from the 2019 Annual Report, we have continued our positive momentum in the marketing and communications space, building on successful content ideas and strategies to continue to grow our aquatics audience and deliver value for our fans.

The 2019 edition of this report showcased our success linked to key events in the competition calendar, but since then we have seen yet more growth brought about by the European Short Course Swimming Championships, on home soil, and the 2020 British Diving Championships. Direct benchmarking showed that viewing figures for the latter event increased by 52%.

Whilst more and more fans consume their content via social media, we have still been able to improve our website performance, with a 21% increase in website sessions in the period 1st April 2019 to 31st March 2020. Due to the impact of the COVID-19 pandemic, numbers are down for the first six months of the 2020/21 year, given we experience major spikes in numbers around our key competition periods in April and August.

Across social media and our digital content offering, the work we have been doing both internally and with the support of Engage has shown yet more growth, with our following growing by 22% on Instagram, 12% on Facebook and 8% on Twitter.

GROWTH IN SOCIAL MEDIA FOLLOWERS



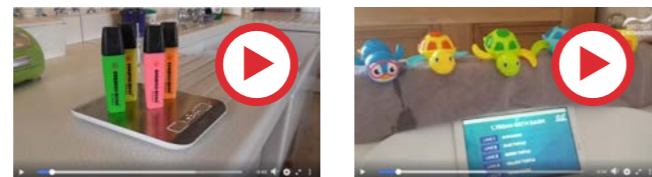
Working alongside our official breakfast partner, UP&GO, we have created some high quality athlete focused pieces of content, which have been extremely well received, both on UP&GO's and our own channels. Across the British Swimming platforms, the content generated over 75,000 views, with over half a million organic social impressions. The video shot with Alice Tai was a standout example, encapsulating the spirit of the partnership.

UP&GO also supply content for the Health Hub section of our website, which saw unique page views up 24% from 1st April to 30th June 2020.

During the lockdown period, we worked hard to ensure we continued to tell our athletes' stories, from fund raising efforts to motivational home training routines. From Adam Peaty's charity bike ride on Zwift, to Tully Kearney making facemasks, we have tried to spread positive news stories as far and wide as we can.

With schools forced to close, we delivered a series of 'Home Pooling' lesson plans, 14 in total, covering a range of subjects with an aquatics twist. This dedicated section of our website received almost 10,000 views, with positive feedback from parents on social media.

Our Fitness Friday feature showcased the aforementioned athletes' home workouts, amassing over 200,000 views, whilst our Women in Water series shone a light of positive female role models and their stories. In lieu of our key domestic events that were cancelled during the lockdown period, we created alternative highlight videos for the 'Stay at Home Diving Series' and 'British Bath Dash Championships', which amassed a further 60,000 views across channels.



Whilst 2020 will almost certainly see a drop in performance, linked to the impact of COVID-19, 2021 will provide us with a golden opportunity to build on the success of 2019. Capitalising on the public's desire for some good news stories, we hope to use our flagship domestic events, and of course the postponed Tokyo 2020 Olympic and Paralympic Games, to build our brand presence, tell our athletes' stories and hopefully celebrate success in the water.



BRITISH SWIMMING LIMITED

GROUP STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2020

INTRODUCTION

The Board present their strategic report for the year ended 31 March 2020.

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 third 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 its main performance targets. At the World Championships in Gwangju, both swimming and diving achieved their medal targets. There were some outstanding performances particularly by Adam Peaty who once again broke his own world record. British Swimming also staged, at late notice, the IPC Allianz World Para Swimming Championships in London. This was a great success with sold out crowds and an amazing atmosphere alongside a record-breaking medal haul for the British squad. We were looking forward to both the Olympics and Paralympics in Tokyo in 2020 until COVID-19 struck. Our squads have adapted exceptionally well to the changed circumstances and we are now focussed on Tokyo 2021.

The commercial market for sport remains challenging. However in this financial year we secured additional commercial investment and continue to develop a compelling digital offer to promote the sport. We have also been partnering with other NGBs, the BOA and UK Sport to develop new cross-sport initiatives in both events and broadcast that we hope will increase our profile and also reduce risk.

PRINCIPAL RISKS AND UNCERTAINTIES

The senior management team maintain and regularly review a risk register. This is reviewed by the Audit & 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 although their likelihood has increased as a result of Covid, 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
- failure to maintain a funding relationship with the Home Nations

The risk of a major pandemic was not originally included as a major risk and has been added since April 2020, despite this the management have managed the situation proactively and sensitively using their experience and existing procedures to deal with the challenges.

THE WITHDRAWAL OF THE UNITED KINGDOM FROM THE EUROPEAN UNION

The United Kingdom withdrew from the European Union on 31 January 2020 and entered into an Implementation Period which is scheduled to end on 31 December 2020. During this period, the trading relationship between the UK and the EU is expected to remain unchanged, however the terms of the future relationship between the UK and the EU from 1 January 2021 onwards are still unknown. At the date of this report it is therefore impossible to assess in detail the opportunities and threats that this future relationship could present. The Directors are managing these risks by closely monitoring developments, and are confident that the Company will be able to amend and modify its procedures to remain fully compliant with any future rules and regulations, and to maintain its standing and reputation in the marketplace throughout Europe and worldwide.

CORONAVIRUS AND THE COVID-19 PANDEMIC

The impact of the Coronavirus pandemic is not yet clear and at the date of this report it is not possible to evaluate all potential implications for the Group and Company's trade, customers, and suppliers.

Since the outbreak, the Directors' principal objectives have been to protect the health and safety of personnel in the performance of their duties, ensure the continuity of operations, and to fully cooperate with public authorities on all matters within their scope.

Regular communication and keeping up to date with the changing public health landscape is ensuring that management make the best decisions they can in the circumstances. Actions have included a weekly Covid meeting with all team leaders, a weekly meeting of the senior management team, staff working from home, furloughing of staff whose roles are not grant funded and a reduction and deferral of all non-essential expenditure.

Our principal funder UK Sport has given us assurances regarding the level of an additional 9 month's funding which covers the period of the 2021 Tokyo Olympic and Paralympic Games until 31 December 2021. This is enabling all of our teams and athletes to continue preparing for the Games.

Since June 2020 there has been a gradual resumption of training and competition preparation with a discipline by discipline roll out,

as swimming pools and facilities returned to operations. British Swimming worked with the home countries and the facilities to comply with all local authority guidelines and took a leading role in the Return to Water strategy which was shared with other high performance sports.

The Directors consider it probable that there will be a recession which may affect the trade of the Group and Company, but the severity and duration of this is unpredictable. The Directors are actively analysing possible consequences whilst directing the Group and Company's response to mitigate these risks. There is evidence already of the pandemic affecting our partners and stakeholders. This is having an impact on our commercial income and cost base. We continue to work closely with all our partners and stakeholders to minimise the impact of these risks whilst pursuing our own mitigation strategies as we assess the continued impact of Coronavirus.

FINANCIAL KEY PERFORMANCE INDICATORS

Total income of £13,503,607 increased by 24.9% in the financial year, mainly due to the international events organised in the financial year. Funding partners included World Para Swimming, UK Sport and Greater London Authority Total expenditure of £13,584,549 increased by 25.1% also mainly due to the international events organised in the financial year.

The principal financial KPI for British Swimming is performance against the approved budget. The consolidated deficit of £76,236 was in line with expectations.

At the end of the financial year, the Group held an Income and Expenditure reserve of £532,857 (2019: £609,093), with net current assets of £532,836 (2019: £608,405) and Fixed assets of £21 (2019: £688). Assets include bank balances of £1,667,548 which are £109,245 lower than in 2019, 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 2019 performance results were as follows:

SPORT	BENCHMARK EVENT	BASE TARGET	STRETCH TARGET	ACTUAL
SWIMMING	FINA World Championships	6 Olympic event medals	7 Olympic event medals	6 medals in Olympic events
DIVING	FINA World Championships	1 medal and 3 top 8 places	3 medals and 4 top 8 places	3 medals and 8 top 8 places
PARA-SWIMMING	Para Swimming World Championships	35 medals	45 medals	43 medals

GOING CONCERN

The Directors have reviewed and considered both the income and expenditure and cash flow forecasts for the foreseeable future prepared by management. They have assessed the impact of Covid-19 on the Company's cash and reserves position and its ability to continue as a going concern for the foreseeable future.

The major assumptions in the base (most likely) scenario case are that annual Home Nations contributions in total will reduce by £241k due to the financial pressures that the Home Nations are suffering as a result of Covid-19, sponsorship contracts are honoured and UK Sport's World Class funding is renewed from April 2021 at the same level as in the financial year ended 31st March 2021 (UK Sport have guaranteed this until 31st December 2021). UK Sport's funding decision from April 2021 is due in December 2020. Under this scenario, the Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for at least 12 months following the date of the signing of these financial statements. The Directors have therefore continued to adopt the going concern basis of accounting in the preparation of these financial statements.

In addition, management prepared forecasts based on a worst (considered extremely unlikely) case scenario and considered mitigating actions that would be needed. Under this scenario including the mitigations, the Directors still have a reasonable expectation that the Company has adequate resources to continue in operational existence for at least 12 months following the date of the signing of 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 2020

The Directors present their report and the financial statements for the year ended 31 March 2020.

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 loss for the year, after taxation, amounted to £76,236 (2019: loss £43,715).

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 (resigned 31 December 2019)
GRAHAM IAN EDMUNDS
FERGUS GERARD FEENEY
ALEXANDRA JOANNE KELHAM
PETER JEREMY LITTLEWOOD
ADELE STACH-KEVITZ
EDWARD MAURICE WATKINS
JANE MARY NICKERSON
GRAEME ROBERTSON MARCHBANK
CORINNE LISA CUNNINGHAM (appointed 8 February 2020)

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

The Directors consider the Coronavirus pandemic and the associated household isolation measures introduced by the UK government to have begun on 23 March 2020. Although this was prior to the year end of the Company, the resultant economic deterioration in the United Kingdom is considered to have materialised after year end. Insofar as they are able, the Directors will reflect the effects of these developments in the balance sheet of the Company as at 31 March 2020. But it is noted that changes to the economy that have been triggered by the pandemic mitigation measures do continue to manifest beyond year end. The position of the Company at 31 March 2020 should be viewed in this context. For more detail regarding the Directors' view of this event please refer to the Strategic Report.

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.

Edward Maurice Watkins

Director

BRITISH SWIMMING CONSOLIDATED PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31 MARCH 2020

	2020	2019
	£	£
Income	13,503,607	10,812,863
Operating expenses	(13,584,549)	(10,859,793)
Operating deficit	(80,942)	(46,930)
Interest receivable and similar income	5,810	3,969
Deficit before taxation	(75,132)	(42,961)
Tax on deficit	(1,104)	(754)
Deficit for the financial year	(76,236)	(43,715)

There was no other comprehensive income for 2020 (2019: £NIL).

BRITISH SWIMMING CONSOLIDATED BALANCE SHEET AS AT 31 MARCH 2020

	2020	2019
	£	£
Fixed Assets		
Tangible assets	21	688
	<u>21</u>	<u>688</u>
Current assets		
Debtors: amounts falling due within one year	1,095,187	1,129,907
Cash at bank and in hand	1,667,548	1,776,793
	<u>2,762,735</u>	<u>2,906,700</u>
Creditors: amounts falling due within one year	(2,229,899)	(2,298,295)
	<u>532,836</u>	<u>608,405</u>
Net current assets	532,836	608,405
Total assets less current liabilities	532,857	609,093
	<u>532,857</u>	<u>609,093</u>
Net assets	532,857	609,093
	<u>532,857</u>	<u>609,093</u>
Capital and reserves		
Income and expenditure account	532,857	609,093
	<u>532,857</u>	<u>609,093</u>
	<u>532,857</u>	<u>609,093</u>

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

Edward Maurice Watkins
Director

Jack Richard Buckner
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

MAURICE WATKINS	British Swimming Chairman
JACK 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
EMILY CROSSLAND	Admin Officer – Para-Swimming
ALEXEI EVANGULOV	National Performance Director – Diving
OLGA SHUYKOVA	PA to the National Performance Director – Diving
KAREN THORPE	Artistic Swimming Manager
AMY MOSS	British Swimming International Influence Coordinator
ASH COX	British Swimming Director of Legal and Governance
KATHREEN FRANCE	British Swimming Head of Finance
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PETE MATTHEWS	British Swimming Communications and Marketing Manager

FOR PRODUCTION AND EDITING

MELANIE POLLARD, EMMA ALDRED	Designers
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British Swimming wishes to express its thanks to the following companies and organisations for their support during the past 12 months.



THANK YOU.

