



BRITISH SWIMMING

ANNUAL REPORT

AND ACCOUNTS 2022

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COMPANY INFORMATION

FOR THE YEAR ENDED 31 MARCH 2022

INTERIM CHAIRMAN

Adele Stach-Kevitz

DIRECTORS

Keith David Ashton

David Robert Carry

Corinne Lisa Cunningham

Graham Ian Edmunds

Jane Nickerson

Fergus Gerrard Feeney

Alexandra Joanna Kelham

Peter Jeremy Littlewood

Graeme Robertson Marchbank

Adele Stach-Kevitz

COMPANY SECRETARY

Ashley Cox

COMPANY REGISTRATION NUMBER

4092510

REGISTERED OFFICE

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

BANKERS

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

**Coutts & Co.
440 Strand
London
WC2R 0QS**

AUDITOR

**Mazars LLP
ParkView House
58 The Ropewalk
Nottingham
NG15DW**

Front Cover Images:

Grace Harvey celebrates SB5 100m Breaststroke Gold, Madeira 2022.

Jack Laughher kissing gold medal, European Aquatics Championships Rome 2022.

Ben Proud, 50m Free final, World Aquatics Championships, Budapest 2022.

BOARD MEMBERS



Maurice Watkins
Independent Chair
(to August 2021)



Jack Buckner
CEO
(resigned 23rd June 2022)



Adele Stach-Kevitz
Interim Chair/Senior
Independent Member



Peter Littlewood
Senior Independent
Member
(retired 20th September 2021)



Keith Ashton
Swim England
Representative



David Carry
Independent Member



Corinne Cunningham
Independent Member



Jane Nickerson
Swim England
Representative



Fergus Feeney
Swim Wales



Alex Kelham
Swim England



Graeme Marchbank
Scottish Swimming



Graham Edmunds
Athlete Representative
(retired 2nd December 2021)

SENIOR MANAGEMENT TEAM



Ash Cox
Interim CEO
(took up position on
16th May 2022)



Chris Spice
Performance Director



Tim Jones
Associate Performance
Director



Adam Clarke
Associate Director
Performance Strategy
& Operations



Tina Ryan
Associate Director
Performance Centres &
Strategic Projects



Wendy Lockton
Director of Corporate
Strategy and Planning



Kathreen France
Head of Finance



Claire Davenport
Director of Events and
Marcomms



Janine Harriman
Head of HR

INTERIM CHAIR'S REPORT

ADELE STACH-KEVITZ

It has been an immensely proud year in the caretaker role supporting British Swimming and one that has seen notable achievements in pool. Following the outstanding performance at the Tokyo Games last year, aquatics teams flexed back to international and domestic events, welcoming a compressed summer of competition.

With an impressive 33 medal haul from the LEN European Aquatics Championships in swimming and diving, notably topping the diving medal table with 6 gold medals, the British Swimming team delivered a stellar performance in the pool, including an inspiring 6th team position in Artistic Swimming. These performances were made even more impressive by the fact it was the third major championship in an eight-week period, a credit to all the athletes, coaches and performance staff who brilliantly navigated the compact race schedule and covid travel logistics.

At the World Para-Swimming Championships in Madeira, British Swimming placed an impressive 4th overall, claiming 38 medals and setting 5 World records. The FINA World Championships in Budapest then continued the summer medal haul, with British Swimming's performances netting 11 medals across swimming and diving disciplines and saw Ben Proud crowned World Champion in 50m Freestyle.

Nearer to home at Birmingham's Commonwealth Games, England, Scotland and Wales raised the roof of the new Sandwell Aquatics Centre

Our one team, winning well, in water philosophy has been at the heart of upholding our values and behaviours as an organisation and in how we work with partners. British Swimming are fortunate to have the support of the Home Nations, high-performance centres and UK Sport, working in tandem to develop British aquatics talent. We are excited to welcome back Speedo as our apparel partner, who have also taken a dual role in developing British Swimming's diversity and inclusion programme, with both organisations keen to make the world of aquatics more equitable and accessible to people from different backgrounds.

This year, we directed a deep-dive into the organisation model and embarked on a programme of performance restructuring to maximise team potential for Paris 2024 and beyond, as well as engender better collaboration across aquatic disciplines. I have been constantly impressed by the talent quotient in our performance leadership and these steps are designed to build a strong and sustainable high-performance coaching system around our athletes and teams.

We have embraced a period of change across the organisation, most notably in the appointment of interim leadership roles as we embarked on recruitment to strengthen the expertise in the organisation and boardroom. After five successful years with British Swimming, we bid adieu to Jack Buckner as Chief Executive and appointed Ashley Cox as Interim Chief Executive. In September after an extensive recruitment campaign, we confirmed the appointment of Karen Webb-Moss to the role of British Swimming Chair and I am delighted to welcome Karen to the aquatics family with the knowledge that her expertise and passion for the role heralds a great new chapter for the organisation. I now hand over the reins to Karen and continue to support the board as Senior Independent Director, in admiration of everything the organisation has accomplished.

On behalf of British Swimming, I would like to conclude by expressing my gratitude to our loyal family of volunteers, parents and supporters who are quite simply the catalyst to events being a success. I know that goodwill in sport has been strained by a pandemic and cost of living pressures, but the commitment from our volunteer and fan communities has been a driving force during the tough times and a motivation for athletes and teams to make all who support them proud.



Adele Stach-Kevitz
Interim Chair, British Swimming



INTERIM CEO'S REPORT

ASH COX

It is a privilege to have been appointed as the Interim CEO and I am very proud of what our organisation has achieved over the past year both in and out of the water despite a broad array of challenges. The negative impact of the pandemic on our world and the world of sport is significant but we will emerge stronger and more appreciative of the world of aquatics and it was great to welcome crowds back to the competition environment.

It is in challenging periods that character, mind-set, focus and drive are most obviously on show and the athletes and the organisation together demonstrated staggering resilience throughout one of the busiest ever event periods with impressive achievements in the water.

The recruitment process for the Chair and the election of the Athlete Representative was led and delivered by the Nomination Group leading to the appointment of Karen Webb Moss as Chair and the election of Aimee Booker (nee Willmott) as the Athlete Representative. Their valuable skills, knowledge and experience arrive at a critical time for our organisation.

We have continued to build on our international influence programme, which remains crucial for the organisation with recent appointments made to the LEN Bureau, Chair of the LEN Athletes Committee, Chair of the FINA Technical Swimming Committee, Vice-Chair of the FINA Athlete Committee, Vice-Chair of the LEN Artistic Swimming Committee and the LEN High Diving Technical Committee in what is an incredibly exciting time for world aquatics.

We are mindful of a broad range of integrity challenges facing sport and we continue to drive forward our ongoing commitment to keep our sport safe and inclusive.

We strive to be in a stronger commercial position to ensure continued stable operations safeguarding our future and investment in our sport. We have worked hard on identifying and mitigating risk to our organisation as we seek long lasting, sustainable legacy relationships with all of our partners and stakeholders.

We are grateful to our partners Healthspan and Lebara and, despite the pandemic, we announced a new partnership with Speedo mutually demonstrating our continuing focus to perform well in extremely challenging circumstances.

My thanks go to everyone who has dealt with the unprecedented and extremely challenging period and all who have contributed to One Team, Winning Well in Water.



Ash Cox
Interim CEO, British Swimming



MONTHLY HIGHLIGHTS



BRITISH SWIMMING CHAMPIONSHIPS IN APRIL
 266K VIEWS ON YOUTUBE, TOTALLING 65.5K HOURS OF WATCH TIME
 817K POST IMPRESSIONS ON TWITTER, 10K LINK CLICKS, 4.5K LIKES
 FACEBOOK PAGE REACH OF 96K USERS, 400K POST IMPRESSIONS, 8K LIKES
 INSTAGRAM PROFILE REACH OF 39K USERS, 128K POST IMPRESSIONS, 12K LIKES



Maisie Summers Newton



Ben Proud



Artistic Swimming Team Combination Event



British Diving team



Andrea Spendolini-Sirieix and Eden Cheng



Alice Tai

OCTOBER 2021

- Maisie Summers-Newton, Bethany Firth and Alice Dearing were shortlisted for prizes in The Sunday Times Sportswomen of the Year Awards.
- The Elite Junior Diving Championships were hosted in Plymouth, the first domestic event since the start of the pandemic.

NOVEMBER 2021

- Alice Dearing, Ellie Simmonds, Tom Daley and Jane Figueiredo were shortlisted for prizes in the Women's Sports Alliance Awards.
- Jack Buckner, CEO, was appointed to the BOA Board following an election of the National Olympic Committee.

DECEMBER 2021

- British Swimming welcomed confirmation from UK Sport of an uplift in funding allocation to help support preparations for the Paris 2024 Olympic and Paralympic Games.
- Tom Daley and Adam Peaty both made the top three finishing second and third respectively of the BBC Sports Personality of the Year to round out an unforgettable year for Britain's aquatics athletes.
- A host of British Swimming's Olympic and Paralympic champions from an incredible Tokyo 2020 Games were recognised in the New Year's Honours List for 2022.

JANUARY 2022

- Jen Leeming, Mel Marshall and Jane Figueiredo signed up for the second edition of UK Sport's ground-breaking female coach's leadership programme.
- Adam Peaty and Tom Daley's were voted LEN's European men's swimmer and diver of the year respectively following their historic 2021 performances.
- The full organisational restructure was completed by 31st January 2022 and new roles started on 1st February 2022.

FEBRUARY 2022

- National Coach for Scottish Swimming since 2014, was appointed as the new Head of Performance Development.
- It was announced that Manchester would be the host of the Para Swimming World Championships in 2023.

MARCH 2022

- The Royal Commonwealth Pool hosted the 2022 Edinburgh International Swim Meet. Outstanding performances included Freya Anderson who completed a freestyle hat-trick, Duncan Scott taking two meet records and James Wilby scoring a clean sweep of medals in the men's breaststroke events.

APRIL 2022

- British Swimming were delighted to confirm the extension of their partnership with Lebara, up to and beyond Paris 2024.
- British Swimming appointed Ash Cox as the Interim CEO following the departure of incumbent Jack Buckner.
- Spectators were welcomed back into venues for the British Swimming Championships 2022 in Sheffield for the first time since the pandemic.

MAY 2022

- Two-time 50m backstroke world champion Liam Tancock was appointed Chair of the inaugural LEN Athletes Committee.
- Olympic, World, European and Commonwealth Champion Jack Laugher was elected Vice-Chair of the new and revamped FINA Athletes Committee.

JUNE 2022

- Final announcements were made for the home nation diving teams for the Commonwealth Games, with some of the largest teams in home nation commonwealth history. (ENG 18, SCO 8, WAL 3).
- Team British Swimming placed 4th on the medal table at the World Para Swimming Championships in Madeira, with a total of 38 medals (17G, 13S, 8B)
- Swimming and Diving enjoyed success at the FINA World Championships in Budapest finishing 9th and 2nd on the respective medal tables.

JULY 2022

- Jack Laugher was selected to be one of the flag bearers for Team England at the Opening Ceremony of the Birmingham 2022 Commonwealth Games and the home nations all had successful Games collaboratively winning a total of 63 medals across the aquatics programme.
- Speedo announced a multi-year partnership with British Swimming to provide swimwear and specialist equipment to all aquatic disciplines across senior and junior squads. Speedo also became the exclusive partner of British Swimming's Diversity and Inclusion programme.
- 462,000 views of our livestream coverage of British Summer Championships as well as a reach and impressions tally of nearly 400,000 across Facebook, Twitter and Instagram

AUGUST 2022

- The British Diving team the team trophy and topped the medal table at the 2022 LEN European Championships with a total of and 185 points and 12 medals beating hosts Italy.
- Alice Tai and Andrea Spendolini-Sirieix were both named among the ten inspirational nominees for the National Lottery Athlete of the Year Award following their outstanding performances across major championships in 2022.

SEPTEMBER 2022

- Aimee Booker (nee Willmott) was elected to the British Swimming Board as the Athlete Representative
- Karen Webb-Moss was appointed as the new British Swimming Chair.
- The new Artistic Swimming High Performance Centre was created which offers centralised training for the squad.

INTERNATIONAL EVENT COMBINED SOCIAL MEDIA COVERAGE

MADEIRA 2022: 1.6 MILLION POST/STORY IMPRESSIONS & 33K POST ENGAGEMENTS

BUDAPEST 2022: 2.6 MILLION POST/STORY IMPRESSIONS & 63K POST ENGAGEMENTS

BIRMINGHAM 2022: 2.1 MILLION POST/STORY IMPRESSIONS & 88K POST ENGAGEMENTS

- ROME 2022: 3 MILLION POST/STORY IMPRESSIONS & 121K POST ENGAGEMENTS



FINA WORLD CHAMPIONSHIPS



Ben Proud dive, 50m Free heats.

SWIMMING

A 20 strong team of swimmers attended the 2022 FINA World Championships in Budapest, the first World Championships in three years since they took place in Gwangju in 2019. Unfortunately, some of the more seasoned international competitors were rested due to injury and illness. The team consisted of a number of athletes who had competed in Gwangju in 2019 along with a number of fresh faces who were looking to make an impression on the world stage.

The British team finished 9th on the medal table winning 5 medals (1 Gold, 1 Silver and 3 Bronze). This medal haul met the UK Sport medal target of 5-7 medals despite the list of absentees.

The medallists were:

Gold and World Champion – Ben Proud, Men's 50m Freestyle

Silver – Luke Greenbank, Men's 200m Backstroke

Bronze – Tom Dean, Men's 200 Freestyle

Bronze – James Guy, Jacob Whittle, Joe Litchfield, Tom Dean and Matt Richards (Heats), Men's 4 x 200m Freestyle Relay

Bronze – Luke Greenbank, James Wilby, James Guy, Tom Dean, Jacob Peters (Heats) and Lewis Burras (Heats), Men's 4 x 100m Medley Relay

2 BRITISH RECORDS BROKEN

1 MEN'S 4 X 100M FREESTYLE RELAY
LEWIS BURRAS, JACOB WHITTLE, MATTHEW RICHARDS, TOM DEAN AND JAMES GUY (HEATS)

2 MEN'S 100M FREESTYLE
LEWIS BURRAS

There was also excellent progress for some of our younger athletes, namely Medi Harris, Jacob Peters, Brodie Williams and Lewis Burras, which looks promising for the future.

MARATHON SWIMMING

Great Britain's Hector Pardoe and Toby Robinson competed in a gruelling Men's 10km event which saw temperatures of 36-37 degrees Celsius and a water reading of 28 degrees at the Lupa Beach venue in Budapest. They eventually finished:

Pardoe – 11th

Robinson – 21st



ARTISTIC SWIMMING

A team of 10 travelled to Budapest to compete in the Championships. The established pair of Isabelle Thorpe and Kate Shortman were again entered in the duet events and they were also joined by a further eight athletes as part of the team set to contest the technical, free and combination events. This was the first time since 2013 that a British team had competed at the World Championships.

Competing in 6 events the girls enjoyed a fantastic Championships making the final in all 6 events.

Their finals placings were as follows:

Combination Team – 6th

Technical Solo – 7th

Technical Duet – 9th

Technical Team – 9th

Free Duet – 11th

Free Team – 12th

The biggest and most competitive entry was the duet events and although smaller than in 2019 there were still 35 countries entered at the Worlds and statistically the top 12 scoring higher than in previous years. The duet and team were absolutely delighted with the results and they received a lot of very positive comments regarding their general improvement and development.

DIVING

The FINA World Championships were extremely successful with the team finishing 2nd on the medal table behind China with 6 medals (3 Silver and 3 Bronze). Three of these medals were won in Olympic events (2 silver, 1 bronze) which meant the top end of the medal range agreed with UK Sport (1-3 medals) was achieved.

The medallists were:

Silver – Jack Laugher, Men's 1m Springboard

Silver – Jack Laugher and Anthony Harding, Men's 3m Synchro

Silver – Matthew Lee and Noah Williams, Men's 10m Synchro

Bronze – Jack Laugher, Men's 3m Springboard

Bronze – Grace Reid and James Heatly and Grace Reid, Mixed 3m Synchro

Bronze – Andrea Spendolini Sirieix and James Heatly, Mixed 3m and 10m Team

DIVING TEAM FINISHED 2ND ON THE MEDAL TABLE

Above, James Heatly and Andrea Spendolini Sirieix, Mixed Team bronze. Top Right Artistic Swimming Team Combination Event.

PARA-SWIMMING WORLD CHAMPIONSHIPS

The Para Swimming World Championships took place on the 12th-18th June 2022 in Madeira at the Penteada Swimming Pool Complex.

A 29-strong British team which was a mixture of experienced names and exciting future prospects were selected for this event, the first major competition since Tokyo 2020. The GB team had a successful meet bringing home a total of 38 medals (17 gold, 13 silver and 8 bronze). This well-exceeded the UK Sport medal target of 15-25 medals in Paralympic events. This placed them 4th on the overall medal table.



The medallists were as follows:

In individual events:	In relays only:
Alice Tai	Matthew Redfern
Bethany Firth	Scarlett Humphrey
Ellie Challis	Scott Quin
Grace Harvey	Thomas Hamer
Hannah Russell	
Jessica-Jane Applegate	
Louise Fiddes	
Maisie Summers-Newton	
Poppy Maskill	
Rebecca Redfern	
Reece Dunn	
Stephen Clegg	
Toni Shaw	
Tully Kearney	



5 WORLD RECORDS

1 EUROPEAN RECORD

17 BRITISH RECORDS



Jessica-Jane Applegate, Bethany Firth, Louise Fiddes S14 200m Free. (credit: World Para Swimming).



Above, Reece Dunn. (credit: World Para Swimming). Bottom Right, Tony Shaw. (credit: World Para Swimming).

EXCELLENCE SWIMMING

INTERNATIONAL COMPETITIONS / CAMPS

FINA World Short Course Championships, Abu Dhabi 16th – 21st December

A small team travelled out to the Championships under COVID restrictions but there were some operational challenges due to positive COVID cases within both the British team and other teams and officials at the Championships. The team was well supported with excellent logistical management. An early exit plan was put in place for those athletes who finished competing early due to the competition being so close to Christmas and the heightened risks. Despite the challenges there were some notable performances and new records set form:

- Ben Proud won Gold in the men's 50m freestyle setting a new British short course record and also set a new British record in the 50m butterfly.
- Molly Renshaw took Bronze in the 200m breaststroke and set a new British record in the 100m breaststroke.
- Duncan Scott set a new British record marks in the 100m and 200m individual medley events.

NATIONAL TRAINING CAMPS APRIL / MAY

Following the pandemic the National Centres took the opportunity to partake in overseas training camps in the post British Championships period. Dave McNulty's squad from Bath trained in Antalya, Turkey from the 15th – 27th April, Mel Marshals' Loughborough squad travelled to Tenerife from the 23rd April – 14th May and Dave Hemmings took his Loughborough squad to Malaga from the 1st – 14th May. These camps formed part of the England Commonwealth Games preparation for key English athletes due to the changes of the World Championships dates.

LEN European Junior Championships, Romania 2nd – 11th July

A team of 42 athletes and 14 staff travelled out to Romania. With the noticeable absence of Russia the team returned home with 11 medals, 2 Gold, 4 Silver and 5 Bronze finishing eighth place on the medal table. This reflects the challenges we have faced in providing meaningful competition opportunities for these age groups over the past couple of years due to the Pandemic.

European Youth Olympic Festival, Slovakia 21st – 31st July

This competition remains a valuable multi-sport experience for our younger athletes, supported by the British Olympic Association. The GB team, made up of 16 athletes and 3 staff, returned home with 4 Gold, 2 Silver and 4 Bronze medals.

Commonwealth Games, Birmingham 29th July – 3rd August

A very successful Home Games with England and Scotland equalling their best ever Commonwealth Games performances with England bringing home 25 medals, Scotland 10 and Wales 1 medal.

LEN European Championships, Italy 8th – 18th August

The British team, consisting of 30 athletes and 16 staff, finished third on the medal table. This was a successful outcome as it was an "optional" event for the senior athletes. The medal haul was a total of 15 (4 Gold, 5 Silver, 6 Bronze). Ben Proud capped an outstanding year as the 'fastest man on the planet' for 2022 by winning World, European and Commonwealth titles in the 50m freestyle. With terrific performances from Katie Shanahan, Ed Mildred, Freya Colbert and Medi Harris, who continued her impressive first international season with four medals across three different events, the future is looking very exciting.

Adam Peaty,
British Swimming
Championships 2022.
(Credit: Georgie Kerr
& British Swimming).



DOMESTIC COMPETITIONS

British Swimming Championships, Sheffield 5th – 10th April

This meet was well received after such a long period of inability to hold events on such a scale due to COVID and the Championships saw double the amount of athletes competing since the last Championships were staged in 2019. This was a key meet for additional selections for the World Championships team, the principle selection meet for our junior teams, and also a key meet within the window for home nation Commonwealth Games teams.

KEY DOMESTIC ACTIVITIES

The World Class Programmes nomination meeting took place on the 12th September and 53 athletes have been selected for the 2022/23 programme year.

MAJOR INITIATIVES

With only six cycles to Paris 2024 the programme and Performance Centres are preparing for an impactful winter preparation period.

**BEN PROUD
BECAME THE
FASTEST
MAN ON THE
PLANET
FOR 2022**



EXCELLENCE DIVING

Following the challenges and restrictions over the last couple of years, the opening up and relaxing of protocols provided a long awaited green flag to resume competition. The Futures Cup provided our divers with a fantastic opportunity to compete against some of the World's best divers in a unique format that combined senior and junior events in a fast paced tight schedule over two days in Plymouth. This event involved Home nation teams and athletes from GBR, Canada, USA and Jamaica. Following the Futures Cup, the National Cup and the Elite Juniors the British Diving team attended the Canada Cup in Calgary. Whilst numbers were reduced, the quality especially in finals was exceptional. Jordan Houlden took the men's 3m title with Lois Toulson and Dan Goodfellow also winning medals. Robbie Lee from Southampton reached an individual final in his maiden senior international in an event which saw the gold and silver medallists from Birmingham Commonwealth Games compete.

Just a few weeks later the Junior team headed to Romania for the European Junior Championships. 15 of the 16 divers came away from this event with medals. The team ranked 3rd on the medal table and were the top team on number of medals won. Individual success highlights were Maisie Bond and Jordon Fisher-Eames winning the B age group Platform titles, with Robbie Lee, Leon Baker and Evie Smith taking well-earned individual A category medals.

Junior divers have had to demonstrate incredible resilience and perseverance in 2022. The British team withdrew from the 2020(21) World Junior Championships in Kiev, Ukraine. This event is a pivotal career moment for many junior divers and in the past has often acted as a launch pad for senior careers with many of our current senior team including Matthew Lee, Tom Daley, Jack Laugher, Lois Toulson, Kat Torrance, Anthony Harding, Noah Williams, Matthew Dixon, Emily Martin who are all previous winners of World Junior Championships medals in the last decade.

The number of Junior divers breaking into a highly competitive and established senior programme is very encouraging and vital for diver progression in the coming cycle. In Birmingham England had 4 junior divers in its team of 18, the largest ever team. Scotland and Wales also sent their largest diving teams. The combination of renewed domestic training camps, and international teams has rekindled the energy back into our teams for the remainder of the season and leading into the Paris 2024 Olympic cycle. For the coming season, impetus on athlete health to support the hard work in the gym and pool will be a key priority on the domestic daily training environment as we look to progress a number of home nations athletes in to the World Class Programme.

The World Class Programmes nomination meeting took place on the 13th September. 28 athletes have been selected for the 2022/23 programme year.

Following is a roundup of the results from over the year:



WE FINISHED 2ND
ON THE MEDAL TABLE AT THE WORLD CHAMPIONSHIPS WITH 6 MEDALS, 3 OF WHICH WERE IN OLYMPIC EVENTS



15 OUT OF 16
DIVERS CAME AWAY FROM ROMANIA WITH MEDALS

Left, Amy Rollinson and Desharne Bent-Ashmeil. Above, Ben Cutmore armstand, British Diving Championships 2022. Right, Evie Smith

EXCELLENCE PARA-SWIMMING



**38 MEDALS WON AT THE
WORLD PARA SWIMMING
CHAMPIONSHIPS, WELL
EXCEEDING THE UK
SPORT MEDAL TARGET**



DOMESTIC COMPETITIONS

British Para Swimming Winter Nationals, Swansea 11th – 12th December

This event comprised of twenty-four Open Multi-Class events which all programme athletes attended. The event incorporated a further eleven finals specifically for events in which athletes could achieve Commonwealth Games consideration times.

British Para Swimming Meet, Aberdeen 17th – 20th February

This was the selection meet for the 2022 World Para Championships and with some COVID restrictions in place the event took place without spectators.

KEY DOMESTIC ACTIVITIES

Para Swimming Training Camp, Lanzarote 8th – 22nd May

This camp provided a fantastic opportunity and venue for the team to achieve concentrated and productive warm weather training in the lead into the World Para Swimming World Championships in Madeira in June.

World Para Swimming Championships, Madeira 12th – 18th June

A team of 29 athletes and 20 staff travelled to Madeira and exceeded the UK Sport medal target with a successful meet bringing home a total of 38 medals (17 Gold, 13 Silver, 8 Bronze) and five world records broken. We know there will be significant changes over the next twelve months which will make the 2023 Championships in Manchester very exciting.

Commonwealth Games, Birmingham 29th July – 3rd August

This was a successful integrated Home Games. The UK Sport medal target was exceeded with the home nation medal tally of England 7, Scotland 2, Wales 1 and Northern Ireland 1.

World Class Programme

All World Class Programme nominations were made on 5th September. 39 athletes have been selected for the 2022/23 programme year.

MAJOR INITIATIVES

Lower Class 20 Point Relay

This is a programme vision that was put in place in 2020 to encourage lower classed athletes across the country by providing further opportunities for these athletes to make the team and not just in individual events. The 20 Point Relay was first featured in the Tokyo Games where the British team achieved a position in the final, but this could have been a 5th ranking if all athletes had been available. Due to the fragile nature of the lower classification we have not yet had the opportunity to showcase our best team but we are looking for this team to progress going forward.

Visually Impaired (VI) Relay

The VI relay made its first appearance this year at the World Championships in Madeira where the British team achieved a medal. There is a lack of representation in this event across the world which we expect to improve rapidly going into Paris 2024. We are looking to select a VI relay team for Paris 2024 with the aim to make the final and then progress to being placed in the top five in Los Angeles in 2028. The progression path is to have a greater representation of visually impaired athletes.

International Classifications

The classification plan continues to try and prioritise the athletes across the pathway and balance a programme focus on developing the VI and 20-point relay teams as medal prospects.

Over the last twelve months there have been a total of twenty-four British athletes, PI (Physical Impairment) and VI (Visual Impairment) internationally classified with one athlete receiving two reviews:

- Fifteen athletes (PI) during the British Para Swimming International Meet in Aberdeen. A total of twenty-six classifications were allocated during this meet.
- Two athletes (PI) reviewed at the World Championships in Madeira
- Four (VI) classifications (two reviews, two new) at the German World Series.
- Four (II) classifications (two reviews, two new) during the Italian World Series.

The number of athletes requiring international classification in 2023 has already been submitted to World Para Swimming. Once allocations have been confirmed then athletes will be prioritised accordingly.

National Classifications

Work continues with the Home Nations to ensure that the appropriate national classification activity is delivered over the next twelve months.

Succession planning within the classifier training cohort is key and is a priority project for the next twelve months. We have a number of potential trainees registered and senior classifiers are working on a comprehensive national training plan in conjunction with the Home Nation leads.

Below, Poppy Maskhill,
BPSM, (Credit: Georgie Kerr,
British Swimming).



ASPIRING SPORTS UPDATE

ARTISTIC SWIMMING UPDATE 2022

Senior Team

What a difference a year makes! In the 2021 season the Senior team were plagued with difficulties to train with multiple lockdowns and a camp based training regime. Following the new HPC in Hengrove Leisure Centre being created in September 2021 the athletes were able to work together starting slowly in September and utilising the university holidays periods to train Monday-Saturday 8-5pm and then full time from May until the end of the season. The centralised programme consisted of joint strength and conditioning, gymnastics, yoga, lane swimming and artistic swimming sessions. The HPC also allows the athletes to have dual career, focusing on academic studies whilst training together in a centralised manner. The senior team have made considerable progress through the year and 2022 competitive season, with the new centralised programme becoming the flagship and focus to inspire the pathway.

European Championships 2022 – Rome, Italy 11th-14th August

The European Championships was a copy of the events from the World Championships with one addition, free solo. This was an opportunity to allow the junior soloist, who is also part of the senior team, to compete ahead of the Junior Worlds taking place one week later. The athletes performed well in all events although we were disappointed with the scores in some of the routines and think the new judging system coming in will help us improve.

Results: Tech Team 6th, Tech Solo 5th, Duet Free 7th, Free Solo 9th, Combination Team 4th, Tech Duet 7th, Free team 7th

Europe remains the strongest continent in Artistic Swimming, even with Russia and Belarus not competing this year. All team and athletes are very serious and strong. We still have a lot of work to do to be really competitive with some of the other nations.

Junior Squad

After being selected in September 2021 the Junior Squad started their season in October, training in the school holidays and some weekends. There were 14 athletes selected to the training squad and 10 selected for the travelling team. A Priority Squad was also selected which is made up of the duet and mixed duet. These athletes were invited to train at the HPC more frequently and allowed the national coaches to work with their routines outside the team camps.

Junior Europeans 2022 – Alicante, Spain 29th June – 3rd July

We took a team, duet, mixed duet, male & female solo to this event. It was the first time the male solo has been part of the programme. Ranjuo Tomblin did an outstanding job for us coming away with one silver and one bronze medal. Results: Tech Duet 9th, Mixed Tech Duet 3rd, Free Duet 10th, Mixed Free Duet 4th, Tech Solo 7th, Tech Team 6th Male Free Solo 2nd, Female Free Solo 8th, Free Team 8th

Junior World Championships 2022 – Quebec City, Canada 23rd - 27th August

We only took both solos and both duets to the postponed Junior World Championships in Canada this August. The athletes performed really well and the standard was very high. It was the first time these athletes have competed at a Junior World event, they are all still juniors next year so the experience will stand them in good stead. Results: Tech solo 9th, Free Solo 10th, Tech duet 11th, Free duet 14th, Free solo 7th, Mixed tech duet 7th, Mixed Free duet 6th

Youth Squad

The Youth team have also had a busy year, the delays in competitions due to Covid meant that the youth team had three competitions this season. There were 14 athletes selected to this training squad and 10 athletes selected to the travelling team. As with the Juniors a Priority Squad was selected which was made up of the duet and mixed duet. The Priority Squad athletes were invited to train at the HPC more frequently and allowed the national coaches to work with their routines outside the team camps.

Low level international – Croatia

This was the squads first time away from home and competing overseas. The competition offers the athletes the opportunity to gain experience in an international setting. The results were pleasing with our top athlete 3rd after the figures and a host of gold medals as well. Results: Solo 4th, duet 1st, mixed duet 1st, team 2nd, combination team 1st

Youth European Championships 2022 – France 28th – 31st July

After a last minute change due to illness and then one athlete testing positive on arrival the Europeans were the first major competition for this group. Like the other two groups the standard in this age group is exceptionally high. The same European nations taking the made places as the junior and senior championships. Results: Solo 11th, combination 6th, team 7th, duet 6th, mixed duet 5th

Youth World Championships 2022 – Charlotte, USA 10th – 14th August

Shortly after the Europeans the solo and duets flew to USA, to compete in their first worlds. Again the standard was high although the entries were a bit low, as expected due to the number of events this year. The athletes improved their performances all round from the Europeans and we were delighted to receive a silver medal for the mixed duet. Results: Solo 9th, duet 8th, mixed duet 2nd

2022 Competitive season was extremely busy, the know on from all the delays has given our athletes some great opportunities that they will grow and develop from. It has been proposed for the sport to undergo many changes, including the judging system, taking learnings from figure skating and gymnastics. This should help to make the sport more objective and easier to compare like for like. We are excited to see what the next couple of years will bring with the new system and our new HPC.

WATER POLO

British Water polo is continuing to work towards the long term target of returning to top level international competition, starting with the LEN European Championships and building towards world events in the future. This ambition has been made possible by the awarding of the National Squad Support Fund from UK Sport. The new role of a Water Polo Programme Lead will help drive water polo towards the long term target.

During 2022 our teams have been returning to competition with many of our age group players experiencing international competition for the first time, after normal preparation in previous years had been impossible due to Covid restrictions. Results are below:

- The senior women finished 7th in the Danube league. A competition made up of some of the best club teams in Europe alongside the GB national team. They also entered a development team into the EU Nations and finished 2nd.
- The senior men placed 5th at the EU Nations tournament. They have also just completed a training camp in Bilbao where they competed against the Spanish and French professional club sides.
- The senior men also competed in the Home Nations event in May, England finishing 1st, Ireland 2nd, Scotland 3rd and Wales 4th.
- The under 19 women competed in the European Junior Championships finishing 15th.
- The under 19 men's team narrowly missed out on qualifying for the top 16 finals.

The respective teams are now in training for the numerous competitive opportunities on offer in 2023. The senior male and female teams are undergoing a complete restructure of their agreed campaign plans for 2023 / 24 due to the change LEN European Championship dates. Both u17 teams are predominantly self-funded so it can be difficult for players and parents to afford the preparation required. Senior teams have more support from the NSSF but contribute significantly to the cost of international camps.

Away from the pool the Water Polo Programme Lead is currently reviewing the athlete development pathway, the International talent pathway and national team structures, the international competition calendar and how we can support and develop our volunteer workforce.

HIGH DIVING

Competitive opportunities for the High Divers have been limited. Two athletes did attend the European Championships in Rome in August and finished in the following positions:

Aidan Heslop - 6th
Owen Weymouth - 11th



STRATEGIC UPDATE

KEY STRATEGIC PROJECT

- Moving forward British Swimming are committed to creating and ensuring the effective delivery of a number of other key strategic projects by working collaboratively across the organisation and in conjunction with key stakeholders and partners:
- **DIVERSITY AND INCLUSION** – to create and manage a Diversity and Inclusion Action/Improvement Plan ensuring alignment to the organisational strategy and aimed at fostering inclusive cultures and diversity of thought and background within the organisation. Speedo are now the exclusive partner of the British Swimming Diversity and Inclusion programme. Both organisations are keen to work collaboratively to make the world of aquatics more equitable and encourage participation from people of all backgrounds.
- **SOCIAL RESPONSIBILITY** – to identify the role of the organisation in addressing social issues whilst contributing to positive change and ensuring connectivity of the organisations social impact activity with the organisations strategy, athletes, events and key stakeholders.
- **SUSTAINABILITY** – British Swimming is at the start of its sustainability journey but aspires to create and develop a sustainability action plan which is targeted, proportionate and informs decision making to support the organisation in driving positive sustainability change.
- **BRITISH SWIMMING RESTRUCTURE** - British Swimming has undergone a extensive restructure. The new structure has been implemented to help oversee an amalgamated British Swimming setup, incorporating the three core disciplines of diving, para-swimming and swimming. The aim is to allow for greater collaboration across departments, with the ultimate target of supporting strong athlete development, culture and medal-winning performances at Olympic, Paralympic and World Championship level.

ANTI-DOPING UPDATE

British Swimming continues to be fully committed to promoting a culture of doping-free sport across all disciplines by ensuring that all athletes and support personnel understand and practice the values of Clean Sport in their day to day activities.

British Swimming successfully submitted their UKAD Assurance Framework in advance of the deadline. This is the primary mechanism through which British Swimming can demonstrate to UKAD its compliance with the 2021 UK National Anti-Doping Policy. An action plan has been created to ensure ongoing management and compliance moving forward.

Education plays a key role in achieving compliance. A proactive approach to the promotion of Clean Sport has continued to take place over the last 12 months with athletes and staff across all disciplines taking part in sessions to educate them how to compete clean and how to access support to enable them to continue to do so.

- There are currently 46 athletes live on ADAMS. The whereabouts of all these athletes are required to be submitted every 3 months, with regular updating and amendments when necessary. Athletes receive regular reminders to ensure ADAMS is up to date.
- From the 1st October 2021 to the 30th June 2022 (latest date available at time of print) 220 athletes have been tested by UKAD with 100% having confirmed negative results. Tests were carried out using Urine & Blood Testing. 181 (122%) of the 220 tests were Out of Competition.

CORPORATE UPDATE

MENTAL HEALTH AND EMPLOYEE WELLBEING

Communication:

This created the opportunity to discuss their general health and wellbeing and to provide support/signposting to suitable organisations if required.

An additional online 'wellbeing centre' portal was added to the Splashing Savings discount benefit app.

Flexibility:

A more flexible approach to work was promoted internally in order for employees to prioritise their physical and mental health.

Following consultation, the Agile Working Policy was implemented when employees returned to office working, enabling a full time employee to work from a British Swimming 'office' for a minimum of two days per week.

Recognising that employees had been unable to utilise their full annual leave entitlement during the year, it was agreed employees could carry over additional annual leave into the next holiday year.

Recognition:

Employees and Board Members enjoyed an Easter treat box containing a thank you message from the CEO, a chocolate Up & Go drink, a British Swimming face mask, hand sanitiser and a cream egg for their continued hard work through lockdown three.

In July 2021, Employees were invited to a social gathering outside at SportPark to create the opportunity to meet up in a relaxed environment.

Campaigns:

Throughout Stress Awareness Month (April 2021), SMT member shared personal information about themselves detailing how they manage their emotional, mental and physical wellbeing. We also promoted the national campaign, the 30 day challenge.

Employees joined a facilitated Zoom session on theme 'Nature' for Mental Health Awareness week (May 2021).

Return To Office Working:

Following consultation with employees a return to office working process was implemented in September 2021, one to one meetings were conducted with each employee prior to their return to work in order to address any issues.

Protocols were put in place in the offices to ensure the safety of our employees including one way systems and a coloured bad system in order to help to reduce anxiety. Employees were encouraged to select a band to wear each day depending on how they were feeling so their colleagues would understand this without the requirement for a conversation.

NEW AND ENHANCED HR POLICIES AND PROCEDURES

A new process was implemented in April 2021 following the IR35 regulations to enable our employees to manage the requirements and a new process to manage consultancy contracts was also implemented.

Two new policies were implemented in June 2021 titled 'Supporting Staff Experiencing Domestic Violence' and 'Jury Service'.

Eleven policies were enhanced/amended in June 2021 to benefit employees including our Maternity, Paternity and Long Service Policies.

A 'day off for your birthday' was also introduced as an additional benefit.

WORKING TOGETHER

Cross Departmental Working:

Due to variances in workload many employees supported different departments across the organisation. This helped develop and strengthen working relationships and increased employee knowledge of different areas of the business.

ORGANISATIONAL RESTRUCTURE

The organisational restructure creating a new World Class department to cover all three aquatic disciplines commenced in October 2021. Stage one was completed by the end of November 2021. Seven new leadership positions were created and six internal appointments and one external appointment was made.

This stage was completed by the end of January 2022 and new positions which were recruited internally started on 1st February 2022. All positions recruited externally were in place by April 2022.



Above, Fleur Lewis and Kennedy Denby, marathon swimming, European Aquatics Champs, Rome 2022

INTERNATIONAL RELATIONS

2022 has seen significant activity around our international influence programme. There have been a number of key events and meetings throughout the year which have offered the opportunity for British Swimming to make an impact. International Influence continues to remain high on the British Swimming agenda. As a National Governing Body we need to have a strong voice and the ability to influence at all levels of the sport. British Swimming continues to strive to not only influence decisions which impact upon aquatics but also sport globally making it especially important that we seek to ensure we have credible and respected representatives on the international federation committees.

KEY ACTIVITIES THIS YEAR:

- The British Swimming CEO, Jack Buckner and Director of Legal & Governance, Ashley Cox attended the LEN Congress in September 2021 which was held in Budapest (HUN).
- The British Swimming CEO, Jack Buckner and Director of Legal & Governance, Ashley Cox attended the FINA General Congress in December 2021 which was held in Doha (QAT).
- In February 2022 British Swimming hosted the FINA Reform Committee in London for its first in-person meeting to continue furthering progress in the vital areas of governance, communication, marketing, events, digital transformation, safeguarding, medical, gender equity and sport development. The two-day meeting was held at the offices of the British Olympic Association. The meeting also allowed the opportunity for British Swimming Delegates to attend and meet with colleagues from FINA. While in the UK, the FINA President also visited the state-of-the-art Sandwell Aquatics Centre, host of the swimming and diving events at the Birmingham 2022 Commonwealth Games.
- The British Swimming CEO, Jack Buckner and Director of Legal & Governance, Ashley Cox attended the LEN Extraordinary Congress in February 2022 which was held in Frankfurt (GER), where Jack Buckner was appointed to the LEN Bureau.
- The British Swimming CEO, Jack Buckner, Director of Legal & Governance, Ashley Cox and Scottish Swimming Chairman and British Swimming Board member, Graeme Marchbank attended the LEN Extraordinary Congress in May 2022 which was held in Cascais (POR).

BRITISH DELEGATES

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

INTERNATIONAL DELEGATE POSITIONS WITHIN LEN HELD BY BRITISH REPRESENTATIVES:

Graeme Marchbank	LEN Bureau member
Craig Hunter	Chairman, LEN Technical Swimming Committee
Liam Tancock	LEN Athletes Committee Chair and LEN Bureau Member
Alexei Evangulov	Member, LEN Technical Diving Committee
Maria Ramos	Vice Chair LEN Technical Artistic Swimming Committee
Nicola Latty	Member, LEN Technical Masters Committee
Christopher Murray	Panel for disciplinary matters and disputes
Melanie Beck	LEN Technical High Diving Committee member

INTERNATIONAL DELEGATE POSITIONS WITHIN FINA HELD BY BRITISH REPRESENTATIVES

Craig Hunter	FINA Vice Chairman, Technical Swimming Committee
Melanie Beck	FINA Honorary Secretary, High Diving Technical Committee
Melanie Beck	FINA Member, Technical Diving Committee
Jack Laughler	FINA Athletes Committee

INTERNATIONAL DELEGATE POSITIONS WITHIN IPC HELD BY BRITISH REPRESENTATIVES:

Sue Prasad	Head of Technical Control & Officiating, Technical Swimming Committee.
Carl Payton	Researcher, WPS classification review project management group

THE BRITISH SWIMMING INTERNATIONAL RELATIONS WORK IS MANAGED AND MONITORED BY THE FOLLOWING SUB-GROUP TO THE BRITISH SWIMMING BOARD:

Adele Stach-Kevitz	British Swimming Interim Chair
Ashley Cox	British Swimming Interim CEO
Graeme Marchbank	Scottish Swimming Chair & British Swimming Board member
Byron Vaughan	British Swimming Corporate Strategy Officer
Chris Harvey	UK Sport International Relations Advisor
Jo Calvino	UK Sport International Relations Advisor
Chris Spice	British Swimming Performance Director
Melanie Beck	LEN Technical High Diving Committee member
Maria Ramos	Vice Chair LEN Technical Artistic Swimming Committee
Liam Tancock	LEN Athletes Committee Chair and LEN Bureau Member



Above, Matty Lee & Noah Williams, 10m Synchro, Commonwealth Games, Birmingham 2022.

GOVERNANCE STATEMENT

GOVERNANCE

British Swimming's aim is to be run to the highest standards particularly regarding effective management and governance. The Board of Directors ("the Board") has the ultimate responsibility for the strategic direction of British Swimming.

British Swimming was the subject of an independent onsite governance audit in the relevant period and received a rating of "Good". The Board acknowledged the outcome and is driven and committed to continuous improvement and British Swimming's target is to improve its standards to "Outstanding".

As the National Governing Body for aquatic sports, British Swimming is subject to the code of sports governance published by UK Sport in 2021. The following statements describe how the governance principles are being applied.

THE BOARD OF DIRECTORS

The Board's powers are clearly defined in British Swimming's Memorandum and Articles of Association ("the Articles"). With the exception of executive staff, all Directors are subject to term limits on the time they can serve on the Board as set out in the Articles.

The Board consists of twelve members representing a broad spectrum of the aquatic community, one Independent Chair, five National Representatives, who are elected or otherwise appointed by the National Associations (England, Scotland and Wales), four Independent Non-Executive Directors, one Athlete Representative and the Chief Executive Officer (ex officio).

There is a clear division of responsibility between the roles of the independent Chair and the Chief Executive, and all Independent Non-Executive Directors have agreed role descriptions and limits of authority. The Board normally meets at least five times each year and considers matters under its powers, which include the development of British Swimming's Strategic Plan, allocation of financial resources and the standing committees. In the 2021/2022 year the Board members were as follows:

EDWARD MAURICE WATKINS CBE Independent Chair (to August 2021)

GRAEME MARCHBANK National Representative – Scotland

ALEXANDRA JOANNA KELHAM National Representative – England

JANE NICKERSON National Representative – England

KEITH DAVID ASHTON National Representative – England

FERGUS GERARD FEENEY National Representative – Wales

ADELE STACH-KEVITZ Independent Non-Executive Director/Interim Chair (from September 2021)

DAVID CARRY Independent Non-Executive Director

CORINNE CUNNINGHAM Independent Non-Executive Director-

PETER JEREMY LITTLEWOOD (retired 20th September 2021)

Senior Independent Non-Executive Director

GRAHAM IAN EDMUNDS (retired 2nd December 2021)

Athlete Representative

JACK BUCKNER Chief Executive Officer

Each year the board uses a skill matrix to ensure the board is made up of people with a suitable range of skills. British Swimming are focused on ensuring diversity and inclusion of the board. The current percentage of females on the board is 64%.

BOARD ATTENDANCE

NAME	ROLE	MEETINGS
Edward Maurice Watkins CBE	Chair	2 out of 5 (up to September 2021)
Jack Buckner	CEO	5 out of 5
Alexandra Joanna Kelham	Swim England	5 out of 5
Keith David Ashton	Swim England	5 out of 5
Jane Nickerson	Swim England	5 out of 5
Graeme Marchbank	Scottish Swimming	5 out of 5
Fergus Gerard Feeney	Swim Wales	4 out of 5
Peter Jeremy Littlewood	Independent Member	0.5 out of 5 (up to September 2021)
Adele Stach-Kevitz	Independent Non-Executive Director	5 out of 5
David Carry	Independent Non-Executive Director	5 out of 5
Corinne Cunningham	Independent Non-Executive Director	5 out of 5
Graham Ian Edmunds	Athlete Representative	5 out of 5

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

- Audit and Risk Committee
- Remuneration Committee
- Nominations Group
- Sponsor Approval Group (under review)

AUDIT AND RISK COMMITTEE ("ARC")

The ARC comprises: Corinne Cunningham, Independent Non-Executive Director (Chair), Keith Ashton (National Representative – England), Daryl Norman (volunteer and independent member of the ARC) and Robert James (volunteer and independent member of the ARC).

The role and responsibilities of the ARC are set out in written terms of reference, which are reviewed annually by its members taking into account relevant legislation and recommended best practice. The purpose of the ARC is to assist the Board in relation to the following matters, including but not limited to, bringing relevant issues to their attention.

- Internal audit arrangements
- Internal controls
- Risk management- any discussed topics / improvements, key themes considered
- Financial reporting
- Fraud
- Whistleblowing
- Membership, purpose and responsibilities link

NAME	ROLE	MEETINGS ATTENDED
Corinne Cunningham	Chair	3 out of 3
Keith David Ashton	Swim England	3 out of 3
Daryl Norman	Volunteer	3 out of 3
Robert James	Volunteer	3 out of 3

Note: The maximum number of scheduled meetings held during the year that each member could attend is shown next to the number attended. A number of additional meetings and calls were held as required.

ACTIVITIES OF THE ARC

During the year the committee covered regular items such as:

- Considered the strategic risk register
- Considered the GDPR action plan
- Considered the management accounts
- Reviewed British Swimming's financial statements prior to their submission to the Board for approval;
- Considered matters raised by the auditors and met separately with British Swimming's auditors in accordance with good practice;
- Reviewed the Business Continuity Plan;
- Reviewed the ARC Terms of Reference;
- Reviewed the Terms of Reference for the forthcoming onsite financial governance audit conducted by independent external auditors.
- A deep dive presentation was given by the associate director of performance services

RISK MANAGEMENT

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

REMUNERATION COMMITTEE

In 2021/2022 the Remuneration Committee's members were: Adele Stach-Kevitz (Interim Chair), Keith Ashton (National Representative - England), Jack Buckner (Chief Executive Officer), Carol Kavanagh (volunteer – expert independent member) and Janine Harriman (Head of HR) respectively.

The Committee is responsible for determining and agreeing the framework, policies and remuneration packages for anyone whose salary exceeds £50,000 per annum. The Committee also reviews the fee for the Chair, the Athlete Representative and the Independent Non-Executive Directors. The Committee also provides oversight of the organisation's annual salary review and other employee benefits and projects linked to organisational development.

REMUNERATION ATTENDANCE

NAME	ROLE	MEETINGS ATTENDED (UP TO SEPTEMBER 2021)
Edward Maurice Watkins CBE	Chair	1 out of 5
Jack Buckner	CEO	4 out of 5
Adele Stach-Kevitz	Interim Chair	4 out of 5 (from September 2021)
Keith David Ashton	Swim England	5 out of 5
Carol Kavanagh	Volunteer, Independent Expert	5 out of 5
Janine Harriman	Head of HR	5 out of 5

Note: The maximum number of scheduled meetings held during the year that each member could attend is shown next to the number attended. A number of additional meetings and calls were held as required.

ACTIVITIES OF THE REMUNERATION COMMITTEE

The composition of the Remuneration Committee has changed in the last 12 months. Following the passing of Edward Maurice Watkins in August 2021, Adele Stach-Kevitz was appointed as the Interim Chair and attended Remuneration Committee meetings from September 2021.

The principal items covered at meetings were:

- Organisational Changes – a full organisational restructure was completed by 31st January 2022.
- Annual pay review – a 4% increase was awarded to employees.
- Board member remuneration – all British Swimming Board members are now paid.
- Policies and benefits – the maternity and paternity policies were amended to enhance pay.
- Board development
- Recruitment – Chair, Athlete Representative and CEO

The Committee's Terms of Reference were reviewed, updated and finalised in September 2021 and will be reviewed annually.

NOMINATION GROUP

The composition of the Nomination Group meets the Code's requirements. The Nomination Group comprises four members of the Board being Maurice Watkins CBE (Chairman), two Independent Non-Executive Directors – including the Senior Independent Non-Executive Director, Peter Littlewood and Adele Stach-Kevitz and Fergus Feeney, National Representative – Wales.

ACTIVITIES OF THE NOMINATION GROUP

The Group is responsible for making recommendations to the Board for the following Board appointments:

- The Chair of the Board
- The Independent Non-Executive Directors
- The Athlete Representative

As well as other roles appointed by the Board, such as:

- International representatives

The Group is responsible for making recommendations for:

- The re-appointment of any Director at the conclusion of their term of office as set out in the Articles
- Identifying suitable candidates for the role of Senior Independent Director
- Membership of the ARC, Remuneration Committee and any other Board Committees, Groups or Sub-Groups as appropriate

The Nomination Group is also responsible for the collation and consideration of the Board Skills Matrix that aids Board recruitment that is read in conjunction with the Board Succession Plan, Board Recruitment Policy, Board Evaluation Action Plan, Board Appraisals and the organisational strategy. The review of the Board Skills Matrix was planned to take place during 2022 but was postponed until a new Chair for the British Swimming Board was appointed.



Above, Imogen Clark, smile on lanerope, Commonwealth Games, Birmingham 2022.

EVENTS UPDATE

BRITISH SWIMMING CHAMPIONSHIPS 2021 PEAK AUDIENCE OF 8K DURING SUNDAY EVENINGS FINAL SESSION



DOMESTIC EVENTS

Owing to the government restrictions still in place during the course of 2021, we delivered all of our events in 2021 and early 2022 under COVID protocols which meant spectators were not able to return to venues. Whilst this was disappointing for all involved in the events, it did provide the athletes with key preparation opportunities ahead of their major events in 2021 and also in 2022. We were able to allow athletes to compete in a safe environment which was of the utmost importance when planning the delivery of these events.

The 2021 British Para-Swimming International Meet inc. World Para Swimming World Series and the British Swimming Championships were both delivered with strict COVID measures in place, with the use of "bubbles" which meant that entries were limited, testing was carried out and strict isolation processes in place. The feedback received from athletes involved in the event was very positive with them stating they felt very safe and comfortable with the protocols in place.

The Elite Junior Diving Championships was the first domestic diving event since the start of the pandemic and this was delivered in October 2021. It was great to welcome back some of our junior divers to compete at the Plymouth Life Centre. This event was also run with COVID measures in place in order to keep everyone involved in the event safe.

As we then approached the new year our attention turned to our National Diving Cup which was held in Plymouth in February 2022. As COVID cases were once again on the rise we took the decision to deliver the event behind closed doors. The event was a success and was a key event for performance colleagues to consider selection for the World Championships and was also the first senior diving event since the pandemic.

The Para Swimming World Series inc. British Para Swimming Meet was the next event which was delivered. This event took place behind closed doors in Scotland at the Aberdeen Sports Village in late February. The event saw competitors from around the world in attendance as the event was a key preparation event ahead of the Para Swimming World Championships in June.

British Swimming has continued to work closely and in partnership with host Cities on the delivery of events and this work continues as we plan for the future. Cities and venues play a vital role in not only the delivery of events but also they help to shape how we can activate for our commercial partners.

INTERNATIONAL EVENTS

In February 2022 British Swimming were delighted to announce that Manchester would be the host of the Para Swimming World Championships which will take place from 31st July – 6th August 2023. The event is to be hosted in partnership with UK Sport and Manchester City Council. This will be the third time the event has been hosted in the UK following Glasgow in 2015 and London in 2019.

The planning of the event has started with the establishment of the Stakeholder Board and Local Organising Committee plus the recruitment of some of the key delivery roles.

COMMERCIAL PARTNERSHIPS

It has been an exciting time for British Swimming with the announcement of a multi-year partnership with global swimwear brand Speedo. This partnership will provide swimwear and specialist equipment to all aquatic disciplines across senior and junior squads.

The deal, which runs across the next two Olympic and Paralympic cycles, will see Speedo become the official technical and apparel partner for British Swimming and the Home Nations.

As part of the partnership, Speedo will also become the exclusive partner of the British Swimming Diversity & Inclusion programme, with both organisations keen to make the world of aquatics more equitable and encourage participation from people of all backgrounds.

British Swimming was delighted to confirm the extension of its partnership with Lebara, up to and beyond Paris 2024.

Lebara became our official telecommunications partner in 2020, joining up through a spirit of community, high performance and valuing connection - particularly relevant through preparations for the Tokyo Olympic and Paralympic Games, in the unprecedented midst of the pandemic.

The Healthspan partnership is set to come to an end later this year and therefore discussions are on-going about the future of what has been a very successful partnership to this point.

Our partnership with UP&GO came to an end in October 2022 following a 3-year partnership with our official breakfast partner. British Swimming and UP&GO signed a 3 year deal in July 2019.

21K YOUTUBE VIEWS
9K FACEBOOK VIEWS ACROSS THE EVENT
231K VIDEO IMPRESSIONS ACROSS BOTH STREAMING CHANNELS

243K YOUTUBE VIEWS
75K FACEBOOK VIEWS ACROSS THE EVENT
1.5M VIDEO IMPRESSIONS ACROSS BOTH STREAMING CHANNELS

509K ON TWITTER
55K ON INSTAGRAM
320K ON INSTAGRAM STORIES

245K ON TWITTER
112K ON INSTAGRAM
180K ON INSTAGRAM STORIES
Reports and preview content shared on Facebook had a total reach of 68k



Above, Jacob Peters, fly Mixed 4x100m Medley Relay heats, World Aquatics Champs, Budapest 2022.

MARKETING AND COMMUNICATIONS

An unprecedented year of competition for our performance teams in the 2022 season meant there was an opportunity for us to carry and build on the momentum of the Olympic and Paralympic successes of 2021 across the communications and marketing space. This was true for our traditional areas of engagement across social media and website, but it also allowed us greater chances to build links with broadcasters and external media, as we target wider coverage and understanding of our athletes, teams and sports outside of the main coverage pinchpoints during competition season.

We worked closely with production teams at the BBC (TV and radio) and Channel 4, including securing access to athletes that helped push their coverage on. As an indication of the importance of this, BARB measurements suggest there were in excess of 23m people who watched at least 15 continuous minutes of televised swimming, para-swimming and diving coverage combined at Birmingham 2022.

Separately to events coverage, our ongoing goal to collaborate with broadcasters and written media saw us set up a successful broadcast session for BBC 5Live's 'Inside The Games' show at the Loughborough Performance Centre in December 2021, as they reviewed a historic year for British Swimming from poolside. This show went out at a peak time on 23rd December, providing a platform for the sport to a huge audience share during the festive period.

We also showed ambition to explore new, innovative ways that can grow interest and viewership of aquatics. Working with Eurovision and the European Broadcasting Union, we provided a bespoke British Swimming livestream of the World Short Course Championships in Abu Dhabi – a setup that saw Andy Jameson and Jazz Carlin commentating from their respective homes, while we lined up athletes and other guests to appear 'down the line'. Our colleagues at Eurovision were highly positive in their feedback, and this experimental coverage showed it to be a realistic and alternative option for fans to watch aquatics competition live.

Our domestic event coverage, meanwhile, amassed a combined total of 1.2m views, primarily on YouTube.

As ever, social media continues to play a central role in our approach, with each platform showing steady growth and strong engagement levels – particularly around domestic and international events.

During the periods of those events alone, our Instagram, Twitter and Facebook channels achieved social reach and impression numbers in excess of 14m, with Twitter providing the greatest number of impressions and Facebook the highest volume of post interactions. This is a strong showing in a non-Olympic and Paralympic year – and the fact that there was higher engagement on Twitter during the European Championships in comparison to the World Aquatics Championships (1.49m – 1.33m) is indicative of how a high volume of aquatics coverage across the summer helped interest and momentum to build from June to August. We also achieved 230k+ website page views during event season, largely to our reports and athlete profile pages. Our latest venture is to fully explore the potential of TikTok, with our expanded marcomms team allowing us the resource to pursue this as a new avenue for engagement, with fans and athletes alike.

Away from the in-the-water action, the marcomms team continues to place importance on supporting the stories and causes of our athletes, as well as marking important annual events. We marked International Women's Day with Maisie Summers-Newton, while we closely supported Will Perry in January 2022 as he campaigned passionately against abuse shown towards people with conditions of dwarfism, an important drive that gained huge national media attention.

The 2021-22 season saw us provide a variety of digital and media activations with our valued partners. We worked closely with Speedo on preparations for our partnership announcement to ensure maximum impact across social media, and we are in regular contact with them around opening up further content capture opportunities in 2023. We continue to place an emphasis on strong collaboration between ourselves and content departments at our partner organisations to provide such engaging, relevant content that celebrates the values of our partnerships.

A bespoke content capture day at the Bath Performance Centre has provided regular output with Healthspan, an example we will look to follow moving forward. Part of our plans moving forward is to make these content capture opportunities (for ourselves, stakeholders, partners and external media) more regular and convenient, in tandem with athletes, coaches and performance staff to ensure these work for all involved.

BRITISH SWIMMING LIMITED

GROUP STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

INTRODUCTION

The Board present their strategic report for the year ended 31 March 2022.

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

BUSINESS REVIEW

During the financial year, we achieved our best ever Olympic and Paralympic Games. In Swimming we secured 8 medals, 3 in Diving and 26 in the Paralympics. Swimming in particular had a very successful games with 4 gold medals. Adam Peaty was one of only two swimmers to retain their gold medal from Rio 2016. Tom Dean led an incredible 1 – 2 in the Men's 200m freestyle just ahead of Duncan Scott. Our two relay gold medals and one world record received amazing coverage in the UK as did the gold medal of Tom Daley and Matty Lee. The Tokyo Paralympics saw the emergence of new stars such as Reece Dunn and Maisie Summers-Newton. We have the basis of a strong squad for the Paris Olympic and Paralympic Games.

Sadly, our Chairman Maurice Watkins passed away in August 2021. Maurice had been ill for some time but continued to lead the board effectively throughout the pandemic. He was so proud of the results in Tokyo. Maurice was an outstanding Chair for British Swimming overseeing all the successes of the last 10 years. We have missed his wise and calm leadership. The Nominations Committee has been managing the recruitment of a new Chair. In the interim period, Adele Stach-Kevitz, an independent director, was the interim Chair.

In September 2022 we welcomed the arrival of our new Chair, Karen Webb Moss, who brings with her a huge wealth of commercial, sport and business experience.

British Swimming restructured after the Olympic and Paralympic Games. The three World Class funded disciplines of Swimming, Para-Swimming and Diving were combined into a single directorate under one performance director – Chris Spice. This strategic objective being to maximise delivery to our athletes whilst combining back office functions. UK Sport supported this restructure and it was complete by April 2022 with minimal disruption.

The year following the Olympic and Paralympic Games is traditionally a quieter year but in 2022 the consequences of the pandemic mean that the World Championships, European

Championships and Commonwealth Games take place in a single year. The athletes therefore prepared for another busy summer in the sport. Some of our top athletes had an extended break after Tokyo to ensure that motivation is strong in a short cycle to Paris 2024. We staged the British Swimming Championships in April in Sheffield. It was great to welcome back a crowd to Ponds Forge and there were some encouraging performances ahead of the main season. The Para Swimming Championships were successfully delivered in Aberdeen and the Diving National Championships in Plymouth.

The extremely busy summer period saw some admirable performances and results. At the FINA World Championships in June the Swimming team finished 9th on the medal table and Diving 2nd, both sports achieving their UK Sport medal target. At the European Championships in August the Swimming team finished 3rd on the medal table and Diving topped the medal table with an outstanding 12 medals. Artistic Swimming also achieved some excellent results at both the World and European Championships. There were also some tremendous results from our junior athletes across a range of events and the future looks exciting.

In July 2022, British Swimming and Speedo announced a multi-year partnership that saw Speedo become the official technical and apparel partner for British Swimming and also the Home Nations. The deal runs across the next two Olympic and Paralympic cycles

PRINCIPAL RISKS AND UNCERTAINTIES

The senior management team maintain and regularly review a strategic risk register. This is reviewed by the Audit & Risk Committee and the Board. Risks are categorised and mitigation strategies are in place for each risk, with action plans agreed and monitored where needed to strengthen mitigation. The principal risks are:

- the reduction in ability or willingness of public sector grant making bodies to support the activities of the Group and the Home Nations
- failure to maintain a long-term sustainable strategic relationship with the Home Nations
- facilities access

DIRECTORS REPORT

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2022

FINANCIAL KEY PERFORMANCE INDICATORS

Total income of £9,873,689 increased by 21% in the financial year, mainly due to increased domestic and international activities taking place once Covid restrictions were lifted during the year. Total expenditure of £9,834,073 increased by 23% for the same reasons. The principal financial KPI for British Swimming is performance against the approved budget. The consolidated surplus of £39,832 was in line with expectations.

At the end of the financial year, the Group held an Income and Expenditure reserve of £722,445 (2021: £682,613), with net current assets of £722,445 (2021: £682,613) and Fixed assets of £nil (2021: £nil). Assets include bank balances of £3,556,830 which are £1,399,247 higher than in 2021, due to the operating profit and working capital movements.

OTHER KEY PERFORMANCE INDICATORS

All sports set performance targets with UK Sport for their annual benchmark event in each year of the quadrennial cycle. The 2021/2022 performance results were as follows:

SPORT	BENCHMARK EVENT	BASE TARGET	STRETCH TARGET	ACTUAL
Swimming	Olympic Games	4 medals	8 medals	8 medals
Diving	Olympic Games	2 medals	3 medals	3 medals
Para-Swimming	Paralympic Games	35 medals	45 medals	26 medals

GOING CONCERN

UK Sport's World Class funding has now been confirmed until 31 March 2025 and home country income levels are recovering and improving annually after reducing during the Covid pandemic. A new kit sponsorship agreement has been signed in 2022 and an existing sponsor renewed for an additional 3 years. Taking all of these factors into account, the Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for at least 12 months following the date of the signing of these financial statements. The Directors have therefore continued to adopt the going concern basis of accounting in the preparation of these financial statements

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

Adele Stach-Kevitz

Director

Date: 11 November 2022

The Directors present their report and the financial statements for the year ended 31 March 2022.

DIRECTORS' RESPONSIBILITIES STATEMENT

The Directors are responsible for preparing the group strategic report, the directors' report and the consolidated financial statements in accordance with applicable law and regulations.

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

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

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

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

RESULTS AND DIVIDENDS

The profit for the year, after taxation, amounted to £39,832 (2021 £149,756).

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

DIRECTORS

The Directors who served during the year were:

- KEITH DAVID ASHTON**
- JACK RICHARD BUCKNER** (resigned 23 June 2022)
- DAVID ROBERT CARRY**
- GRAHAM IAN EDMUNDS** (resigned 2 December 2021)
- FERGUS GERARD FEENEY**
- ALEXANDRA JOANNE KELHAM** (resigned 18 October 2022)
- PETER JEREMY LITTLEWOOD** (resigned 20 September 2021)
- ADELE STACH KEVITZ**
- EDWARD MAURICE WATKINS** (resigned 16 August 2021)
- JANE MARY NICKERSON**
- GRAEME ROBERTSON MARCHBANK**
- CORINNE LISA CUNNINGHAM**
- ASHLEY DOMINIC COX** (appointed 23 June 2022)
- KAREN MARY WEBB** (appointed 9 September 2022)
- AIMEE BOOKER** (appointed 9 September 2022)
- CAROLINE GREEN** (appointed 19 October 2022)

DISCLOSURE OF INFORMATION TO AUDITOR

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

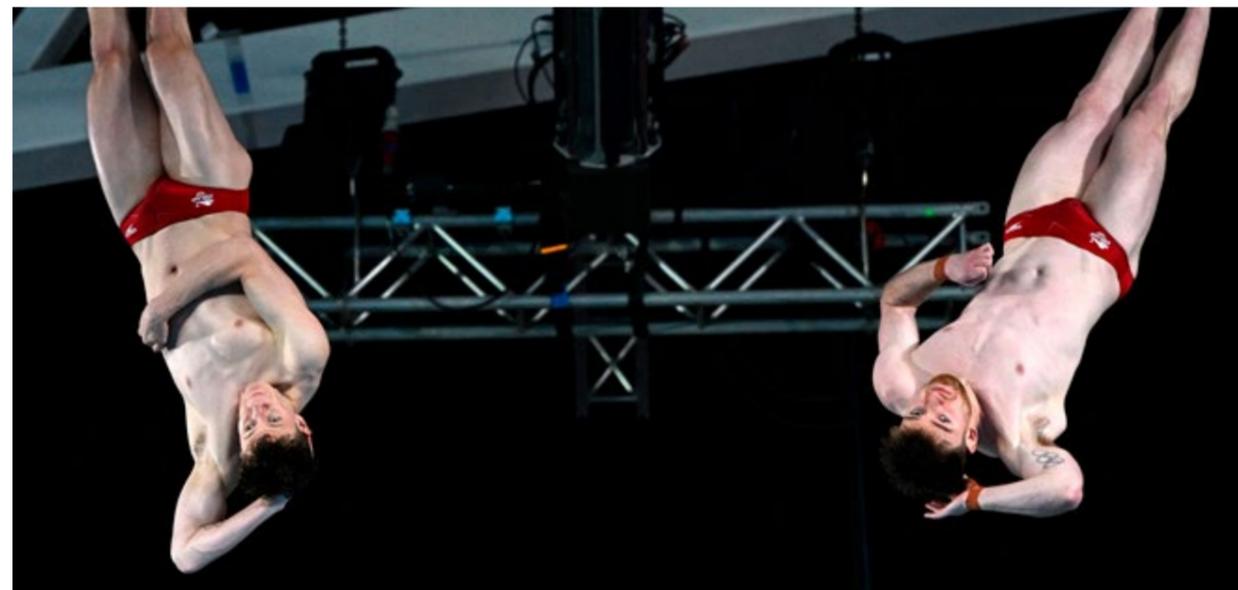
- so far as the Directors are aware, there is no relevant audit information of which the Company and the Group's auditor is unaware, and
- the Directors have taken all the steps that ought to have been taken as a Director in order to be aware of any relevant audit information and to establish that the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

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

Adele Stach-Kevitz

Director

Date: 11 November 2022



Above, Noah Williams & Matty Lee, twist 10m Synchro, Commonwealth Games, Birmingham 2022.

BRITISH SWIMMING CONSOLIDATED PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31 MARCH 2022

	2022	2021
	£	£
Income	9,873,689	8,171,953
Operating expenses	(9,834,073)	(8,025,061)
Operating profit	39,616	146,892
Interest receivable and similar income	216	999
Profit before taxation	39,832	147,891
Tax on profit	0	1,865
Profit/for the financial year	39,832	149,756

There was no other comprehensive income for 2022 (2021 £NIL).

BRITISH SWIMMING CONSOLIDATED BALANCE SHEET AS AT 31 MARCH 2022

	2022	2021
	£	£
Fixed Assets		
Tangible assets	-	-
Current assets		
Debtors: Amounts falling due after more than one year	285,000	427,500
Debtors: Amounts falling due within one year	532,248	951,717
Cash at bank and in hand	3,556,830	2,157,583
	4,374,078	3,536,800
Creditors: Amounts falling due within one year	(3,651,633)	((2,854,187))
Net current assets	722,445	682,613
Total assets less current liabilities	722,445	682,613
Net assets	722,445	682,613
Capital and reserves		
Profit and loss account	722,445	682,613

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

Corinne Lisa Cunningham

Director

Date: 11 November 2022

Adele Stach-Kevitz

Director

Date: 11 November 2022

ACKNOWLEDGEMENTS

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

THANK YOU TO ALL CONTRIBUTORS TO THIS REPORT

ADELE STACH-KEVITZ	British Swimming Interim Chairman
ASH COX	British Swimming Interim Chief Executive
WENDY LOCKTON	British Swimming Director of Corporate Strategy and Planning
BYRON VAUGHAN	British Swimming Corporate Strategy Officer
JOSHUA DEVINE	British Swimming Executive Officer
CHRIS SPICE	British Swimming Performance Director
ADAM CLARKE	British Swimming Associate Director Performance Strategy and Operations
SARAH KENNEDY	British Swimming Business Manager
OLGA SHUYKOVA	British Swimming Date Information and Projects Officer
KAREN THORPE	Artistic Swimming Manager
CRAIG FIGES	Water Polo Programme Lead
KATHREEN FRANCE	British Swimming Head of Finance
JANINE HARRIMAN	British Swimming Head of HR
CLAIRE DAVENPORT	British Swimming Director of Events & Marcomms
JOSHUA MURRAY	British Swimming Head of Marketing and Communications
LLOYD ROGERSON	British Swimming Senior Digital Communications and Marketing Officer

FOR PRODUCTION AND EDITING

EMMA ALDRED	Designer
SALLY NEWBY	Designer
GETTY	Official photographers to British Swimming



Molly Renshaw underwater shot, 200m Breaststroke semi, World Aquatics Championships, Budapest 2022.



PARTNERS AND SPONSORS

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



THANK YOU.

Above, James Wilby reaction, 100m Breaststroke Gold, Commonwealth Games, Birmingham 2022.

