

BRITISH SWIMMING

ANNUAL REPORT
AND ACCOUNTS
2012





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Front cover: Ellie Simmonds with her London 2012 Paralympic medals

The majority of the text in this report refers to the period April 2011 to the end of June 2012 whilst the featured major events are from the summer of 2012



The British swimmers selected for the Olympics after the first stage trials, together with Michael Scott, National Performance Director and Andy Hunt, Chef de Mission

'British Swimming is regarded by UK Sport as one of the best led and governed national governing bodies in the UK'



Chairman's Report

Alistair Gray

I am pleased to present my fourth and final report as Chairman of British Swimming. 2011 was another successful year in and out of the water, with special performances delivered at the World Championships in Shanghai and at the IPC European Championships in Berlin.

Our swimmers did not perform up to expectations in the 2012 Olympic Games in London and a rigorous review is in progress as this report goes to print. Though there was notable progress in a number of areas – for example the number of British Swimming finalists, we fell short of our medal target, with a number of medal prospects failing to deliver their season's best performance when it mattered.

Congratulations go to Michael Jamieson and Rebecca Adlington on securing silver and bronze medals respectively. We achieved our medal target in diving and our synchronised swimmers continued their improvement in performance securing their position in the world's top eight nations. Our water polo teams competed well against the world's top nations but both finished last in their respective competitions.

At the Paralympics, our swimmers competed with distinction although the final medal tally of 39, including seven gold, fell just short of Beijing's 41 and 11 gold.

I hope you find this report interesting and that it adequately reflects our performance as a sport and as a business. 2011 was the second full year of our partnership with British Gas. We are impressed with the enthusiastic way in which their staff have embraced our sport at all levels, and the support they have given our efforts to change and improve performance and participation. Our other partners and sponsors, especially Speedo and Kellogg's, have also responded to our challenge to be the world's leading swimming nation by 2020.

British Swimming is regarded by UK Sport as one of the best led and governed national governing bodies in the UK. During 2011, we held two meetings of our Remuneration Committee that sets levels of remuneration for senior staff and ensured increases reflected performance and were in line with external benchmarks.

Our investment in our 'World Class People' initiative is paying dividends and it was a personal pleasure to participate in the biennial staff awards ceremony at Silverstone. We also set standards in the way we evaluate our performance and effectiveness as a Board. The Board's open and inclusive approach is welcomed by directors and staff as well as our external stakeholders.

I wish to take the opportunity to salute and thank all our dedicated staff and volunteers who serve our sport so well. The British Swimming family is in good spirits and ready for what next year may bring.



CHIEF EXECUTIVE'S REPORT

'It has been an exciting and busy year full of new experiences and yet also filled with anticipation of what we might achieve at the Games.'



Chief Executive's Report

David Sparkes

This year, the inevitable focus has been on preparing the team for the Olympic Games in London in 2012. We have targeted our activities to work closely with LOCOG and other partners to ensure that the venues, volunteers, support staff and athletes are ready to welcome the world to London. It has been an exciting and busy year full of new experiences and yet also filled with anticipation of what we might achieve at the Games.

However, we have also been looking beyond London and formulating our plans up to the Games in Rio de Janeiro in 2016 and onward towards 2020. Our ambition for 2016 is clear: to improve on results in Beijing and London and to see all disciplines in our sport challenging for medals. Perhaps some will see this as unrealistic but it is an ambition that we should aspire to - it would illustrate an enduring and appropriate legacy from hosting the Games in London in 2012.

To achieve such an ambition, we need to ensure that our talent pathways to the podium are the best in the world. We have been working with our performance directors to identify how we can streamline our home country talent programmes into the British Swimming World Class Programme as we place the athlete at the centre of all our decisions.

However, we do need a strong core of international events to underpin our own international influence programme. With this in mind, we have been working with all our partners to secure the staging of major events around which we can build our talent pool. Clearly, the Commonwealth Games in Glasgow in 2014 will be an important part of this alongside hosting the IPC European Swimming Championships in 2015, also in Glasgow, and hopefully the LEN European Championships 2016 in London.

I wish to thank the British Swimming Board and all the partners and volunteers who have worked so hard to make this such a special year for British Swimming. I would also wish to place on record my special thanks to the Chairman for his guidance and support as his term of office, together with a few other Board members, comes to an end. I think they can all reflect on a job well done.

5 medals for Britain at the World Championships



Excellence

Swimming

National Team Environment

Following qualification at the March 2011 trials, selected swimmers competed at the LEN Cup in Eilat, Israel, in May 2011 which once again acted as the British Swimming 'Open Water Trials' and selection meet for the 2011 Open Water World, European Senior and European Junior Championships. The women's race saw Keri-Anne Payne swimming the fastest 10km in history and controlling the race from start to finish.

Keri-Anne went on to demonstrate her determined approach at the World Championships in Shanghai, claiming the gold and becoming the first athlete to be nominated for the 2012 London Olympics. In the pool, the British Gas GBR Swimming Team won a total of five medals with Rebecca Adlington securing gold in the 800m Free and silver in the 400m Free, Ellen Gandy a silver in the 200m Fly, Hannah Miley a silver in the 400m IM and Liam Tancock a gold in the 50m Back.

In addition to the medal performance, British Swimming had 24 finalists and 21 semi-finalists compared to 28 finalists and 12 semi-finalists at the Rome World Championships in 2009. The five medals in Olympic events achieved the base UK Sport target for the sport and laid a solid foundation for the final 12 month preparation for the home Olympic Games. However, the notable increase in the number of nations winning medals and featuring in the top 16 means significant progress still needs to be made to maximise our performances if we are to maintain and/or improve our position on the world stage.

Exceptional Results

On the junior front, the summer brought exceptional results in both the pool and open water events. Sixteen swimmers travelled to Trabzon, Turkey, as part of the Great Britain delegation to compete at the 11th edition of the European Youth Olympic Festival (EYOF). The swimming contingent was just one part of an overall Great Britain team comprising of 64 competitors aged between 13 and 17, spanning the sports of athletics, cycling, gymnastics, judo, swimming and tennis. For all involved this was a first experience of a multi-sport environment and saw a final medal count from the pool of nine gold, two silver and four bronze, and the swimming

team contributing significantly to the overall success of the GBR delegation total medal tally of 17 gold, 10 silver and six bronze. This was the most successful overseas EYOF team since the event began in 1991, and the second highest haul of swimming medals ever achieved by a British team. In addition to the EYOF, Britain's junior swimmers were out in force at the European Junior Championships in Belgrade. This proved to be the strongest offshore performance by a British team who set an impressive eighty PB's and topped the medal table with a total of 19 medals: six gold, six silver and seven bronze (just one medal short of the record haul from Glasgow in 2003).

Open Water

The open water events saw Tom Allen win a silver medal in the European Junior Open Water Championships in Navia, Spain where all three British swimmers, including Tom Sunter and Jack Burnell, finished in the top eight. Sophie Casson finished sixth in the inaugural 10K at the





World University Games in China and junior Danielle Hall-Jackson finished a very creditable 7th in the 5k at the European Championships in Israel.

Encouraging Performances

The Autumn/Winter period saw encouraging performances from GBR swimmers competing in a range of long and short course meets. Britain's athletes featured in the FINA World Cup tour (25m short course) with a team of nine competing at the Stockholm leg of the series, and 44 athletes representing the British team at the Berlin leg. Positive performance results were witnessed with James Goddard breaking a British record in the 200m IM and Fran Halsall collecting a gold medal in the 100m IM bringing a total haul of 13 medals in Berlin and two in Stockholm for British swimmers.

A small group of nine swimmers participated in the Dutch Open in Eindhoven breaking three Championship records. At the European Short Course Championships in Szczecin, Poland. Great Britain brought back four silver and five bronze medals with a British record from Michael Jamieson in the 200m Breaststroke and other notable performances from swimmers achieving personal best times. At the US v Europe Duel in the Pool in Atlanta, Elizabeth Simmonds was in great form to set a new European record in the 200m Backstroke, and was just outside her British record to beat Olympic champion Natalie Coughlin in the 100m Backstroke. Britain's Fran Halsall also finished second in the 100m Freestyle and was third in the 50 Free. Competitions in 2012 also got off to a good start with some of Britain's swimmers participating at the Victorian State Championships in Melbourne and a mixed Development and Senior 'B' team attending the Flanders



Swimming Cup in Antwerp.

The major senior camp in 2011 was held in Paphos, Cyprus in May where a team of 33 athletes and a range of support staff participated in the National Squad Training Camp to prepare for the World Championships. One of the main focuses of the camp was Starts and Turns and included two guest coaches, Milt Nelms and Bob Gillett together with three members of the Sheffield Hallam Shape Team all working on this project.

Intensive Training

The new 2011/12 season brought a period of intensive training and preparation for the British Gas Swimming Championships in March (the selection trials for the Olympics London 2012, European Junior Championships (pool) and Open Water European Juniors). All key programmes at ITCs and club level commenced their campaign for Olympic selection in earnest with warm weather training opportunities in California, Tenerife, Florida, Australia, and Singapore along with altitude training in Sierra Nevada, Flagstaff and South Africa. The Olympic Year campaign was launched at the National Squad Weekend in London in October during which 52 swimmers, coaches and support staff members were briefed on a range of topics, and where they had their first opportunity to access the London Aquatics Centre. Eight-time Olympic medallist Susie O'Neil was guest speaker and shared her experiences of competing at three Olympic Games including her home Olympic Games in Sydney.

Race Simulation

The first race-train-race Development Programme camp took place in January with over 20 World Class Development swimmers participating in a camp at Loughborough followed by the competition in Antwerp. The 10 day event began with race simulation and specific pool, training and education sessions including testing and recovery protocols, doping control and nutrition, following which the group travelled to Antwerp for the Flanders Cup to compete with the rest of the 44 strong GB team. Overall the race-train-race approach proved a successful format in maximising opportunities for analysis and learning, and providing a range of experiences for swimmers. With swimmers focused upon peak performance at the 2012 British Trials in March, this long course race opportunity formed an important part of individual preparations. Other Development programme activities included Stroke Clinics in Loughborough where race pace and



'The British Gas Swimming Championships (Trials) produced an impressive range of performances from swimmers.'

starts and turns of individual swimmers were filmed utilising mobile roof and underwater cameras, following which strokes were analysed and technique and stroke dynamics discussed. This year's Open Water Development weekend was held in Stirling with 24 swimmers from across the UK attending with their parents and six group coaches. Swimmers, coaches and parents each followed a different educational track, with the chance to experience lectures on nutrition, open water tactics and race days, and a practical pool session incorporating start and finishing drills and feeding techniques.

Impressive Performances

The British Gas Swimming Championships (Trials) produced an impressive range of performances from swimmers. When comparing times to reach the final of the 2012 Championships with those in 2008, faster performances were posted in 21 out of the 26 Olympic individual events. Eleven of the events had an overall improvement performance of greater than 1 per cent, and given that the 2008 performances were achieved in the 'fast suit' era, this makes the improvement even more significant.

Focus on the Games

Whilst the focus of the championships was on selection for the Olympic Games, there was a notable increase in depth and quality to make the senior finals and this will place Britain in good stead for the future.

An Olympic Orientation day for Olympic selected athletes, their coaches and support staff was held immediately following the Trials on March 11 and where BOA Ambassador James Cracknell presented on the strategies for the transition from Olympic selection to preparing for peak performance at the Games. In addition, team building sessions were conducted by Floyd Woodrow working with staff to revisit the team's Vision and Values, whilst psychologist Simon Middlemas ran an athlete session on Team Identity. Shortly following the Orientation day, an Olympic Squad camp was conducted on the 1-7 April with training sessions held at the London Aquatics Centre, and where topics such as Betting & Integrity, First Games Home Games, Anti Doping, and Staff Roles and Expectations were presented.

Making the Difference

A Tipping Point Programme was announced which aimed to provide Olympic selected athletes with the best possible support in the run up to the Games. In this new initiative, coaches requested funding for specific services, initiatives and general support needs that they believe will make the difference for their athlete.

In addition to the Olympic and European Junior 'pool' selections, several swimmers were selected from performances at the British Championships to compete at the LEN Open Water Swimming Cup 10km event in Eilat, Israel in May 2012. As in previous years, the event acted as the British Swimming 'Open Water Trials' and selection meet for the 2012 Open Water European Senior and European Junior Championships, and saw Britain's young swimmers excel when Danielle Hall-Jackson won silver in the women's event behind the Hungarian swimmer Eva Ristov, and Lucy Campbell picked up a bronze. In the men's event, junior athlete Caleb Hughes was the top British athlete coming home in fifth place, ahead of fellow team member Thomas Sunter in sixth who had led for most of the race.

Development Programme

A programme of Olympic development opportunities has been designed to support athletes and coaches who did not achieve Olympic selection in 2012. Athletes on the Aspiring World Performers Programme (AWPP) attended a camp in Edinburgh at the





'Development clubs have been identified for 2012/13 with Millfield, Manchester and Plymouth successfully maintaining their status for a third successive year.'

same time as the Olympic holding camp where they observed first-hand the final stages of the swimming team's Olympic preparation. In addition, athletes who did not make the Olympic team and who are believed to be prospects for Rio were selected to compete at the US Open in August 2012. Through the BOA Ambition programme, British Swimming offered six aspiring Olympians and two coaches an insight into the Olympic environment which encompasses experiences of the multi-sport preparation camp in Loughborough, kitting out, attendance at two Olympic competition events and education sessions.

Athletes selected for the first time to the World Class Development programme in April were invited to an orientation weekend in Bath in May 2012. Topics included a presentation on priorities and opportunities, followed by an outline of the Aspiring World Performers Programme, Kit and Anti-Doping procedures, Nutrition, Performance Lifestyle and SSSM support.

Daily Training Environment

As part of our strategy to continuously review and improve opportunities for emerging swimmers in the daily training environment, a pilot investment partnership with Swim Edinburgh has been cemented to establish a High Performance programme for an initial 12 month period from 1 April 2012 - 31 March 2013.

Work has been undertaken with a number of universities on an offer of flexible support to elite athletes as part of our Swimmer Friendly University programme. Following submissions from three universities against a set of guiding principles, Loughborough University has been awarded a Gold Status, and the University of Bath and Swansea University have both been awarded a Silver Status.

Monthly Reviews

In addition to the six monthly reviews of the British Gas Intensive Training Centre (ITC) network, the annual ITC induction events took place in October. Lead ITC partners, swimmers, coaches, support staff, sponsors, local dignitaries and VIPs attended each of the events in Stirling, Stockport, Loughborough, Swansea and Bath to acknowledge the achievements of each of the five ITCs.

Development clubs for 2012/13 have been identified with Millfield, Manchester and Plymouth successfully maintaining their Development club status for a third successive year. The Athlete Pathway Club Recognition Award for the top clubs placing four or more pool and open water athletes on the World Class Podium and Development programmes has been awarded once again to Sheffield and for the first time to former Development club Cardiff. Club programmes at Nova, Garioch and Glasgow will continue to receive enhanced services and financial support through the World Class Podium club initiative to the end of October 2012. Future investment in the daily training environment in relation to the current Podium/Development club model will be reviewed as part of the wider strategic planning process and comprehensive review of each portfolio area that will shape our plans going forward into the next 2013-17 cycle.

The World Class Pathway

Further progress has been made in the development of a framework for creating a seamless pathway linking the Home Country and GB World Class Development programmes. The Talent Directorate (formed to define the strategic and technical partnership between the World Class programme and the Home Country Talent programmes) has established and formally signed off their strategic objectives. In addition, discussions have commenced around the nine-step athlete selection criteria for the Home Nation Talent and World Class Podium/Development programmes. Alongside this, an England Talent Integration group has been formed to consider more detailed proposals and plans to





transfer the performance swimming component of the England programme to British Swimming WCP. The scope of the group (consisting of representatives from British Swimming, the ASA, Sport England and UK Sport), will be to establish milestone plans to build a seamless talent pathway in England, agree revised areas of responsibility and associated budget, and review the associated HR challenges and issues.

Competitive Review

A partnership has been formed between British Swimming, the ASA, Swim Wales, Scottish Swimming and the British Swimming Coaches Association to undertake a comprehensive review of the current swimming Long Term Athlete Development (LTAD) model. The review is being led by World Class Swimming with the overall aim of establishing a more effective, economic and efficient model that delivers the performance objectives of all key stakeholders. The review will be an important step in helping plan the resources needed to develop the next generation of world class swimmers.

A review of athletes on the World Class Podium programme was held in the Autumn by the Athlete Pathway Review Group and 36 swimmers (20 men and 16 women) achieved membership to the Swimming to Podium Success programme. The annual review of World Class Development athletes has also been conducted and a total of 29 swimmers have attained the World Class Development standards, with 10 swimmers stepping up to the D Band (100 per cent increase from last year), 11 swimmers achieving the E Band, and eight swimmers the F Band standard. Sixteen of these athletes have also been identified as members of the Aspiring World Performers Programme (AWPP), the objective of which is to provide a targeted group of World Class Athletes with enhanced support in their daily training environment, and to offer key learning and motivational experiences.

Good Indication

Results from the 2011 UK Sport Athlete Insights Survey provide a good indication of how athletes perceive the World Class Programme and the specific services and support offered through British Swimming. The survey is an important data source, alongside our other evaluation activity and specific event debriefs and the 2011 results provide a positive indicator that athlete services and support are well designed, delivered and evaluated. The findings show:

- On average nine out of 10 swimmers are confident that Team GB's performance goals will be met at the Games
- Communication is effective - four out of five swimmers surveyed agreed that this was the case for communication between staff and athletes
- Support received is appropriate Overall, 93 per cent of swimmers responding to the survey agree that the World Class Programme provides them with the support they require.

In particular there have been significant increases in the percentage of athletes positively rating communication across the programme, leadership and performance culture. In this final year of the quadrennial, the World Class Development (Podium Potential) and Podium policies are under review and final changes will be made in line with any





requirements resulting from UK Sport's project Rio planning process and applied in the next quadrennial. Our goal going forward is to establish a seamless link with the top level of the home countries Talent programme.

Sports Science and Sports Medicine

The globalisation of swimming and tight margins between reaching the podium and falling short is increasingly putting the spotlight on innovation. New developments in science, training aids and maximising the use of new technology is key to ensuring Britain maintains its standing as a top swimming nation.

Several innovation projects are being progressed with British Swimming and partner investment to leave no stone unturned in the quest for success with a number of these up and running and attracting growing external recognition of their value to performance outcomes.

The race analysis NEMO software, developed by Sheffield Hallam University, and introduced at the 2011 World Championships, is already providing a wealth of high quality analysis and array of visual and statistical information to provide swimmer feedback and help coaching plans. The software is now being used at all benchmark competitions providing greater information and more accurate comparative analysis.

Particularly, this is the case for turn assessment which is a targeted goal for improvement.

Start and Turns Analysis

The Swimtrack starts and turns analysis system is now embedded in the daily training environment of many of the GB swimmers. Fed by a multiple camera network (positioned above and underwater) and providing automated digitisation of data, the system is providing instant feedback for swimmers and coaches.

Thousands of turns have been analysed since late 2009 and plans to make greater use of portable devices such as iPads will continue to enhance the value of the system.

Further research and analysis is being progressed in the form of the Shape project through a partnership with the University of Southampton. This includes the development of a rig for towing a swimmer through the water whilst swimmers are recorded by cameras to provide instant feedback on their speed, power and drag, body position and stroke. The project is a good example of a collaborative partnership, attracting joint funding from British Swimming, UK Sport and the University of Southampton.

In addition, there have been further developments in the University of Southampton SwimSim programme (towing rig) providing further refined analysis in breaststroke and butterfly.

An ever developing partnership with Sheffield Hallam University has led to a number of other innovative tools now in use within the daily training and national team environments. Investment in the University's PhD programme is already paying dividends. iSWIM, an automated stroke tagging system will be applied as part of NEMO and will speed up our current race analysis capability. It will provide instant stroke feedback for athletes and coaches, more efficient overall race analysis (more races analysed and in more detail) and reduce the work load of performance analysts during the race analysis stage, which in turn will allow more higher level analysis to be carried out. Sheffield Hallam University has secured external recognition and further funding through the UK Sport Ideas4Innovation award for this work.

Altitude Training

Options are being considered for altitude training with possible investment in new technology such as the hypoxic units and tents, hypobaric chambers, and normobaric hypoxic rooms to supplement altitude training camps.

A number of approaches have been developed for tackling the potentially adverse impact of Seasonal Affective Disorder and through British Swimming's partnership with Lumie® many of our World Class Programme swimmers have been provided with Bodyclock wake up lights to help kick start the body, get themselves out of bed and down to the pool.

Other Key SSSM developments include the production of a comprehensive Athlete Self Management Guidelines booklet for



'A number of other innovative tools now in use within the daily training and national team environment.'



World Class swimmers on injury prevention. The booklet is a guide to help improve the level of understanding and to ensure each athlete can manage themselves by performing the right exercises with the appropriate equipment.

Coach Development

Coach development remains a key factor and a series of structured workshops in each of the home countries has been conducted in Stirling (Open Water and Turns) and Swansea (Altitude and Turns) and Loughborough (Relays and Tapers). Fifteen coaches were selected to the programme from their international and domestic results, with further coaches selected by the home nations to participate in their respective home nation workshop.

At senior level, we continue to invest in personal development for coaches that have included opportunities to attend international conferences such as the ASCA Clinic, observations of the 2011 World Champs in Shanghai, club programme visits and provision of coaching literature. In addition, British coaches with swimmers on the Olympic team who have not achieved selection themselves for London 2012, will be offered the opportunity to view the London 2012 swimming events and learn from this unique home Olympic Games.

The 2011-2013 UK Sport Elite Coaching Apprenticeship Programme intake includes two successful coaches from swimming this year. Melanie Marshall (City of Derby SC) and Richard Blackshaw (Stockport Metro SC) are among a select list of just 12 coaches from nine sports for the programme that runs over the next two years. The programme plays a key part in upskilling our elite coaching workforce, and is an important part of the sport's efforts to develop a choice of high quality daily training environments for emerging swimmers.

As part of our coach development strategy going forward, a GB Director of Coaching has been identified as an integral part of the World Class structure and will provide coaching advice and mentoring support to WCP coaches and home country coaching heads, and take a technical lead on all coaching matters. This position has been advertised with an appointment to be pre Olympics with the announcement and commencement post Olympics.

Future Planning

In line with UK Sport's process for determining NGB funding levels for the next four year cycle, a draft business case was submitted to UK Sport on the 1st March 2012 based on the number of athlete nominations which constitutes a sport's 'core' funding. World Class Swimming athlete nominations were made using a holistic profiling tool specific to the discipline of Swimming. UK Sport has provided feedback on all sports' business cases, which will be used

to refine our 'bid' as we work towards a final presentation to the UK Sport panel in the October-November period. The business case, together with our medal performance at the London Olympics



11 out of 18 World Class Development athletes were nominated for the Paralympic Games



will determine our budget for the next Olympic cycle.

Underpinning the above, a Post 2012 Planning Project has been conducted with the brief and project plans based on the 2009-13 quadrennial review and which set out the aims, objectives, guiding principles, methodologies and project plans for the next cycle.

Disability Swimming

Following the success at the IPC European Championships where the British Gas GBR Disability Swimming Team won 83 medals and finished second on the medal table behind the Ukraine, the Disability Swimming calendar got underway at the DSE National Short Course Championships in Sheffield in November. A number of records were broken including two world, six European and 32 British. Following these Championships, an additional eight swimmers were invited onto the World Class Talent programme which bodes well for Rio in 2016 and beyond.

2012 started with a World Class Programmes warm weather training camp in Durban, South Africa in January. With the minimal effects of the two hour time zone change, South Africa provided the perfect location for a training camp in the southern hemisphere during the harsh British winter. Athletes recovered from the travel quickly and were ready to start key sets on the second day of the camp. This was an extremely valuable camp at an important preparation phase leading into the British Championships that doubled as the first selection trials for the Paralympic Games.

Selection Criteria

The British Gas Swimming Championships took place in March 2012 in the London 2012 Aquatic Centre. Twenty nine swimmers attained individual event nomination standards for the Paralympic Games at this event and a further eight swimmers were within a small percentage of

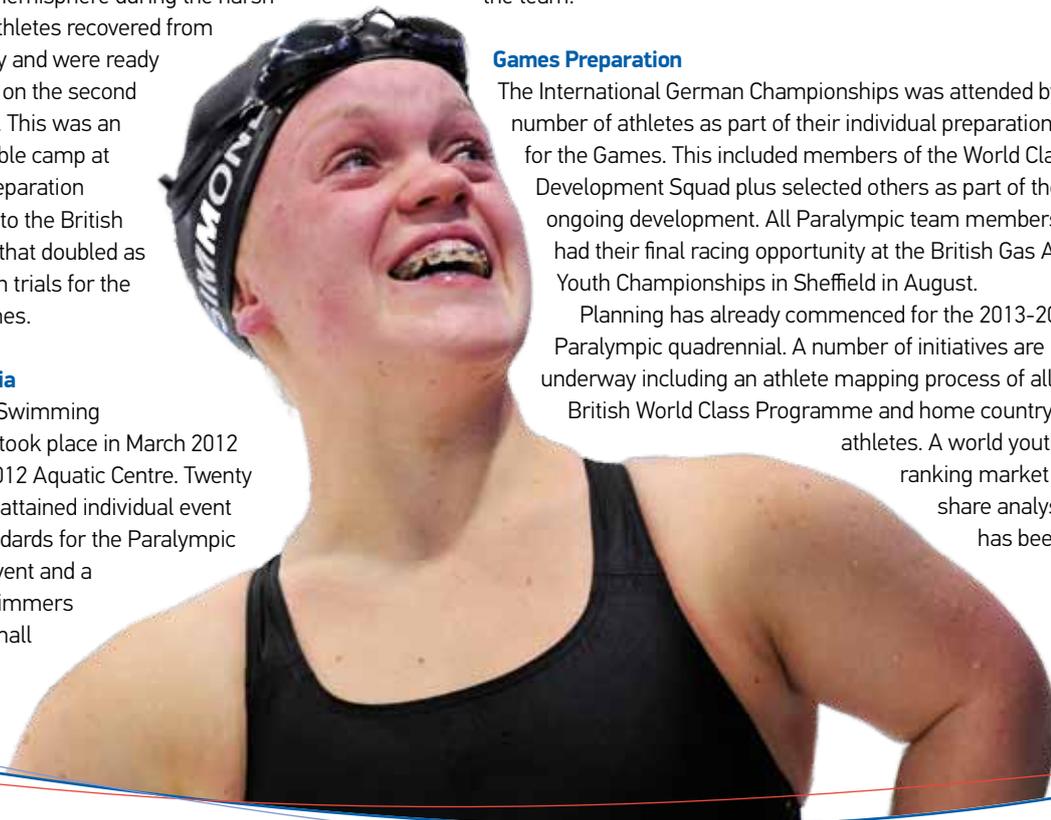
these standards. The second trials took place in Sheffield in the form of the 2012 British International Disability Swimming Championships where a number of additional swimmers met the selection criteria taking the total to 42. The Paralympic Games team was a real mixture of youth and experience with 45 per cent of the athletes preparing to compete in their first Paralympic Games. Thirty of 32 World Class Podium athletes were nominated to ParalympicsGB and an outstanding 11 out of 18 World Class Development athletes were nominated. This demonstrates the strength of the young athletes progressing through the World Class Pathway and the depth of the pipeline within disability swimming. London 2012 gave these athletes a fantastic opportunity to experience a Paralympic Games competition and environment with their main focus being on Rio 2016. Confidence levels are high for the 2016 cycle.

Macro cycle two began with a warm weather training camp in Majorca as part of the preparation for the Paralympic Games. A number of Games preparation workshops were held focussing on team building and staff development. In addition, the camp provided an opportunity to host a British Gas sponsor engagement activity, a Paralympic Games focussed media day. UKAD anti-doping presentations were also delivered to the team.

Games Preparation

The International German Championships was attended by a number of athletes as part of their individual preparations for the Games. This included members of the World Class Development Squad plus selected others as part of their ongoing development. All Paralympic team members had their final racing opportunity at the British Gas ASA Youth Championships in Sheffield in August.

Planning has already commenced for the 2013-2017 Paralympic quadrennial. A number of initiatives are underway including an athlete mapping process of all British World Class Programme and home country athletes. A world youth ranking market share analysis has been





'Eleven British divers entered the fight for Olympic licences.'

developed which shows the current strength of youth athletes within the senior World Rankings. Plans for a warm weather camp in December 2012 have also been formulated. This camp will focus on youth athletes progressing through the World Class Pathway to expose them to longer periods away from home and long haul travel to prepare them for Rio 2016.

Key Functions

Catherine Gilby was appointed as the Sports Science and Medicine Manager in September 2011. The key functions of this post are to lead and manage the development of the Sports Science and Sports Medicine (SSSM) services. Following a SWOT analysis, an action plan of short and long-term objectives were set in conjunction with each discipline lead which resulted in the development of an entitlements document outlining the support available at each level of the World Class Pathway. Succession planning is well underway for changes after the London 2012 Paralympic Games. A number of 'top secret' technological developments are having an impact on athlete performance in the lead up to the London 2012 Paralympic Games.

A group of 12 coaches attended the American Swimming Coaches Association Conference in San Diego in September 2011. This was part of the NPD's ongoing focus on coach development. In addition to coaching staff from the World Class Programmes and key home programmes, coaches from each of the home countries attended.

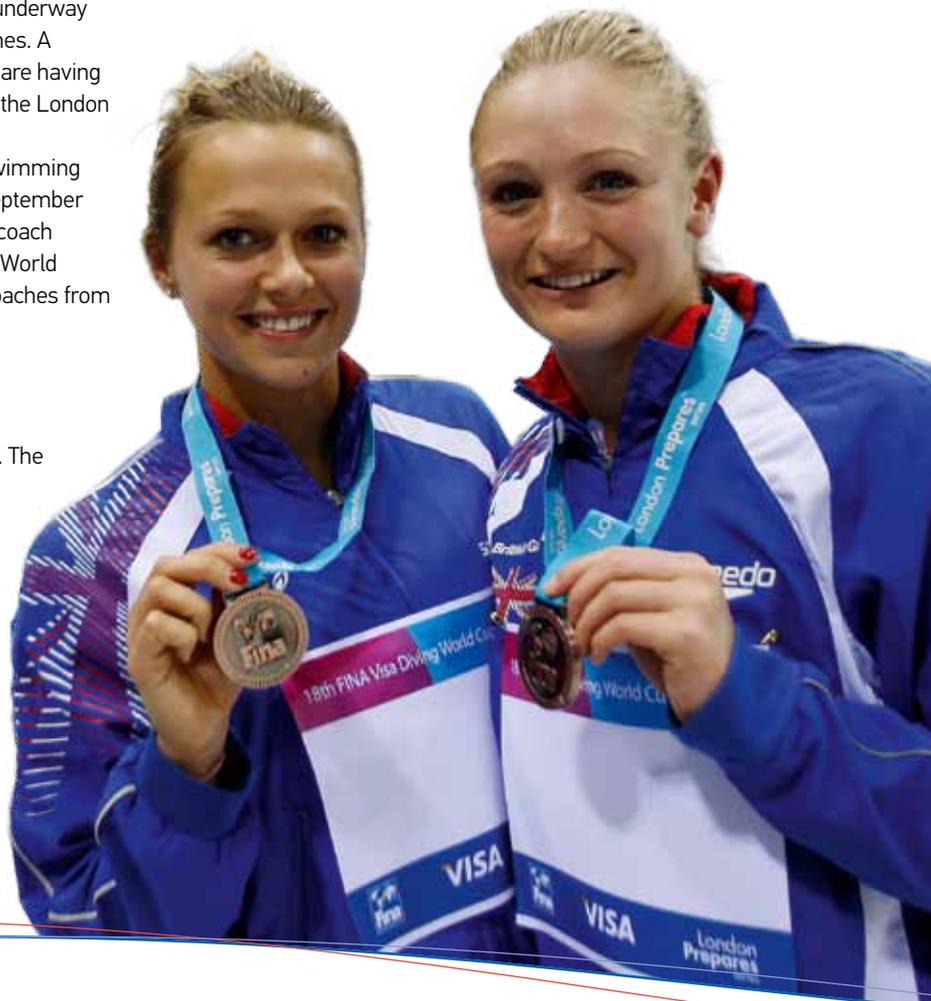
Diving

The start of the year was extremely busy for Diving. The British Gas GBR team completed a three-month preparation period on their pathway to London where divers took part in nine international competitions and two training camps over this intensive period. There were FINA Grand Prix in Penza, Madrid, Montreal and Fort Lauderdale and World Series in Moscow, Beijing, Sheffield and Guanahuato. Some promising results were gained throughout including a number of medals - one gold, two silver and three bronze in total. Of particular note was the gold medal in men's 10m synchro event at the FINA event in Sheffield in April 2011 where we beat the Chinese. This

is only the third time in history that China has been beaten in this event, the first time being at the 2000 Olympic Games in Sydney by the Russians and the second time at the 2005 World Championships in Montreal again by the Russians.

World Championships

The real pressure of the forthcoming Olympic Games fell on the British Gas GBR diving team at the 14th FINA World Championships which took place in July 2011 in Shanghai, China. Eleven British divers entered the fight for Olympic licences. Being a host country we had an advantage of fighting for the licences only in individual events, as all our synchro teams got the licences automatically. Although no medals were won at the Championships, the British divers obtained four Olympic licences in three individual events:



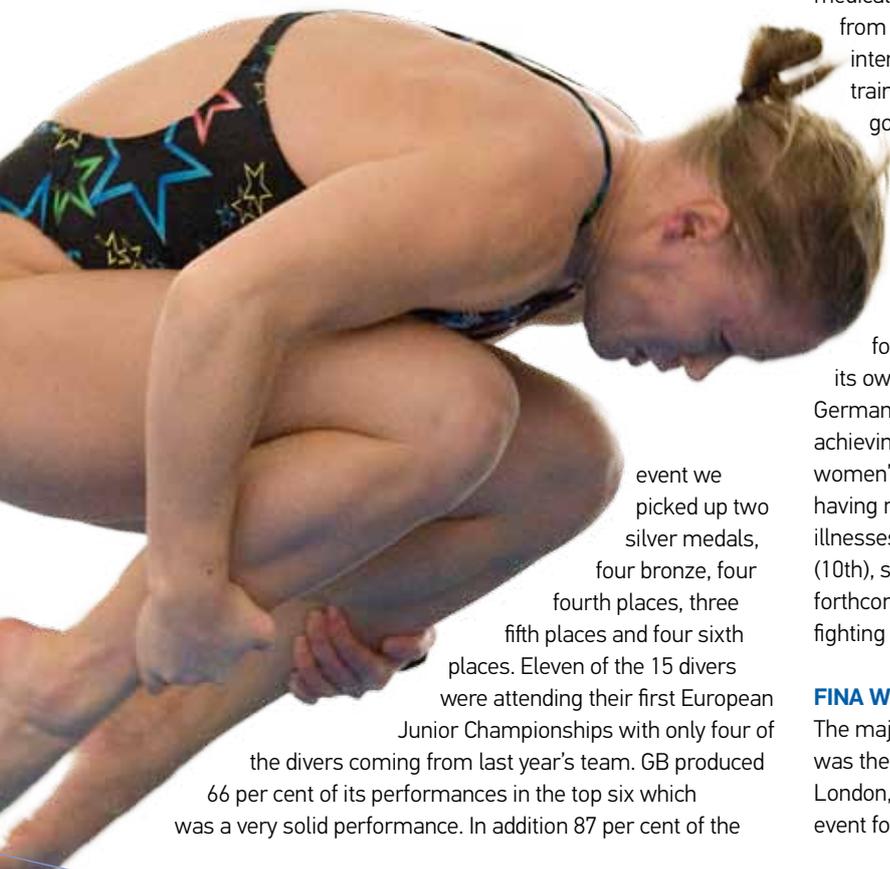


- Two Olympic licences at Men's Platform (Thomas Daley and Peter Waterfield),
- One Olympic license at Women's Platform (Tonia Couch)
- One Olympic licence at Men's Springboard (Jack Laugher)

In addition, three out of four synchro pairs made top eight finishes and seven out of 11 divers reached the finals, which was a great improvement in comparison with previous years. It should also be noted that the team was the youngest ever with five out of the 11 divers being juniors and three of these five making finals. This is extremely promising for the future.

European Juniors

Also in July 2011 a junior team travelled to Belgrade to take part in the European Junior Diving Championships. At this



event we picked up two silver medals, four bronze, four fourth places, three fifth places and four sixth places. Eleven of the 15 divers were attending their first European Junior Championships with only four of the divers coming from last year's team. GB produced 66 per cent of its performances in the top six which was a very solid performance. In addition 87 per cent of the

performances (21 out of 24) reached the final.

In September 2011 the Annual Coaches Conference was held in Plymouth. The conference, attended by around 30 delegates, was a chance for British Diving to outline its programme and strategy for the next 12 months in the lead-up to the Olympic Games in London.

Warm Weather Training

In December 2011 the team travelled to Australia for a warm weather training camp. From a training point of view this camp was very productive and fruitful. Both bases used for the camp, Sydney Olympic pool and a brand new leisure centre in Adelaide, were equipped to the highest standard and the team had a very comprehensive programme of training. All the divers were highly motivated and all training plans were fully completed. There was a particular focus on a large training volume and high intensity work outs. The British technical and medical staff were supplemented by two soft tissue therapists from the South Australian Institute of Sport. Due to the intensity of work achieved at the overseas Australian training camp, the divers were fit, more robust and in very good shape, both physically and mentally.

Back in the UK British divers competed at the British Gas National Cup in Southend-on-Sea in January 2012. These competitions were the trials for the two major milestones on the way to London 2012: FINA World Cup and the LEN European Championships.

Against some top world-class divers preparing for the FINA World Cup in London, our Team 'B' had its own schedule which began with the FINA Grand Prix Germany meet in February 2012. The team did quite well, achieving three top six places and three top 12 places. The women's 10m Platform event was the highlight of the meet: having recovered from an unfortunate period of injuries and illnesses both divers, Monique Gladding (5th) and Stacie Powell (10th), showed good results and were looking forward to the forthcoming World Cup in London, where both divers would be fighting for one Olympic spot in London 2012.

FINA World Cup

The major event of 2012 apart from the Olympic Games was the 18th edition of the FINA Diving World Cup, held in London, February 2012. This was both a qualifying and a test event for the 2012 Olympic Games. Over 220 divers from 40



'It is the first time in the history of British Diving that we have achieved all of the Olympic licences.'

countries came to the Olympic Aquatic Centre in London to take their last chance to gain Olympic licences for 2012. The British Gas GBR Diving Team entered these competitions with the same hopes. Our primary target was to get Olympic licences in all disciplines that we were missing after the World Championships 2011 in Shanghai. This event went very well for the team. The performance of the team in general was brilliant as two bronze medals were won (Sarah Barrow-Tonia Couch in Women's 10m Synchro and Peter Waterfield in Men's 10m competitions) and we also had two top eight finishes in individual events and two top eight finishes in synchro events. But what was more important is that missing Olympic licences were achieved:

- One Olympic license at Women's Platform (Monique Gladding / Stacie Powell)
- One Olympic licence at Men's Springboard (Chris Mears)
- Two Olympic licences at Women's Springboard (Rebecca Gallantree and Hannah Starling)

It is the first time in the history of British Diving that we have achieved all of the Olympic licences. It was a great achievement as not all the countries could boast similar success. One of our main contenders, the Russian team, missed two Olympic licences in both Women's 3m Synchro and 10m Synchro disciplines.

As a test event, this World Cup was an excellent opportunity for the best divers in the world to meet each other and get familiar with the Aquatic Centre, the facility to be used for the Olympic competition in August.

Excellent Performance

In March and April, the Team 'A' continued to perform in a chain of competitions – four legs of the FINA Diving World Series, the competitions aimed at all the top world divers. The events took place in the UAE, China, Russia and Mexico. It was

one of the most important periods of Olympic preparation and definitely the hardest as the team went through it 'under training volume' keeping its physical and technical shape at the peak. The overall performance of the team was excellent winning nine medals across the four events. This medal haul was the best that has been recorded over the whole of the last Olympic quadrennial with four medals being won in these events in 2011, none in 2010 and four in 2009.



Meanwhile Team 'B' travelled to Montreal in May 2012 to participate in the next series of the FINA Grand Prix. Our all-female team consisting of two platform divers and three springboard divers achieved two top six places and one top eight place. Both our Platform divers made it through to the semi-finals, with Stacie Powell going on to make the final (top six) and Monique Gladding just missing out on the final by one place, while our springboard divers had less luck with some missed opportunities.

Key Ingredients

A specific initiative is being undertaken to identify the key ingredients in talent. The project, 'Little Rippers', will focus on the talent pool from TID games and by using comparative

'GB continued its upward trend of performance that we have seen in recent years.'

data from our current Podium and Development athletes we hope to narrow down the physiological and anthropometrical factors to identify divers with the ability to perform splashless (rip) entries effortlessly. The rip entry is the single most important factor when differentiating a diver who has the potential to score in the 8/9/10 range with consistency.

A research project is planned with junior athletes focussing on the effectiveness of dance conditioning on three technical aspects: flexibility, jump power and aesthetic appeal. The project commenced in April 2012 and if it proves to be successful it is hoped to expand the programme of training to a wider group of athletes post London 2012.

Diving has been in close discussion with all key partners in Scotland to agree a new and 'fully integrated' diving programme at the new centre in Edinburgh. The programme will represent the entire pathway from Learn to Dive to Podium including Talent Identification.

Synchronised Swimming

In April 2011, a very successful British Gas Synchronised Swimming Championships took place in Gloucester. The event was well attended with more clubs competing in the team events than ever before. This is an indication of the growing strength and depth across the sport. The technical staff were particularly pleased by the high level of scoring from all GBR athletes.

The GBR duet took part in a two week training camp in April 2011 at the Spanish National Training Centre with the Spanish national team. Biz Price, our National Performance Director, worked

with the Spanish team and the Spanish head coach worked closely with the GBR duet. The camp pushed our athletes to their physical limit and was an extremely worthwhile training opportunity. Parallel to this training camp our USA based consultant coach came over to run a team camp at the high performance centre (HPC) in Aldershot focusing on technical aspects within the team.

European Cup

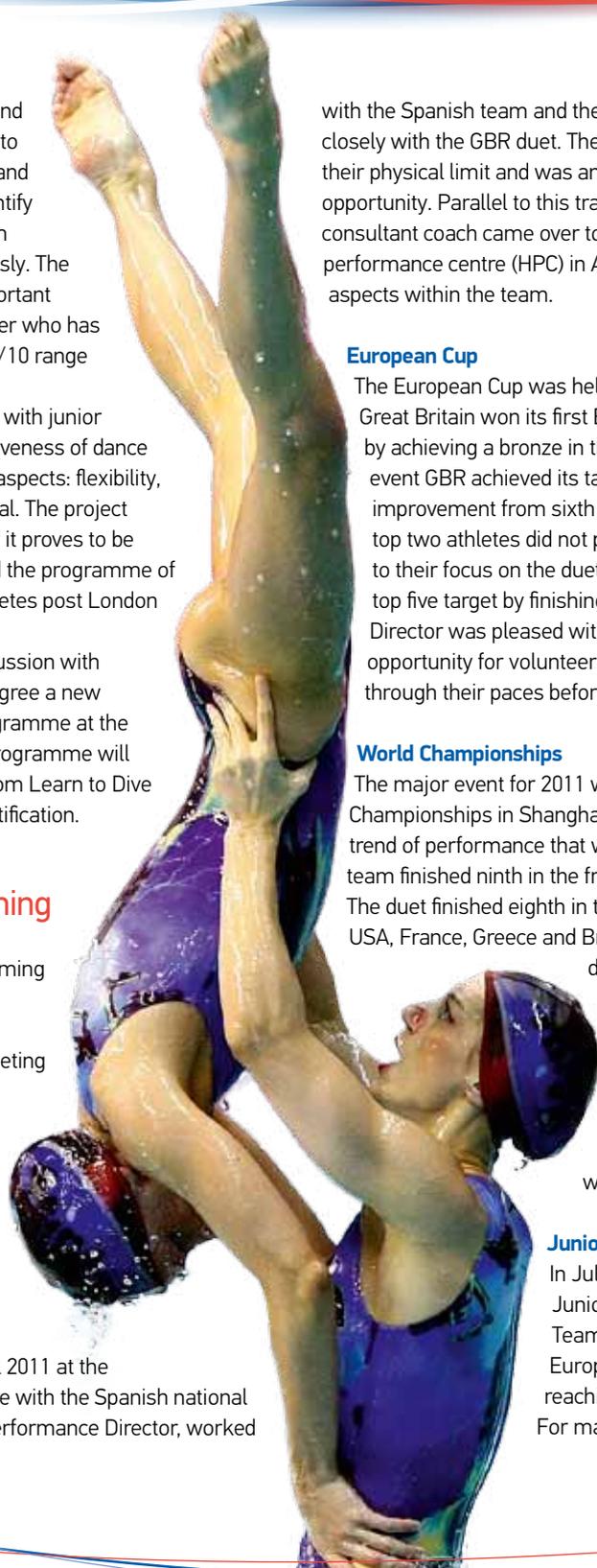
The European Cup was held in Sheffield in May 2011. Great Britain won its first European medal since 1994 by achieving a bronze in the combo event. In the team event GBR achieved its target of finishing top five, an improvement from sixth place in the previous year. Our top two athletes did not participate in the free team due to their focus on the duet where they also achieved their top five target by finishing fifth. The National Performance Director was pleased with the results and it was an opportunity for volunteers and event staff to be put through their paces before the Olympic year.

World Championships

The major event for 2011 was the FINA World Championships in Shanghai where GB continued its upward trend of performance that we have seen in recent years. The team finished ninth in the free event and 10th in the tech. The duet finished eighth in the free event moving ahead of USA, France, Greece and Brazil. In the tech event, the GBR duet improved and moved ahead of Greece and Brazil who were both ahead of them in Rome 2009. Both the solo free and tech finished eighth with the combo finishing in seventh. Overall these were our highest world rankings since 1995.

Junior Europeans

In July 2011, the British Gas GBR Junior Synchronised Swimming Team competed at the Junior European Championships in Belgrade reaching the finals and finishing 10th. For many of the squad it was their





first European competition and gave them an insight into what the best in the world are doing. The event was also used as a mentoring opportunity for two of our club coaches, Louise Woolley and Helen Morris, with Canadian Lesley Sproule working closely with them throughout.

The programme ran a training camp from August 15 to September 2 for 16 athletes. These athletes comprised of the 11 HPC athletes and five invited talent ID athletes aged 14-18 years of age. The camp was open for observation to all clubs and club coaches as well as to the coaches of the talent ID athletes. Guest consultants included Robin Cousins, Mark Naylor, Stephen Miermont and Myriam Glez.

London 2012 Preparations

As part of their preparations for London 2012, the team had access to the Olympic pool on a number of occasions for training camps and this has been extremely beneficial. In addition, the Olympic test event took place at the London Aquatic Centre in April 2012 which also doubled up as the Synchronised Swimming Olympic Qualifiers. The team competed and finished eighth but, unfortunately, due to one athlete being injured, the duet were unable to compete. This event was a great performance opportunity and also provided invaluable experience in the Olympic pool.

The first overseas competition of the 2012 season was the Spanish Winter Open which resulted in the best ever performances of the technical routines at this stage of the year. The duet finished second with scores closing in on Ukraine

who are currently ranked top six in the world. The tech team finished fourth just behind USA with a very strong performance. The free team finished fifth and identified areas of improvement in performance and preparation as well as receiving valuable feedback from judges on choreography changes.

The duet picked up a bronze medal.

Our Olympic programmes have been choreographed by Stephen Miermont. A three-week warm weather camp took place in October 2011 where the majority of choreography was completed followed by another choreography camp in April 2012 which took place immediately after the Olympic Qualifiers. Technical Consultant Tammy McGregor from USA has also been working with the squad. The duet did a three-week training camp at the Walnut Creek club in USA with Tammy and Stephen in January 2012.

Olympic Ambassador

Synchronised Swimming had a number of world-renowned people working with them during their preparations for London 2012. Olympic gold medallist Robin Cousins was appointed as Synchronised Swimming's Olympic Ambassador and worked with the team on several

occasions to help with choreography, performance and lifts as well as helping mentor our athletes. Jenny Gray (2008 Olympic judge and a member of the FINA Technical Synchronised Swimming Committee) worked with the team during one of their training camps in the Olympic pool in February 2012 providing her expertise. Adam Garcia also attended to assist with performance work and increase the squad's media profile.





EXCELLENCE

Final Build-up

Thirteen athletes were based at the HPC in the final build up to London 2012 including three junior athletes who have been selected to compete at the Junior World Championships in September 2012 under the guidance of Myriam Glez. Four athletes have been selected for the Talent Satellite Programme. These athletes will have the opportunity to train at the HPC and Bisham Abbey with the senior squad and, in addition, their coaches will be mentored by Lolli Montico, the National Coach.

All GB judges have been invited to judge at international events over the past 12 months and Alison Pratt has been confirmed as the Olympic judge for GB.

Our plan for the period leading up to the Olympic Games in Rio in 2016 has now been submitted to UK Sport. The Talent Plan and Performance Plan are also well developed and will be submitted for feedback from the relevant committees in the coming months.

The profile of Synchronised Swimming continues to grow with features and covers in all national press and magazines as well as prime time television. There has been a big rise in demand for media, sponsor/team appearances. Our goal is to increase numbers of participants for the future by taking opportunities of media exposure that come along with the Olympic Games.

Water Polo

The past year has been about providing our teams with as much competitive experience as possible as part of their preparation for London 2012.

Women

For the first time ever, the British Gas GBR Women's Water Polo Team competed in the Hungarian league which gave

them invaluable competitive experience. They also competed in the World League, the first round of which took place in Spain in May 2011 where they had an excellent set of results highlighted with a win against Greece. This was particularly pleasing as Greece are currently ranked second in Europe. The second round took place in Athens later in May and despite losing, the Head Coach was pleased with the quality of the performances. The women have made good progress since their introduction to the World League two years ago demonstrating that they are continuing with their upward trend against the world's top teams.

A four nations tournament took place in Manchester in September as part of our Olympic preparation. The tournament included China, Canada and Germany. The competition was an excellent standard and GBR finished in the bronze medal position.

A selected team went to China in September for the World University Games. The competition hit a number of key objectives including competition against top countries, particularly China who are our main country target, and also to replicate Olympic plans as the tournament runs as a smaller version of the Olympic Games with the competition scheduling, village and living environment. This was a valuable experience.

The women successfully completed their European qualification matches to qualify for the European A Championships in Eindhoven in January 2012 for the first time in 15 years.





'Key work developed on preparing the athletes and staff for their first Olympic Games.'

At this event, the team improved their performance at every stage throughout the competition and finished on a high beating old rivals Germany to finish seventh overall.

Men

The majority of the British Gas GBR Men's Water Polo Team are now based in European clubs which provides them with weekly competitive opportunities. Europe is the hot bed of world water polo so this is an excellent arrangement providing the men with high quality match experience week in and week out. The men regularly come back to the UK and meet for competitions to allow them to train and compete as a team.

For the first time ever, the men were entered in the World League this year. Despite losing all four matches, the GBR performances were strong, especially in the last match against Russia which was an extremely tight contest. Like the women, the men are continuing their upward curve in performance.

Olympic Qualification

In June 2011, British Water Polo presented their Olympic Qualification Standard to the BOA and successfully received two host nation places for the men's and women's teams. With this announcement, key work developed on preparing the athletes and staff for their first Olympic Games.

Water Polo has expanded its staffing unit, with two new performance analysts focussing on match analysis, games statistics, Olympic opposition analysis and key training needs. The analysis includes using high speed cameras to examine movement patterns of an effective water polo shot across our squad. The technical staff feel that this is having a positive performance impact for the GB team. The women also have a full time physio working with them which is proving very successful with great steps being made in improving the medical side of the women's programme.

In January 2012, an experienced consultant coach joined us to work with the men's team and enhance the coaching delivery for the six months leading to the Olympics, acting as a mentor to the head coach.





EUROPEAN JUNIOR CHAMPIONSHIPS 2012 ANTWERP

'Matt Johnson struck gold twice and Molly Renshaw and Joe Patching once each as the British Gas GBR Junior Swimming Team came within one medal of matching their best-ever tally at the European Junior Championships.'

SWIMMING: Johnson's polish adds golden gloss

Matt Johnson struck gold twice and Molly Renshaw and Joe Patching once each as the British Gas GBR Junior Swimming Team came within one medal of matching their best-ever tally at the European Junior Championships.

Johnson, 17, from City of Sheffield, opened his account with a silver medal in the 400m freestyle in 3:51.04, a three-second PB. Millfield's James Guy joined him on the podium with a bronze-winning 3:51.84.

Johnson's best was yet to come, however. Two days later he won a titanic struggle with Russia's Andrey Tambovskiy to win the 200m butterfly in 1:58.50, another PB.

Then in the final session of the five-day championships Johnson added the icing to his golden cake with a second title in the 400m individual medley. His winning time of 4:17.26 was just outside the European junior record.

'Two golds is more than I expected,' said Johnson, who won his three medals despite the disadvantage of being in the younger half of the two-year age band. 'I really wanted to get the European junior record but hopefully next year I'll get the chance to try again.'

The waves from Johnson's 200m fly victory had barely settled when Molly Renshaw doubled Britain's golden tally as she finished almost a second ahead of Hungary's Anna

Matt Johnson with one of his gold medals and in action (left); below: Molly Renshaw



Sztankovics in the 200m breaststroke in 2:27.66. Sophie Taylor (City of Leeds) made it a podium double for Britain with bronze and later in the meet added a silver medal in the 50m breast (31.76).

Two-minute barrier

Plymouth Leander's Joe Patching won his gold in the 200m backstroke, crashing through the two-minute barrier for the first time to keep the fast-finishing Italian Luca Mencarini at bay (1:59.45 to 1:59.66).

Patching, who took the lead on the second 50, said: 'I've broken the two-minute barrier, which was my primary goal. But my second goal was to win the gold for the team and I managed to do both.'

City of Manchester backstroker Jessica Fullalove left Belgium with a trio of medals – silver and bronze respectively in the 100 and 50m backstroke (1:01.72 and 28.99) and a second silver after leading off the girls' 4x100m medley team. The quartet of Fullalove (1:01.83), Taylor (breast, 1:09.27), Grace Vertigans (fly, 1:01.81) and Harriet Cooper (free, 55.49)



GBR medals (19)

Gold (4)

Matthew Johnson	200 Fly 1:58.50
Matthew Johnson	400m IM 4:17.26
Molly Renshaw	200m Breast 2:27.66
Joe Patching	200m Back 1:59.45

Silver (8)

Matthew Johnson	400m Free 3:51.04
Benjamin Proud	50m Fly 24.11
Sophie Taylor	50m Breast 31.76
Ross Murdoch	200m Breast 2:14.53
Ross Murdoch	50m Breast 28.09
Jessica Fullalove	100m Back 1:01.72

Girls 4 x 100m Free 3:45.18

(Grace Vertigans 56.33, Chloe Tutton 57.23, Harriet Cooper 55.93, Amelia Maughan 55.69)

Girls 4 x 100m Medley 4:08.40

(Jessica Fullalove Back 1:01.83, Sophie Taylor Breast 1:09.27, Grace Vertigans Fly 1:01.81, Harriet Cooper Free 55.49)

Bronze (7)

James Guy	400m Free 3:51.84
Chloe Tutton	400m IM 4:48.47
Amelia Maughan	100m Free 55.69
Sophie Taylor	200m Breast 2:29.55
Jessica Fullalove	50m Back 28.99
Craig Benson	100m Breast 1:01.64

Boys 4 x 100m Medley 3:42.84

(Joe Patching Back 56.29, Craig Benson Breast 1:01.09, Sam Horrocks Fly 54.37, Leo Jaggs Free 51.09)

finished within a second of the winning Russian team in 4:08.40.

Vertigans (Plymouth) and Cooper (City of Leicester) also shared a silver medal as part of the 4x100m freestyle team that again came second to Russia in 3:45.18.

Chloe Tutton (City of Cardiff) and Amelia Maughan (Bath ITC) added to the GB tally in their individual events. Tutton set a new Welsh senior record as she came third in the 400m IM in 4:48.47.



Joe Patching celebrates winning gold in the 200m backstroke; below: the British Gas GBR Junior Swimming Team

Maughan lowered her PB in the semi-final and final to take bronze in the 100m freestyle in 55.64.

Two medals each

Scottish breaststrokes Ross Murdoch and Crag Benson collected two medals each.

Murdoch (West Dunbarton) opened with silver in the 200m breaststroke in 2:14.53 and showed remarkable consistency to claim a second silver in the 50m breast with heat, semi-final and final times of 28.08, 28.06 and 28.09.

Benson warmed-up for his Olympic debut with bronze medals in the 100m breaststroke (1:01.64) and the 4x100m medley relay in which split times were: Patching (back) 56.29, Benson (breast) 1:01.09, Sam Horrocks (City

of Manchester, fly) 54.37, Leo Jaggs (Camden Swiss Cottage, free) 51.09.

Benjamin Proud contributed to Britain's and Plymouth Leander's medal tally with silver in the 50m butterfly (24.11).

Medal table	Gold	Silver	Bronze	Total
1 Russia	12	6	3	21
2 Italy	7	4	3	14
3 Germany	6	10	7	23
4 Great Britain	4	8	7	19
5 Hungary	3	3	3	9
6 Spain	2	2	4	8
7 Denmark	2	0	2	4
8 Sweden	1	1	2	4
9 Greece	1	1	2	4
10=Moldova	1	0	0	1
10=Croatia	1	0	0	1

**OPEN WATER:
Turkish delight for
breakaway Brad**

Bradley Lynch produced an impressive sprint finish to win a silver medal for Britain at the European Junior Open Water Championships in Turkey.

Lynch, 16, from Boldmere and City of Birmingham clubs, was part of a 12-man breakaway group which swam away from the rest of the field at the start of the 5km race at Kocaeli.

In the sprint over the last 300m, he managed to split two French boys to claim the silver medal in 1hr 02min 00sec behind Marc-Antoine Olivier (1:01:42) and three seconds ahead of David Aubrey (1:02.03).

Britain's Benjamin Goodall was 17th (1:03:53) and Archie Mitchell 23rd (1:09:12).

Caleb Hughes and Joel Knight respectively came 10th and 22nd in the boys' 7.5km, won by the German Rob Muffels.

In the girls' 5km race, Lucinda Campbell was sixth in 1:04:40, 30 seconds behind the German winner, Lena-Sophie Bermel, with Kristina Neves 11th in 1:04.58.

Russia's Anastasia Krapivina won the



Bradley Lynch gets to know his European junior silver medal



The British Gas GBR Junior Diving Team in Graz



girls' 7.5km title in 1:34:44.

In the 3km team event, Mitchell, Goodall and Campbell came seventh as Germany took their third gold to top the medal table.

Britain finished fifth overall from 20 countries.

Medal table	Gold	Silver	Bronze	Total
1 Germany	3	1	2	6
2= France	1	1	1	3
2=Russia	1	1	1	3
4 Italy	0	1	1	2
5 Great Britain	0	1	0	1

DIVING: Alpine storms fail to dampen junior Brits

The British Gas GBR Junior diving Team matched their best-ever medal tally at the European Junior Championships despite challenging conditions as the competition was held outdoors at Graz, Austria, against a backdrop of thunderstorms, torrential rain and an air temperature of just 15C.

City of Sheffield's Megan Sylvester set the team on the medal trail with gold on the first day in the A group (16-18yrs)

10m platform.

Despite dropping her third round dive, she recovered to score 67.20 in the last round for a total of 386.20, just 0.3 ahead of Germany runner-up Keiu Duong.

Day three produced three medals, two of them gold.

Matty Lee (City of Leeds) dominated the B group (14-15yrs) 3m springboard final to win by 20 points with 446.20 from Germany's Cao-Tri Le Nguyen (427.55).

Ross Haslam (City of Sheffield) joined his GB team-mate on the podium as he collected the bronze medal with 414.20, emulating his brother, Jack, who achieved the same result three years earlier.

Grace Reid (Edinburgh) and Francesca Del Celo (Crystal Palace) leapfrogged the Russian pair in the final round of the A/B 3m synchro to claim Britain's third gold of the championships with a score of 278.13.

Twenty-fours later, Haslam and Reid ended the championships with second places in individual events. Haslam scored a series of nines on his way to silver in the B group 10m platform. His 460.30 points – just five short of the gold medal winner – included 78.30 for his high-earning front two-and-a-half somersaults piked with one twist.

Reid took advantage of the frontrunners' failings to grab silver after the final round of the A group 3m springboard (419.30).

Plymouth's Shanice Lobb got off to a flying start with a confidence-boosting first round score of 64.40 in the B group platform, and went on to win the bronze medal with 327.90.

Medal table	Gold	Silver	Bronze	Total
1 Italy	4	2	1	7
2 Great Britain	3	2	2	7
3 Russia	2	6	4	12
4 Ukraine	2	0	4	6
5 Germany	1	3	1	5
6=Austria	1	0	0	1
6=Belarus	1	0	0	1
8 Poland	0	1	0	1
10=Armenia	0	0	1	1
10=Netherlands	0	0	1	1



Left: Grace Reid (l) and Francesca Del Celo on the top step of the 3m synchro podium; above: Megan Sylvester (centre) receives her gold

International Influence

It has been a busy and productive year for British Swimming members and staff with international delegate positions and support roles. They have been actively involved in delivering against British Swimming's International Strategy in conjunction with colleagues from the home countries and other partner organisations.

The process of bidding for, hosting and attending international events continues to be a source of excellent opportunities to develop and build stronger relationships and influencing opportunities with key international colleagues. This has included:

- Attendance at the SportAccord conference in London
- Hosting the FINA Diving World Series in Sheffield
- Inspection visits from the IPC and a delegation visiting Berlin with regard to the hosting of the IPC European Championships in 2015 (Glasgow)
- A visit from LEN with regard to the hosting of the LEN Congress in 2013 (Edinburgh).
- Very successful delivery of the LEN Synchronised Swimming European Cup in Sheffield
- Attendance in Shanghai at the World Championships.
- The opening of the British Swimming Headquarters at Sportpark
- Support in the delivery of the London Prepares Aquatic Test Events
- Hosting of a number of LEN Committee meetings - Medical, Masters and Swimming
- On-going planning relating to bidding for the European Championships 2016

World and European events delivered:

- [FINA Diving World Series](#), 15th – 16th April 2011, Sheffield
- [LEN European Water Polo Championships 2012 Women's Qualification Match](#), 30th April 2011, Manchester
- [LEN European Synchronised Swimming Champions Cup](#), 20th – 22nd May 2011, Sheffield
- [LEN European Water Polo Championships 2012 Men's Qualification Match](#), 2nd July 2011, Manchester
- [LEN European Water Polo Championships 2012 Women's Qualification Match](#), 24th September 2011, Manchester
- [FINA Water Polo league](#), 6th December 2011, Manchester
- [FINA Water Polo league](#), 20th March 2012, Manchester

British International delegates and representatives are now as follows:

FINA

FINA Disciplinary Panel	David Sparkes
FINA Technical Synchronised Swimming Committee	Jenny Gray
FINA Technical Open Water Swimming Committee	Sam Greetham
FINA Technical Diving Committee	Melanie Beck
FINA Masters Committee	Simon Rothwell
FINA Sports Medicine Committee	Kevin Boyd
FINA Coaches Commission	Biz Price
FINA Diving World Series Director	Melanie Beck

LEN

LEN Bureau	David Sparkes
LEN Technical Swimming Committee	Craig Hunter
LEN Technical Diving Committee	Alexei Evangulov
LEN Technical Synchronised Swimming Committee	Jenny Gray (Vice-Chair)
LEN Technical Open Water Swimming Committee	Sam Greetham (Secretary)
LEN Masters Committee	Simon Rothwell (Chair)
LEN Medical Committee	Ewen Cameron David Sparkes (Bureau Liaison)
LEN EU Policy Commission	David Sparkes
LEN Auditor	Robert James

PARALYMPIC

British Paralympic Association	Tim Reddish, OBE (Chair)
IPC Technical Swimming Committee	Bob Outram

Forty-eight British officials are on the FINA lists and 27 are on the LEN lists.

'The new headquarters for British Swimming and the ASA, SportPark, has moved on from its initial 'very good' rating and has now achieved 'excellent' from BREEAM, the global environmental assessment mark.'



Corporate

People agenda

During the last 12 months we have continued to work to improve staff satisfaction. A decision was made to focus on particular critical areas identified through the survey as: communication with and between staff and recognition of employees.

In seeking to address issues related to improving communications we appointed an internal communications officer in January 2012. Her appointment has already made an impact within the organisation and we now have a staff weekly bulletin and a quarterly news letter specifically for employees. Greater use is being made of electronic means of communication whilst avoiding increasing the email traffic and a project to review and 'revamp' the intranet is underway. We have also been able to ensure that there is coverage of both national and regional events and employees.

In terms of employee recognition, we launched the Staff Awards, which links recognition to the organisational values. This initiative has been a resounding success and work continues to build on the success in preparation for the next award ceremony.

All of the above actions have been in response to staff feedback from both the general survey and specific follow up survey about communications and through our culture change programme 'Fish!'

We are budgeting to conduct another externally managed staff survey at the end of the year - post Olympics and Paralympics - and will look forward to presenting the results.

Equality and diversity

British Swimming has maintained its drive to achieve the Advanced level of Equality Standard for Sport by 2013. We have been driving this work through our equalities steering group of key officers from across the organisation to develop the necessary requirements and to ensure compliance with the standard. To this extent our commitment to equality and diversity has been consistent with previous years.

Specific elements of work which have been completed this year include:

- An equality audit of the staff, volunteers, officials, coaches

and membership of British Swimming, which has informed us of priorities in addressing areas of under representation and in ensuring that the work of the organisation reflects our membership base

- A review of the equalities component of the British Swimming web site (this work is ongoing and will support the drive to achieve the advanced level of the equality standard)
- Identification of a series of best practice case studies and this will be published later in 2012 to demonstrate our achievements and impact in this important policy area.
- We started and are completing a review of equalities advice and guidance provided for volunteers and clubs to ensure there is consistency across the organisation and in particular with the Equality Act 2010.

Looking forward, we aim to achieve the Advanced level of Equality Standards in 2013 and to become the first NGB to achieve this level of the standard.

Green agenda

The ASA/British Swimming is certified for BS8555 to level 3 for an Environmental Management System, and is audited annually for retention of the standard.

The in-house Green Team tries to raise environmental awareness and reduce the governing body's carbon footprint. They encourage recycling, conference calls instead of meetings, switching off equipment at night including VDU's, and careful printing of documents. Sixty six per cent of the waste produced during the year was recycled.

The new headquarters for British Swimming and the ASA, SportPark has moved on from its initial 'very good' rating and has now achieved 'excellent' from BREEAM, the global environmental assessment mark.

Unique green elements in its design include ground source heat pumps, window controls maximising natural daylight and ventilation, screens and doors to minimise noise levels, a small stream integrated into the landscaping to provide an ecologically valuable habitat and dedicated parking spots for employees joining the car share scheme. Alternatively, the 'cycle to work' scheme is actively encouraged.

EVENT: 2012 OLYMPIC GAMES, LONDON



2012 OLYMPIC GAMES LONDON

'In winning Britain's first individual Olympic diving medal for 52 years, Tom Daley not only filled a gap in his own exceptional career record but boosted British Diving's chances of a sizeable share of Lottery funding.'



SWIMMING BELOW TARGET



The British Swimming Board has appointed an independent review panel to lead an 'in-depth review' after a disappointing performance of the swimming team in the Olympic Games. Despite achieving third place in the swimming points table, which suggests the programme is fundamentally sound, the host nation were down in equal 15th place in the swimming medals table with a silver and two bronze from 34 events.

Those three medals resulted from a spectacular breaststroke swim by Michael Jamieson and two fighting performances by Rebecca Adlington. But the target had been five to seven medals (six were won in both Beijing and the world championships in Shanghai), and a key objective of the review panel is to determine what it will take to convert third place in the points table to third place in the medals table.

Becky's bronze

On day two, Rebecca Adlington gave the home crowd – and perhaps herself – a scare when she qualified only eighth for the final despite winning her heat by a significant margin in 4:05.75. The successful

defence of the first of her two Beijing titles was always a toweringly tall order, given that this is very much her second event and given also the form of others, most notably the world number one Camille Muffat of France.

The order up front did not change from start to finish, Muffat setting the pace from the gun with Allison Schmitt of the USA tracking her all the way.

But greater dramas were unfolding behind. As in Beijing four years earlier, Adlington started relatively slowly, turning sixth at 100 and 200m. But as others faltered, the Olympic champion moved through the gears.

And so did the crowd, upping the volume at every turn as Adlington demonstrated her familiar guts and determination to move to fifth at 250m, fourth at 300m and third at 350m. And there she stayed, almost a second

ahead of Lotte Friis of Denmark in fourth, the gold and silver being out of reach as Muffat and Schmitt touched in 4:01.45 and 4:01.77. But the Olympic bronze was Adlington's, won in 4:03.01, faster than her winning time in Beijing. It was as much as she could realistically expect and she was delighted.

Silver for Michael

Four of Team GB's six male and female breaststrokes at London 2012 train at Bath ITC and University and two of them made it to the same final on day five in some style. Michael Jamieson, 24, and 21-year-old Andrew Willis came first and third in the semis, Jamieson twice breaking the British record with times of 2:08.98 and 2:08.20, Willis lowering the English record to 2:08.47.

The home crowd was abuzz for the session-opening final, and what a





Britain's swimming medallists: (l-r) Rebecca Adlington on her way to bronze in the 400m Free, then with bronze from the 800m Free, and Michael Jamieson gets silver in the 200m Breaststroke

Medal table	Gold	Silver	Bronze	Total
1 USA	16	9	6	31
2 China	5	2	3	10
3 France	4	2	1	7
4 Netherlands	2	1	1	4
5 South Africa	2	1	0	3
6 Hungary	2	0	0	2
7 Australia	1	6	3	10
8 Tunisia	1	0	1	2
9 Lithuania	1	0	0	1
10 Japan	0	3	8	11
11 Russia	0	2	2	4
12=Belarus	0	2	0	2
12=Korea	0	2	0	2
12=Spain	0	2	0	2
15=Canada	0	1	2	3
15=Great Britain	0	1	2	3
17 Brazil	0	1	1	2
18 Germany	0	1	0	1
19 Italy	0	0	1	1

race it was. Kosuke Kitajima, vying with Michael Phelps to become the first man to win the same Olympic title three times turned well ahead. He was still in front at 100m but world and European champion Daniel Gyurta had closed the gap, taking the lead on the third length.

Willis and Jamieson, meanwhile, were third and fourth at 100m with Jamieson especially controlling his pace well, something he has been working on with coach Dave McNulty.

His consistent splits (29.20, 32.72, 32.89) reflected this and enabled him to put in the fastest split of the final 50 (32.62) to surge past the tiring Kitajima, who also saw his Japanese team-mate Ryo Tateishi go by.

Jamieson even closed on Gyurta but the Hungarian held on to win in 2:07.28, breaking Australian Christian Sprenger's world record from Rome by 0.03sec. He is now European, world and Olympic champion. Jamieson's silver-winning 2:07.43 not only broke the British record for the third time but took him past Kitajima as the fourth fastest 200m breaststroker in history.

It was also Britain's first breaststroke medal since 1992, re-establishing a tradition that features such illustrious names as Fred Holman, David Wilkie, Duncan Goodhew, Adrian Moorhouse and Nick Gillingham.

Tateishi claimed the bronze while Willis could not maintain his early pace and he slipped back to eighth in 2:09.44.

Another bronze

Speaking to reporters after swimming 8:19 while in full training at the British Gas ASA Championships in June, Becky Adlington said: 'You have to expect the unexpected at the Olympic Games. I'm under no illusions. People pull things out of the bag in Olympic year.'

The unexpected became slightly more expected after 15-year-old Katie Ledecky won the American trials in June, also in 8:19, making her the world's second quickest woman of 2012 behind Adlington herself. The youngster set off at a brisk pace, leading for all but the second 50m, when Denmark's 2009 world champion Lotte Friis briefly took up the running.

Friis and third-placed Adlington tried to stick close to Ledecky, the champion – roared on by the home crowd – occasionally reducing the gap, the American teenager invariably responding. Friis was the first to lose touch around 600m and was passed first by Spain's Mireia Belmonte Garcia, then by Lauren Boyle of Canada.

Adlington managed to keep the Canadian at bay but the effort of trying to keep up with Ledecky had taken its

toll and on the last length the Spaniard went by. Her time of 8:18.76 was 0.22sec slower than Adlington's from the British trials in March but it was good enough to claim the silver medal.

Up front Ledecky was gone, ploughing relentlessly on to a gold-winning 8:14.63, 0.53sec short of Adlington's world record but, as the second fastest in history, breaking Janet Evans' 23-year-old Americas record, which had been the world mark until Adlington broke it in Beijing. The time represented a 22-second drop in 12 months.

Adlington's world record survived but her title did not and she picked up her second bronze of the Games in 8:20.32, a time which, frustratingly, she had bettered three times in 2012.

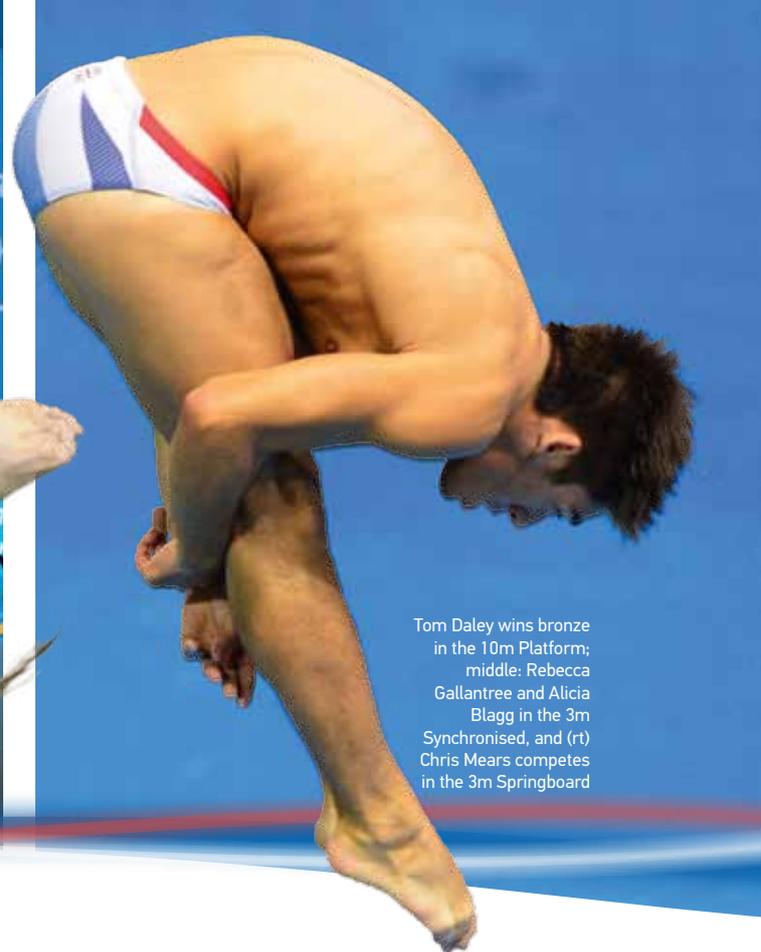
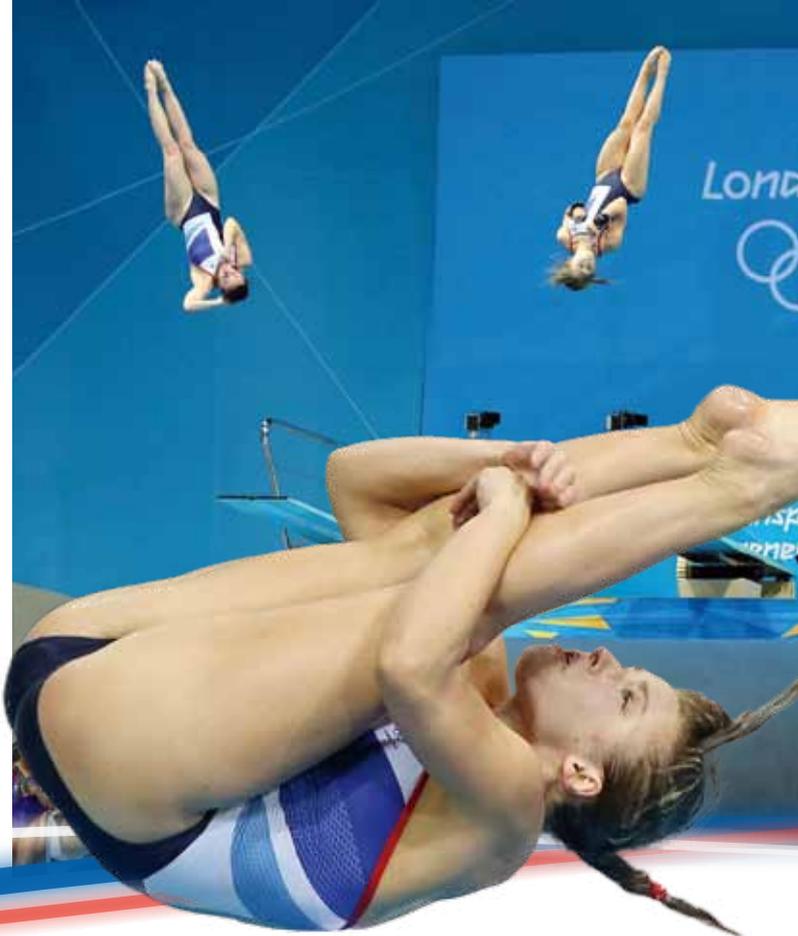
The crowd never stopped cheering, however, and when their heroine arrived to collect her medal, chants of 'Becky, Becky' echoed around the arena. Adlington, exhausted but unbowed, finally succumbed to the emotion of it all as she tearfully took her place on the podium. What a national treasure she has become.

DIVING

PLATFORM FOR RIO



Medal table	Gold	Silver	Bronze	Total
1 China	6	3	1	10
2 USA	1	1	2	4
3 Russia	1	1	0	2
4 Mexico	0	2	1	3
5 Australia	0	1	0	1
6 Canada	0	0	2	2
7=Great Britain	0	0	1	1
7=Malaysia	0	0	1	1



Tom Daley wins bronze in the 10m Platform; middle: Rebecca Gallantree and Alicia Blagg in the 3m Synchronised, and (rt) Chris Mears competes in the 3m Springboard

Tom Daley knew it, national performance director Alexei Evangulov knew it, everybody in the team knew it. After drawing a blank in the first seven events, British Diving needed to finish with an Olympic medal if it were not to suffer the same fate as the swimmers and lose funding.

There were other motives as well, of course, especially for Daley, who craved an Olympic medal to add to his world, Commonwealth and European golds. But in winning Britain's first individual Olympic diving medal for 52 years, he not only filled a gap in his own exceptional career record but boosted British Diving's chances of a sizeable share of Lottery funding.

'This sport in Great Britain deserves to be one of the famous sports,' said a cheery Evangulov. 'Thanks to Tom it is in a very good position. We have a new generation of divers. We have a very good generation for Rio and beyond.'

Daley said: 'There was a lot of pressure. For funding reasons we needed a medal. It's not in the forefront of your mind but it's always there. It's great for diving and for the team.'

Daley's coach Andy Banks added: 'British Diving has some fantastic coaches and set-ups now. Funding from

UK Sport has helped massively. Diving is very well placed now.

'Look at some of the results. Chris Mears has come out of nowhere to be in an Olympic final and score over 100 points on his last dive on 3m – the first time anyone [from Britain] has done that. We came to these Games to play as a team – to try and make finals and get someone on the rostrum. I'm over the moon that we have done that.'

He added: 'The emotion of what that means to our sport was demonstrated by all those guys leaping into the pool [after Tom's medal]. They are all ecstatic about it. Hopefully it means our funding will continue well and we'll be able to push to Rio not just with Tom but with some other youngsters as well.'

Daley's bronze in the 10m platform final came after what had been a two-week rollercoaster for the British team.

'It's been a bit of a mixed bag,' said British Swimming chief executive David Sparkes. 'Some of our youngsters are stepping up and doing some really good stuff.'

'There was disappointment

in the women's 10m platform and both 10m synchro events.

'But we've seen some interesting performances on the 3m springboard, which is traditionally not our strength. We have young talent coming through and we're quite excited by the opportunity that presents.'

'Diving achieved their target of one medal and, as we saw, medals are really hard to get in a sport where there is strong depth and the margins for success and failure of any dive are breathtakingly small. However, we also missed chances and failed to achieve everything we wanted in every event and we must now build on London for Rio.'

'The bright light now is the emerging new talent to work alongside Tom to challenge the Chinese, Mexicans and others across all the events in the Olympic programme.'



SYNCHRONISED SWIMMING

LOOK TO THE FUTURE



Russia continued their domination of synchronised swimming with victory in both the duet and team competitions at London 2012. They began their reign over the sport with victory

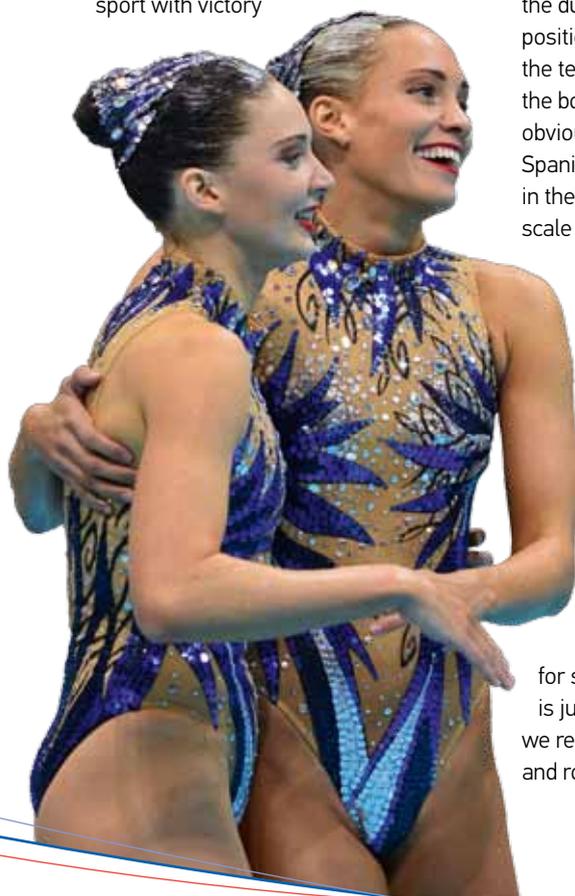
at the 2000 Olympic Games, and have won every gold since then.

China and Spain battled for the minor medals, Spain taking the duet silver, with the positions reversed in the team event, despite the boisterous crowd obviously preferring the Spanish 'ocean' routine in their stunning fish-scale costumes.

Team GB were ninth in the duet and sixth in the team event,

which was their stated aim, and national performance director, Biz Price was pleased: 'We [the coaching staff] were very pleased. Everything that we have been working on happened tonight. It's a really young group. For us it's onwards to Rio.'

It was also all about the future for swimmer Olivia Federici: 'This is just a stepping stone toward Rio; we really hope that we'll be peaking, and rooting for a medal. The home



Position	Duet	Team
Gold	Russia	Russia
Silver	Spain	China
Bronze	China	Spain
4	Canada	Canada
5	Japan	Japan
6	Ukraine	Great Britain
7	Italy	Egypt
8	Greece	Australia
9	Great Britain	
10	France	
11	USA	
12	Korea	

Jenna Randall and Olivia Allison are pictured in the duet whilst the British team demonstrate their improvement



crowd were really amazing. We could hear them all the time when we were competing, helping us go through it and really supporting us.'

British Swimming chief executive David Sparkes was complimentary: 'I

think we've done really well here. We were very much the underdog when we won the bid. We've come here and competed with some distinction. We've got sixth and we can see that we're not that far away from the top five now in

the team event. That's really good.

'The duet looks really strong and I believe that over the next four years, with more work and more commitment, we can take that to another level.'



OPEN WATER

SO NEAR SO FAR



After the remarkable success of Beijing, where all three of Britain's swimmers in the inaugural Olympic 10km marathon swims won a medal, hopes were high that history might repeat itself. It was never going to be a 'three-peat', as Michael Phelps might say, as only two swimmers had actually qualified to compete.



hours of swimming, Fogg passing the majority of the field in the last two laps to move from 22nd to a finishing position of fifth.

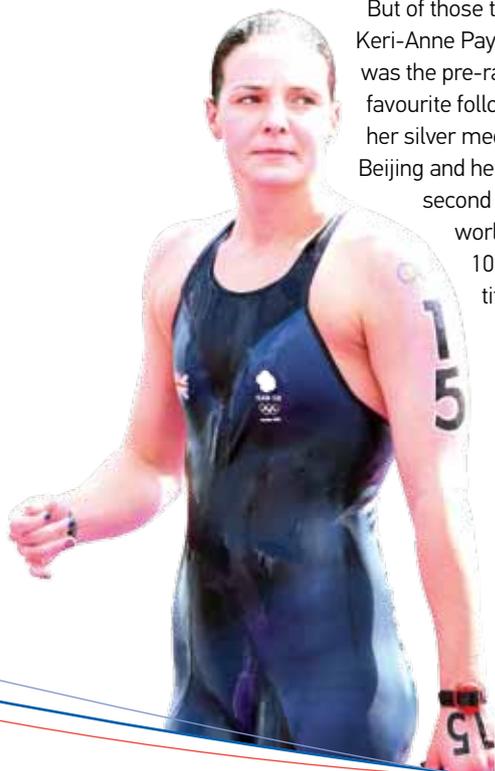
So near and yet so far – and an echo of so many results in the pool.

But of those two, Keri-Anne Payne was the pre-race favourite following her silver medal in Beijing and her second world 10km title

in 2011 and Dan Fogg, though less experienced, was a man in good form, having reached the 1500m final in the pool a week before.

Alas, it was not to be.

Both were among the early leaders in their races in The Serpentine but ended up fourth and fifth respectively, Payne missing a medal by just 0.4sec after two



Position (top 8)	Men	Women
Gold	Tunisia	Hungary
Silver	Germany	USA
Bronze	Canada	Italy
4	Greece	Great Britain
5	Great Britain	Germany
6	Russia	France
7	Russia	Ukraine
8	Germany	Spain

WATER POLO

PRIDE AND PASSION



Angie Winstanley-Smith and Joe O'Regan on the ball for Britain

Let's get one thing clear – well two actually: the British men's and women's water polo teams deserve an inordinate amount of credit for their Olympic performances. True, the casual reader may not immediately appreciate that with a quick glance at their results but... you had to be there.

It is important to remember that the men were in the Games for the first time since 1956 and the women for the first time ever – and tribute should be paid to the players' sheer effort, determination, fight, call it what you will – Olympic spirit even. Both men and women represented their country with pride and passion.

Britain may have been a water polo power in the early 20th century but no longer.

However, the standard of our representative sides has certainly shot up

in recent years.

Yes, they were defeated in all their matches but just to be in this Olympic Games was a major achievement for the young teams and, compared to levels of just a few years ago, they were competing with the best in the world.

Realistic View

British Swimming chief executive David Sparkes was realistic: 'We came in as very much the underdog. Our women's team have done a really solid job. They were unlucky not to beat the Russians in the crossover matches. I have seen some fantastic improvement in them as the tournament has worn on. I think they have had a good competition here and I think they'll be pleased with their performances.'

'Looking, however, at the men: to be honest they had a good tournament for them but they fall well short of the standard of the other teams and it has to be said that they have a long way to go to catch up with that standard. We knew when

we came in that we were up against some really strong opposition and it showed at times.'

Superbly Supported

All matches were superbly supported by a great crowd and the noise when the GB goals went in was something special. I also praise the match presentation team and the arena itself; no problem with sightlines or sound quality in this arena.

The building, with its plastic inflatable roof, will, of course, be dismantled after the Games and used again elsewhere.

Croatia won the men's title from Italy while the USA won the women's gold.



Position (top 8)	Men	Women
Gold	Croatia	USA
Silver	Italy	Spain
Bronze	Serbia	Australia
4	Montenegro	Hungary
5	Hungary	China
6	Spain	Russia
7	Australia	Italy
8	USA	Great Britain

Great Britain's men did not qualify from their group



British Junior Diving

Focussing on the stars of tomorrow who are preparing hard for Rio 2016

The last 12 months have been an extremely exciting time for British Junior Diving and results have been amongst some of the best that have ever been achieved by our young up and coming divers. The current Junior Diving Programme has been expanded and the NPD reports significant improvement of performances on the international stage. The increasing number of juniors consistently placing in senior teams and being in contention for World and Olympic teams bodes extremely well for Rio. The top GB men in platform and springboard are both under 18 years of age indicating the growing strength of the juniors.

2011 saw some great results for the junior divers including

two silver and four bronze medals at the 2011 European Junior Diving Championships in Belgrade. That, alongside the fact that 11 of the 15 divers on the team were attending their first ever European Junior Championships, bodes extremely well for Rio in 2016 and beyond. In addition, the team for the 2011 FINA World Championships in Shanghai was the youngest ever with five out of the 11 divers being juniors and three of these five making finals. Again, this looks very promising for the future of British Diving.

This year, the Junior Programme has had a reduced domestic schedule with priorities in funding for the international competition programme. In 2012, the junior



The British Gas GBR Junior Diving Team at the European Junior Championships 2011



2 **4** at the 2011 European Junior
Diving Championships
in Belgrade
SILVER **BRONZE**



divers will have three major international competitions: Dresden Youth International, Graz European Juniors and the World Juniors in Adelaide, Australia.

Fierce competition

Early April 2012 saw the GB Junior Elite National Championships take place in Plymouth. This competition had some fiercely fought competitions involving all of the best British junior divers together with strong competition against guests from Australia, Norway and Denmark. This provided a great competitive opportunity for our junior divers. This event was also the selection event for the Dresden Junior International and the Junior European Championships.

Immediately following on from the GB Junior Elites, an extremely successful week-long camp took place in Plymouth at the Life Centre Pool. This was a shared venture with the Australian National Team who had attended the Nationals the week before. This gave our divers the opportunity to compete and train alongside some of the other medal contenders for the Junior World Championships, whilst also helping to prepare them for the Dresden international.

The team selection for Dresden was unique in that it allowed for up to four divers per event rather than the two per event which is the norm. The German Federation facilitated this and Great Britain took advantage of this flexibility to use this event as the trials for European Juniors. It is the first time ever that an international event has been used as a selection event. The large team functioned extremely well and results were

far better than targeted. With 26 federations, the event is the largest junior event in the world. Only a few major federations were missing. From 14 competitions, the British Gas GBR Team finished top of the medal table with four gold, three silver and four bronze. Twenty one GB results were in the top six, demonstrating depth and consistency across the events. The average field of divers was greater than 30 with many nearing 40 divers. From Dresden, 17 GB divers were selected for the European Junior Championships, our largest team to date.

The Junior World Championships taking place in Adelaide in October remains our focal event in 2012. The qualification standard for 2012 has been raised from top 6 Europe to European medallist or Olympic team member. The expected team will be approximately 12 divers.

Junior programme

The focus of the junior programme has been the development of a new cohort of coaches working with our talented youngsters. The emphasis has been working as a supportive team, working harder and longer than our opposition and expecting high standards from our divers in everything we do. Within the group, critical debate is very healthy and the development of well rehearsed routines an underlying principle of the team.

Moving forward into 2013 and the realignment of Talent, it has been identified that we must drive up quality across the board and have greater standardised techniques for our talent pool. World Class staff will be working closely with Talent in the coming year to ensure that fundamentals worthy of world class are ingrained with our coaches and diving talent. Supporting this is the development of the athlete, coach, parent, NGB education and expectation management. British Diving has researched 'World's Best Practice' in other sports to continue to help move the sport forwards.

Without doubt, the future of British Diving looks extremely promising and our junior divers will hopefully continue their upward trend in performance in their quest to win medals in Rio in 2016 and beyond.



World Class Events Strategy

Looking to the next quadrennial

As part of the British Swimming World Class Events Strategy, a number of international events have been delivered in Great Britain over the last 12 months. Most notably, these have included the FINA Diving World Cup and the FINA Olympic Synchronised Swimming Qualifier, both of which took place at the London Aquatics Centre.

Over 220 divers from 40 countries came to London in February 2012 for the 18th edition of the FINA Diving World Cup, a qualifying and test event for the 2012 Olympic Games and the last step in selecting the divers for the Games. It was also the main opportunity for the world's best divers to familiarise themselves with the Aquatics Centre.

In April, more than 160 athletes from 34 nations took part in the FINA Olympic Synchronised Swimming Qualifier which was also the Synchronised Swimming test event. The event was the first chance for several top duets and teams, including the current Olympic and world champions Russia, to compete in the Aquatics Centre, and it also gave 16,000 spectators the chance to watch five days of world class sporting action.



These two events, together with previous international events hosted in Britain such as the 2008 World Short Course Swimming Championships in Manchester, have demonstrated our ability to successfully deliver international events.

There are a number of benefits to hosting international competitions. Firstly, research shows that the performance gain from staging major events can be significant with the hosts of major championships receiving an average 25 per cent uplift in their results. In addition, hosting world-class events provides another great benefit in terms of helping to develop key staff, officials and volunteers who receive essential training, skills and experience through the build up to and delivery of the event.

Real Focus

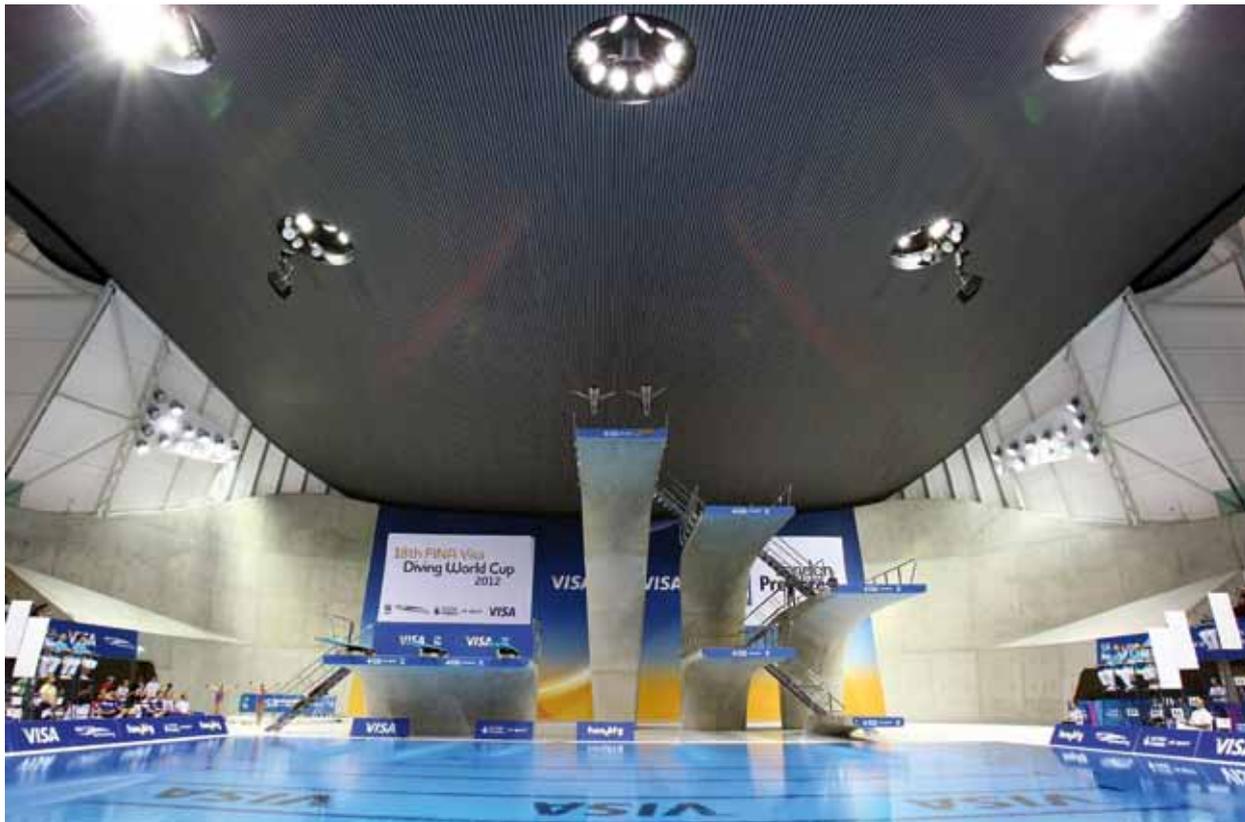
In terms of British Swimming, this is a real focus of our people development agenda. Home events also provide the British public with opportunities to see the world's best Olympic and Paralympic stars compete on their doorstep. This is something that can be used to motivate all involved in our sport.

Looking forward to the next Olympic and Paralympic quadrennial, we have already secured the bid to host a number of international competitions and continue to bid for additional events as identified as part of our International Strategy. Outlined below are some of the key events that we will be hosting over the next quadrennial to further increase our reputation for running high quality events.

LEN Congress 2013

This event is to be held in Edinburgh in September 2013. The congress will take on a new format and, for the first time, will include an exhibition and a set of seminars.

'These two events have demonstrated our ability to successfully deliver international events.'



FINA Diving World Series 2014

This event has been identified as part of our International Events Strategy and we are hopeful that we will secure the bid to host this event. This will be a superb event to host in that it will be the first major event to take place in the London Aquatics Centre following the Olympic and Paralympic Games and it will also provide the midpoint benchmark event between the 2012 and 2016 Olympic Games. As a result, it is expected that the event will attract a number of countries to travel to London to compete.

IPC European Disability Swimming Championships 2015

We have already won the bid to host this event in Glasgow, Scotland. It is expected that more than 500 swimmers from over 40 countries will compete. The venue will be at the new Tolcross International Swimming Centre, the same pool that will host the Glasgow 2014 Commonwealth Games. It will be the first major Disability Swimming Championships in Great Britain following the London 2012 Paralympic Games.

Other events that have been identified as part of our International Strategy for the next Olympic and Paralympic quadrennial are:

- FINA World Junior Swimming Championships 2015
- European Championships 2016

EVENT: 2012 PARALYMPIC GAMES, LONDON

Main pic: Ellie Simmonds with one of her gold medals; rt: Jon Fox with his gold and below: Nyree Kindred with silver



2012 PARALYMPIC GAMES LONDON

'Twenty four of the 44 (British) swimmers won at least one medal - a ratio far higher than any other nation except for Ukraine who matched it - and 40 swimmers made finals.'

GB's Paralympic team, like its Olympic counterpart, received a far more generous slice of UK Sport funding than many other sports in the last four-year cycle. So the pressure to perform was significant even before the Olympic team failed to achieve its medal target.

The Paralympic team's final medal tally of 39, including seven golds, fell agonisingly short of Beijing's 41 and 11. However, 24 of the 44 swimmers won at least one medal – a ratio far higher than any other nation except for Ukraine who matched it – and 40 swimmers made finals. John Atkinson, national performance director, felt it was mission accomplished.

'I'm very pleased with the performance,' he said the day after the Games closed. 'They are an excellent group of athletes, and they were well-supported. For me - having 24 different medallists - showed that the programme is working.'

The British team finished seventh in the medal table, which China topped with 58 medals and a staggering 24 golds.

Atkinson's group lacked the multi-medallists of other teams – Australia's Matt Cowdrey and Jacqueline Freney notched up 16 between them, Brazil's Daniel Dias won six of his country's nine golds. Team GB also lacked depth in the lower classifications with only three swimmers competing in classes 1-5.



Younger swimmers

One of the highlights of the team's performance was the standards achieved by the younger members of the team. Atkinson had invested considerably in his potential stars, starting the new Diamond Programme in April 2011 to fast track their development. Four of GB's gold medallists were under the age of 20 and all seven of the nine Diamond swimmers who made the team were finalists.

'I'm really pleased that a lot of the younger athletes made the break to reach their finals and many of them won medals. That is something we can carry on into Rio.'

Leading Atkinson's teenage talent was

Medal table (top 10)	Gold	Silver	Bronze	Total
1 China	24	13	21	58
2 Australia	18	7	12	37
3 Ukraine	17	14	13	44
4 USA	14	13	14	41
5 Russia	13	17	12	42
6 Brazil	9	4	1	14
7 Great Britain	7	16	16	39
8 New Zealand	5	6	1	12
9 Belarus	5	2	0	7
10 Canada	4	9	3	16

Ellie Simmonds, who surpassed her Beijing medal tally to win two golds, a silver and a bronze. 'There's the old adage that to win is hard but to retain your title is far harder. What Ellie did was extraordinary,' Atkinson said.

Seventeen-year-old Oliver Hynd won one medal of each colour, beating older brother Sam in the 400m and taking gold in the 200m IM.

Josef Craig, 15, produced one of the major upsets of the competition when he won gold in S7 400m rather than reigning champion Jonathan Fox.



Top: Stephanie Millward shows off her silver; bottom: Jessica-Jane Applegate with her gold and bottom left: Matt Whorwood with his bronze medal



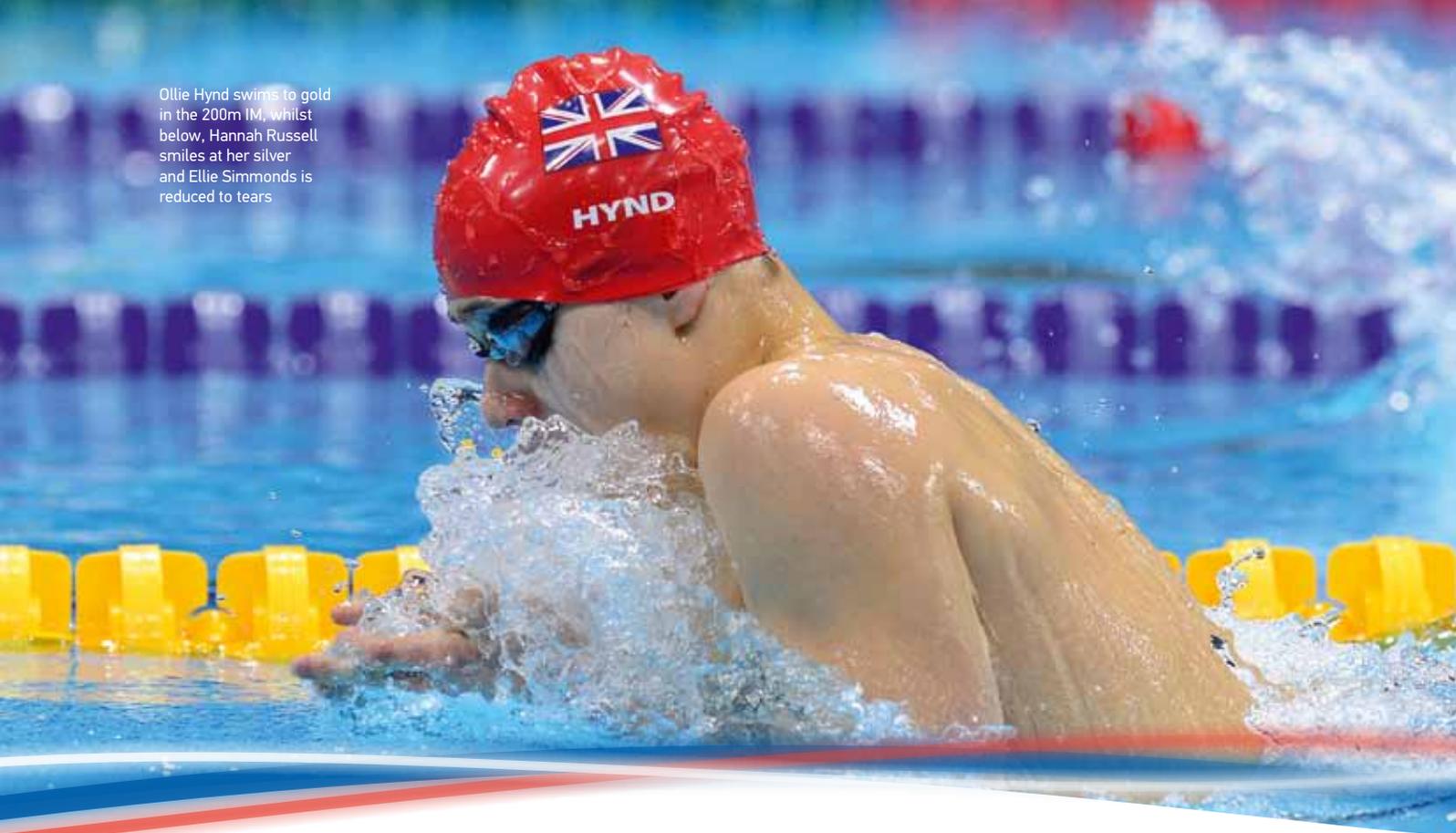
Good balance

Atkinson, who had aimed to achieve a good balance between youth and experience, succeeded in his goal. There were more medals for swimmers who had made the podium in Beijing, including silvers for Sascha and Nyree Kindred, Charlotte Henshaw, Louise Watkin and Claire Cashmore. Stephanie Millward, who failed to make the podium in 2008, won three individual silvers in the Aquatics Centre, as well as a silver and a bronze in the relays.

However, it was clear that the standard of Paralympic swimming had moved up to a new level, leaving some of Team GB's older swimmers struggling



Ollie Hynd swims to gold in the 200m IM, whilst below, Hannah Russell smiles at her silver and Ellie Simmonds is reduced to tears



to repeat their Beijing achievements. Everyone knew the pool would be fast but no-one was expecting 150 world records and more than 200 Paralympic ones.

Atkinson wouldn't be drawn on medals before the Games began – they were discussed for the first time with the team at the end-of-event meeting.

Instead he was using improvement in times from trials to the Games as his benchmark, and on that measure GB did very well with 75 per cent of swims

having been faster than the equivalent ones at the trials. Like the Olympic team, the Paralympians also did well on a count of finalists, notching up 109 appearances compared to 91 in Beijing.

Bounced back

What will have struck many of those both watching and reporting on the Games, however, was the extraordinary stories behind the successes.

In the British team, Heather

Frederiksen, Harriet Lee, and Josef Craig all bounced back from serious illness to make the podium. Ex-US serviceman Bradley Snyder took gold in 400m a year to the day after he was injured by a bomb blast in Afghanistan and lost his sight.

Then there was the controversy around the reclassifications just before the competition began.

All swimmers have to have an international classification, in addition to their domestic





ones, and for the USA's Victoria Arlen, London was the first opportunity for her to be classified by an international panel since she burst on to the Paralympic swimming scene last June.

The 17-year-old, who broke two of Ellie Simmonds' world records earlier this year, rode a rollercoaster in the days leading up to and during the event. Initially she was ruled ineligible to compete but that was overruled on appeal when the US team produced more documentation. In her first two head-to-heads

with Simmonds, she had to settle for second but she finally won gold in the 100m freestyle.

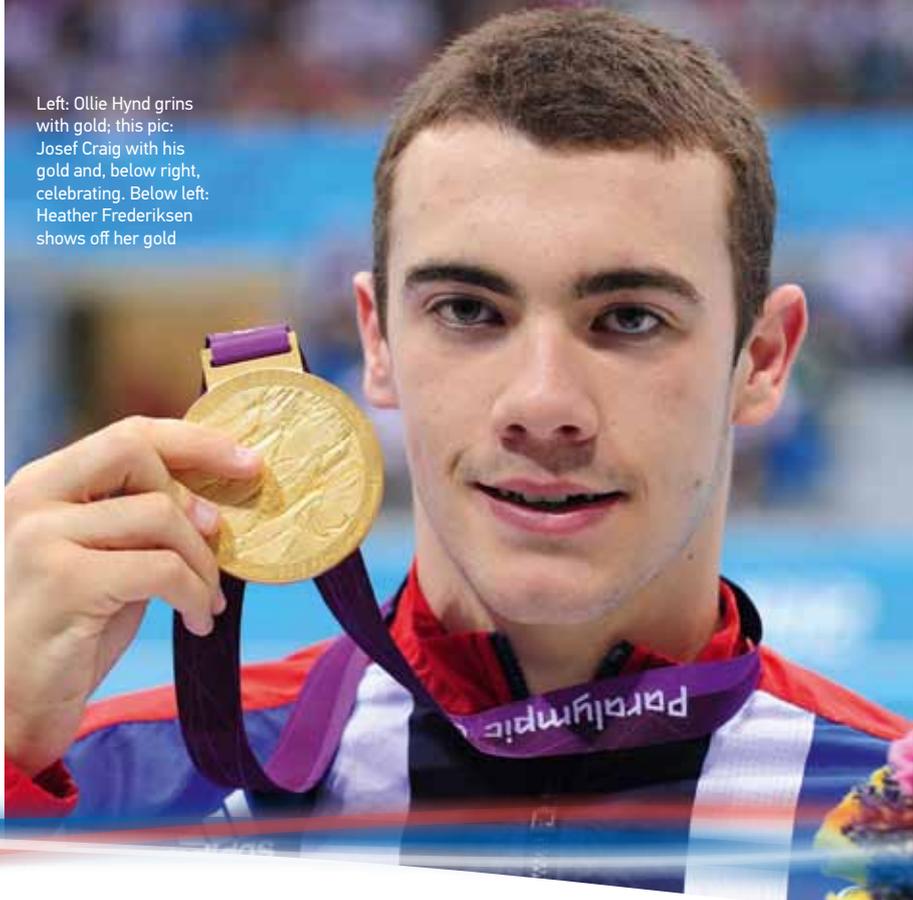
The friendly rivalry between the two teenagers is likely to make headlines for years to come.

There was disappointment for fellow American Mallory Weggemann, who was expected to dominate the S7 class but was reclassified as an S8, and team-mate, Justin Zook who moved back to S10 from S9.

Reclassification

One of the most successful swimmers, Jacqueline Freney, was a beneficiary of a reclassification last year when she was moved down to S7 from S8. The 20-year-old Australian won eight of the nine events in her class. Team-mate Matt Cowdrey dominated the S10 class





Left: Ollie Hynd grins with gold; this pic: Josef Craig with his gold and, below right, celebrating. Below left: Heather Frederiksen shows off her gold

with five golds, two silvers and a bronze.

Paralympian superstar Natalie du Toit capped a glittering career with another three golds and a silver, although it wasn't the seven titles she was hoping for. Russia's Oxana Savchenko made it five out of five in her S12 events while Belarussian Ihar Boki won five golds in S13 and broke four world records.

Ukraine carried the momentum it gained in Beijing into the London Games, finishing one place higher in the medal table. Strong performances

from Maksym Veraksa, Natalia Prologaieva and Yevheniy Bohodayko helped the country to make third with 44 medals and 17 golds.

Brazil showed the biggest improvement, moving up to sixth place.



Electric atmosphere

The final assessment was that the crowds that packed the Aquatics Centre and produced an electric atmosphere had witnessed an extraordinary 10 days of swimming. Will it change the sport for ever?

'The challenge for the Paralympic movement is to see if we can sustain this and make Rio another opportunity to have a great Games,' Atkinson concluded.



British Swimming Limited

Abridged Consolidated Accounts

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

Directors' report for the year ended 31 March 2012

The Directors present their report and the financial statements for the year ended 31 March 2012.

Principal Activities

The principal activities of the parent Company in the period under review were to regulate and administer the sports of swimming, diving, synchronised swimming, water polo, disability swimming and open water swimming at the Great Britain level, and to fund the programmes of those sports, principally in the areas of Officials development to international standard and domestic competition whilst ensuring a solid platform of best practice corporate governance.

The principal activities of the subsidiary Company, High Performance Swimming Limited, in the period under review were to administer and deliver World Class Performance Programmes in Great Britain for the sports of swimming, diving, synchronised swimming, water polo, disability swimming and open water swimming on behalf of British Swimming. In particular, these responsibilities included the preparation and selection of Great Britain teams to compete in European and World Championships, Olympic Games and Paralympic Games.

Results

The surplus for the year, after taxation, amounted to £10,464 (2011 - £92,996).

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

Review of Developments and Future Prospects

The Group has continued to invest from its successful programmes to accelerate the modernisation of the sport across the UK, as well as continuing to make significant monetary commitments to the nationwide development of swimmers, officials and administrators.

High Performance Swimming Limited has secured grant funding from UK Sport for the current quadrennial cycle from 1st April 2009 until 31st March 2013. Funding over the current quadrennial cycle has been increased by £9,536,143 from £38,251,196 in 2005-2009 to £47,787,339 in 2009-2013. This funding will be used to ensure key performance indicators outlined in British Swimming's 4 year strategic plan submitted to UK Sport are met.

Financial Instruments

The Group finances its operations using bank balances plus debtors and creditors. The cash flow is regularly monitored.

Risks and Uncertainties

The Group is classed as a "medium-sized" group and, as such, the Directors strive to apply the principles and procedures of good corporate governance as set out in the various codes of practice. The senior management team maintains a risk register which is reviewed by the Audit and Probity Committee (sub-committee of the Board), which reports to the Board of Directors.

The major financial risks currently facing the Group are considered to be:

- A reduction in the willingness or ability of public sector grant making bodies to support the activities of the Group and of the Home Country associations.
- A reduction in sponsorship for commercial reasons or non-achievement of desired outcomes.

Directors

The Directors who served during the year were:

S Greetham
R M K J James
S Rothwell
A W Clark
G S S Davis
M Campbell
J C Hunter
M J Power
D Sparkes
A W Gray
W Hatton
J E Cooke

Statement of Directors' Responsibilities

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

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). 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 and then apply them consistently;
- make judgments and 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 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.

Provision 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 that Director is aware, there is no relevant audit information of which the Company and the Group's auditors are unaware, and
- that Director has taken all the steps that ought to have been taken as a Director in order to be aware of any information needed by the Company and the Group's auditors in connection with preparing their report and to establish that the Company and the Group's auditors are aware of that information.

Auditors

The auditors, haysmacintyre, 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.

A Gray

Secretary

Date: 15 September 2012

CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2012

	2012 £	2011 £
INCOME	14,903,434	12,880,493
Direct costs	(9,088,007)	(7,272,441)
GROSS SURPLUS	5,815,427	5,608,052
Administrative expenses	(5,825,535)	(5,539,128)
OPERATING (DEFICIT)/SURPLUS	(10,108)	68,924
Interest receivable	25,715	31,630
SURPLUS ON ORDINARY ACTIVITIES BEFORE TAXATION	15,607	100,554
Tax on surplus on ordinary activities	(5,143)	(7,558)
SURPLUS FOR THE FINANCIAL YEAR	10,464	92,996

All amounts relate to continuing operations.

There were no recognised gains and losses for 2012 or 2011 other than those included in the income and expenditure account.

CONSOLIDATED BALANCE SHEET

AS AT 31 MARCH 2012

	£	2012 £	£	2011 £
CURRENT ASSETS				
Debtors	2,120,003		1,623,155	
Cash at bank and in hand	2,415,775		3,082,566	
	4,535,778		4,705,721	
CREDITORS: amounts falling due within one year	(4,219,788)		(4,400,195)	
NET CURRENT ASSETS		315,990		305,526
TOTAL ASSETS LESS CURRENT LIABILITIES		315,990		305,526
RESERVES				
Income and expenditure account		315,990		305,526
		315,990		305,526

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

A W Gray

Director

Date: 15 September 2012

R M K J James

Director

Date: 15 September 2012

High Performance Swimming Limited

Abridged Accounts

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

Directors' report for the year ended 31 March 2012

The Directors present their annual report and the financial statements of the Company for the year ended 31 March 2012.

Principal Activities

The principal activities of the Company in the period under review were to administer and deliver World Class Performance Programmes in Great Britain for the sports of swimming, diving, synchronised swimming, water polo, disability swimming and open water swimming on behalf of British Swimming. In particular these responsibilities included the preparation and selection of Great Britain teams to compete in European and World Championships, Olympics and Paralympics.

Results

The surplus for the year, after taxation, amounted to £Nil (2011 - £Nil).

The company's funding is provided by revenue grants from UK Sport and is matched with expenditure.

Future Developments

Grant funding from UK Sport has been secured for the current quadrennial cycle from 1st April 2009 until 31st March 2013. Funding over the current quadrennial cycle has been increased by £9,536,143 from £38,251,196 in 2005-2009 to £47,787,339 in 2009-2013. This funding will be used to ensure the key performance indicators outlined in British Swimming's 4 year strategic plan submitted to UK Sport are met.

Financial Instruments

The Company finances its operations using bank balances plus debtors and creditors. The cash flow is also regularly monitored.

Risks and Uncertainties

The Company is classed as a 'medium-sized' Company and, as such, the directors strive to apply the principles and procedures of good corporate governance as set out in the various codes of practice. The senior management team maintains a risk register which is reviewed by the Audit and Probity Committee (subcommittee of the board), which reports to the board of directors.

The major financial risks currently facing the Company are considered to be:

- A reduction in the willingness or ability of public sector grant making bodies to support the activities of the Company and of the home country associations.
- The non-achievement of key performance indicators agreed with UK Sport for the current quadrennial cycle 2009 - 2013.

Directors

The Directors who served during the year were:

S Greetham
R M K J James
S Rothwell
A W Clark
M Campbell
A W Gray

Statement of Directors' Responsibilities

The Directors are responsible for preparing the Directors' report and the financial statements of the Company in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements of the Company for each financial year. Under that law the Directors have elected to prepare the financial statements of the Company in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Directors must

not approve the financial statements of the Company unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period. In preparing these financial statements of the Company, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements of the Company on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

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

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

needed by the Company's auditors in connection with preparing their report and to establish that the Company's auditors are aware of that information.

A Gray
Company Secretary
Date: 15 September 2012

Auditors

The auditors, haysmacintyre, 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.

INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2012

	2012 £	2011 £
INCOME	11,018,630	9,999,634
Direct costs	(5,745,508)	(4,923,097)
GROSS SURPLUS	5,273,122	5,076,537
Administrative expenses	(5,286,881)	(5,091,997)
OPERATING DEFICIT	(13,759)	(15,460)
Interest receivable	17,198	19,570
SURPLUS ON ORDINARY ACTIVITIES BEFORE TAXATION	3,439	4,110
Tax on surplus on ordinary activities	(3,439)	(4,110)
SURPLUS FOR THE FINANCIAL YEAR	-	-

All amounts relate to continuing operations.

There were no recognised gains and losses for 2012 or 2011 other than those included in the income and expenditure account.

BALANCE SHEET

AS AT 31 MARCH 2012

	£	2012 £	£	2011 £
CURRENT ASSETS				
Debtors	495,603		386,426	
Cash at bank and in hand	327,476		1,149,776	
	823,079		1,536,202	
CREDITORS: amounts falling due within one year	(823,079)		(1,536,202)	
NET CURRENT ASSETS		-		-
TOTAL ASSETS LESS CURRENT LIABILITIES		-		-
RESERVES				
Income and expenditure account		-		-

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

A W Gray
Director
Date: 15 September 2012

R M K J James
Director
Date: 15 September 2012

Acknowledgements

Thank you

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

Alistair Gray	British Swimming Chairman
David Sparkes	British Swimming Chief Executive
Jane Nickerson	Chief Operating Officer
Wendy Lockton	World Class Operations Manager
Sylvia Armiger	Manager Performance Co-ordination and Support Services
Katie Brazier	Director of Sponsorship
Andrew Logan	Sports Science Manager
Joanna Wray	World Class Programmes Manager - Water polo
Alexei Evangulov	National Performance Director - Diving
Sarah Starbuck	Technical Officer - British Disability (World Class)
Adele Carlsen	High Performance Manager - Synchronised Swimming
Claire Whitfield	Events Manager

For production and editing

Peter Hassall	Editor Swimming Times magazine
Melanie Pollard	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.



Flying the flag for Britain:
Michael Jamieson with his
Olympic silver medal from
the 200m Breaststroke



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