



**THE ANNUAL  
REPORT**

---

AND ACCOUNTS 2021

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# COMPANY INFORMATION

FOR THE YEAR ENDED 31 MARCH 2021

## CHAIRMAN

**Edward Maurice Watkins CBE**

## DIRECTORS

**Keith David Ashton**

**Jack Richard Buckner**

**David Robert Carry**

**Corinne Lisa Cunningham**

**Graham Ian Edmunds**

**Jane Mary Nickerson**

**Fergus Gerard Feeney**

**Alexandra Joanne 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:

James Wilby competing at the British Swimming Selection Trials 2021. (Credit: Georgie Kerr, British Swimming).

Andrea Spendolini-Sirieix competing at the European Championships 2021.

Will Perry at the World Para Swimming European Championships in Madeira, May 2021.

# INTERIM CHAIR'S REPORT

## ADELE STACH-KEVITZ

I write this report with the spirit of Maurice Watkins, our chairman, at its heart, as our board and organisation mourn his passing this year. Maurice recruited me and I witnessed – first-hand – the impact of his talent and professionalism on our sport and organisation. Now as I embark on recruiting a fitting successor at the helm of our British Swimming family, with the support of our board, executive team, Home Nations and funding partners, I want to acknowledge the role Maurice played for British sport and on behalf of British Swimming and all National Governing Bodies he has served over the years, recognise the contribution of our chairman and friend.

Maurice was with us to celebrate the outstanding success of our Olympic athletes in Tokyo, where – as part of Team GB – we surpassed British Swimming's historic medal record with the best performance since London's Games in 1908. In swimming, Adam Peaty successfully defended his Olympic title and across the team, our early morning swimming finals stoked a nation's pride with an 8-medal haul, seeing Team GB place third in the Olympic swimming medal table behind the powerhouses of USA and Australia. Not to be outdone, our divers finished second in the Olympic diving table behind China, winning 3 medals and celebrating Team GB's first gold medal in the men's 10 platform with Tom Daley and Matty Lee. Team GB's Artistic Swimming duet also qualified for Tokyo and finished a credible 14th position at their maiden Olympic Games.

Sadly, Maurice did not see the Tokyo Paralympic swimming success, but I know he would have been buoyed by the determination and triumph of our team winning 26 medals and creating magical moments for the nation to share. Reflecting on the words Maurice would have written, I am certain he would have wanted me to express how deeply proud British Swimming are of every athlete, coach, team member, medical professional and family supporter who has played their part in this year's achievements; moreover, our continued excitement at the prospect of the Paris 2024 talent and performances ahead.

Success does not happen without sacrifice and commitment, so we are indebted to the co-operation shown by facility partners and Home Nations to stand up creative training regimes during lockdown and especially work with local councils to host re-focused race competitions and trials to ready athletes for the European, Olympic and Paralympic Games in 2021. Equally, we could not have staged competitions without the army of volunteers, officials, event organisers and athlete families who define determination and everything that is wonderful about our "One Team" aquatics' family and philosophy.

Having navigated our way through multi-lockdowns, I want to say a special thank you to the British Swimming independent and stakeholder board directors, our Home Nations and funding partners for their resilience in maintaining business momentum at the most difficult and emotional time we have known in sport. The financial support afforded National Governing Bodies during the uncertainty of a postponed Tokyo Olympic and Paralympic Games made a huge difference to our organisation and this faith in us, we strive to repay through our performances in the pool.

Finally, I would like to extend my personal gratitude to all the staff at British Swimming who delivered their excellent best in difficult times and demonstrate our values daily.



**Adele Stach-Kevitz**  
Interim Chair, British Swimming



# CEO'S REPORT

## JACK RICHARD BUCKNER

I would like to start my report by paying tribute to Maurice Watkins. Maurice would have wanted me to start with the Olympic and Paralympics Games but this is a corporate report on British Swimming and Maurice's leadership has been pivotal in the success we have enjoyed over the last decade. His patient and reflective wisdom set the tone for the organisation. The Tokyo Olympics meant a great deal to him in his final days. Those great achievements have come after a decade of hard work and consistent progress under his stewardship. Maurice thank you so much for everything you did for British Swimming and, wider than that for British sport.

On another sombre note I am writing this report shortly after the devastating death of David Jenkins, a young Diving coach at a training camp in Turkey. Our thoughts and condolences are with David's wife, family and friends.

The British Swimming story of the year is the Olympic and Paralympic Games. Before we consider those outstanding achievements, some context! The last 18 months since the pandemic have been the most challenging professionally and personally in probably all our lives. At British Swimming we have developed as a team, made decisions and done our best to deliver on our core purpose. One Team. Winning Well. In Water.

The efforts of everyone involved in British Swimming have been unbelievable. Reflecting back over the course of the pandemic, we made a series of decisions during COVID that all contributed towards the results in Tokyo. Briefly, getting the swimmers back in the water, approving the performance centres reopening, attending the ISL, staging a series of events and going to the European championships in Budapest and Madeira. At the time, each of these decisions was challenging, but they all contributed positively towards the Games. They gave our staff and athletes the confidence to perform magnificently. I'd like to personally thank the Board, British Swimming staff, the Home Nations, our partners in events and facilities, UK Sport and the amazing families and friends of all our competitors. You have all been amazing.

A few days before the Tokyo Olympic games themselves I was on a senior leadership steering group Zoom call. It was another very difficult call as we contemplated the various scenarios ahead of us. Eventually I spoke up and noted the one scenario we had not discussed. Every Olympic Games I've been involved in has had a challenging build up – but there is a moment of magic and we all fall in love with the Olympics again. The moment of magic happened the following Monday when Adam Peaty's brilliant

victory was followed by the equally inspirational Tom Daley and Matty Lee. From that moment onwards the Olympics came alive. These Olympics and Paralympics made us smile like no other. There was also a purity about these Games that was closer to the Olympic spirit than any I have witnessed. The youth of the world spoke and we listened. The success of the movement internationally was equally reflected in the reaction here in the UK. We all fell in love with the Olympics and Paralympics again.

British Swimming enjoyed an outstanding Games. The 8 swimming medals, 3 diving medals and 26 para swimming medals concluded our best ever Games. They are covered in detail further in this report. Swimming in particular will receive the plaudits for waking the nation up with a gold medal on 4 successive days.

The challenge is where we go from here? When I met the swimmers after returning from Tokyo on a chaotic evening at the Sheraton hotel near Heathrow, within a few minutes of celebrating success – it was "we can do more in Paris." I believe the whole organisation in British Swimming – all 6 disciplines, our staff, the home nations and all our partners believe we can do more in Paris. I look forward to being a small part of that exciting journey.



**Jack Richard Buckner**  
CEO, British Swimming



# MONTHLY HIGHLIGHTS



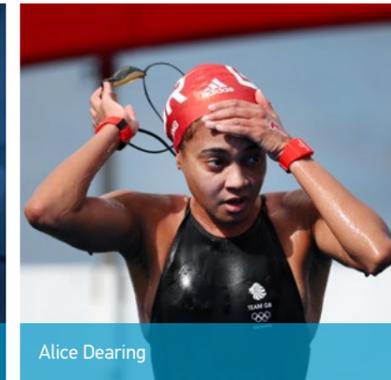
Molly Renshaw



Andrea Spendolini-Sirieix



Tom Daley and Matty Lee



Alice Dearing



Ellie Challis

## OCTOBER 2020

- Competitive swimming returned for the first time since March 2020 with 36 Brits taking part in the International Swimming League season two.

## NOVEMBER 2020

- Alice Tai and Aimee Willmott were selected to join Team Englands Advisory Group for the Commonwealth Games in Birmingham 2022.
- It was announced that the British Swimming Championships would be heading to London in 2021. This event would also be the Selection Trials for the Olympic Games.

## DECEMBER 2020

- Andrea Spendolini-Sirieix was crowned BBC Young SPOTY.
- The finals of the unique virtual Para-Swimming competition, Lebara's Race The World, were live streamed.
- The British Swimming Awards were held digitally. Voting was opened up to the public for eight categories that reflected the differing contributions in a challenging year for sport.
- British Swimming held the first ever virtual Staff Day which proved to be a great success.

## JANUARY 2021

- A quartet of British aquatics' leading coaches take part in new UK Sport programme looking to boost the representation of women across top-level sport.
- Five British Officials were appointed to FINA Swimming Officials list.
- The first four swimmers secured their spots on the Tokyo team following a revision of the selection policy for the postponed Games.

## FEBRUARY 2021

- The Manchester International Swim Meet took place. This marked the return of elite competition in the UK with the event being held under strict Covid-19 protocols.

## MARCH 2021

- Artistic Swimming and Water Polo received confirmation that they would benefit from UK Sport investment over the next four years, securing support from the new National Squads Support Fund in the lead up to Paris 2024.
- Manchester hosted the British Swimming Invitation Meet for Britain's elite swimmers and para-swimmers. This was an important event as part of the athletes preparation for Tokyo 2020 selection meets.

## APRIL 2021

- The British Para-Swimming International Meet was hosted in Sheffield.
- The British Swimming Official Breakfast Partner, UP&GO, launched a brand new TV advert featuring a trio of British Swimming stars, Alice Tai, Freya Anderson and Jack Laugher.
- The British Swimming Selection Trials were hosted in London, with performances seeing 24 swimmers added to the Tokyo team.

## DOMESTIC MEETS IN APRIL

BPSIM 30K LIVE STREAMS  
BSST 320K LIVE STREAMS



## MAY 2021

- The final Olympic Diving quota spots were secured at the Tokyo World Cup.
- Tom Daley and Matty Lee took the European 10m Synchro crown with the Diving team winning 6 medals in total.
- The Swimming team topped the medal table with 26 medals (11 golds, 9 silver, 6 bronze) which was their most successful ever European Championships.
- A small team of eight attended the World Para Swimming Championships in Madeira bringing home 5 golds, 2 silver and 3 bronze medals with Jessica-Jane Applegate securing 4 golds.

## JUNE 2021

- 12 divers were named on the Olympic team and a final two swimmers were added to the Tokyo team.
- The Paralympic team was announced for Tokyo 2020 Games.
- Kate Shortman and Izzy Thorpe secured their place to compete in Tokyo at the Olympic Qualifying tournament.
- Hector Pardoe and Alice Dearing obtained their quota places to compete in the Marathon Swimming events in Tokyo following their performances at the Olympic qualifier in Portugal.
- All British Swimming HR policies and procedures were reviewed and enhanced and a number of new employee benefits were introduced.
- Mel Marshall was awarded an MBE for services to swimming and charity in the Queen's Birthday Honours List.

## JULY 2021

- Tom Daley and Matty Lee become Olympic champions in the 10m synchro event.
- Adam Peaty became the first Britain to retain an Olympic title in the pool.
- Tom Dean and Duncan Scott delivered the first British 1-2 in the pool since 1908.
- Kathleen Dawson, Adam Peaty, James Guy and Anna Hopkin broke the world record to secure the inaugural Mixed 4x100m Medley Relay Olympic gold medal.

## AUGUST 2021

- The Swimming team finished the Olympic Games with their best ever medal haul (4 golds, 3 silver, 1 bronze).
- Duncan Scott became the first ever British athlete in any sport to claim four medals at a single Olympic Games, and the most decorated swimmer of modern era.
- Alice Dearing made history as the first Black woman to swim for TeamGB at an Olympic Games.
- Tom Daley and Jack Laugher secured further Olympic Diving individual bronze medals.
- British Swimming mourned the loss of their Chairman, Maurice Watkins CBE, aged 79.

## SEPTEMBER 2021

- The Para-Swimming team were once again ParalympicsGB's most decorated sport at the Games with 26 medals.
- Reece Dunn completed his debut Games as ParalympicsGB's most decorated athlete at Tokyo 2020.
- Ellie Challis became ParalympicsGB's youngest medallist at Tokyo.
- British Swimming returned to working from the office(s) with an agile Working Policy in place to provide greater flexibility for employees.

# OLYMPIC GAMES 2020

THE 2020 OLYMPIC GAMES TOOK PLACE IN TOKYO, JAPAN 23RD JULY TO THE 8TH AUGUST 2021

The 2020 Games were without doubt an extremely unique experience in a number of ways due to the Covid-19 pandemic. Despite this and the challenges all of the athletes had faced during their preparation the Games were a fantastic success for British Swimming across all sports. Across all aquatics sports British Swimming returned 11 medals in total, the 2nd highest medal count of all sports in Great Britain.

## SWIMMING

30 swimmers and 20 staff were selected to represent Team GB.

The team won 8 medals (4 golds, 3 silvers, 1 bronze) to achieve the top end of our UK Sport medal target (5-8 medals) and deliver our best medal performance in the history of the Olympic Games.

This placed Great Britain third on the medal table behind America and Australia.

### In total 11 athletes won medals and 9 were crowned Olympic Champions:

- Adam Peaty, gold in the 100m breaststroke, becoming the first British swimmer to defend an Olympic title
- Tom Dean, gold in the 200m freestyle
- Tom Dean, Duncan Scott, Matthew Richards, James Guy and Callum Jarvis, gold in the men's 4x200m freestyle relay
- Kathleen Dawson, Adam Peaty, James Guy, Anna Hopkin and Freya Anderson, gold in the mixed medley relay
- Duncan Scott, silver in both the 200m freestyle and 200m IM. With four medals at one Games, Duncan becomes the most decorated British Olympian in history at a single Games
- Luke Greenbank, Adam Peaty, James Guy, Duncan Scott and James Wilby, silver in the men's medley relay
- Luke Greenbank, bronze in the 200m backstroke

### Records:

12 records in total broken:

- > 1 World Record
- > 3 European
- > 4 Commonwealth
- > 4 British

**1 WORLD RECORD BROKEN**

- World record for the mixed medley relay team
- Commonwealth and European record for the men's 4x200 freestyle relay
- Commonwealth and European record for the men's medley relay
- Commonwealth record for Duncan Scott in the 200m IM
- British record for the women's 4x100 freestyle relay (twice)
- British record for Tom Dean in the 200m freestyle
- British record for Anna Hopkin in the 100m freestyle

## MARATHON SWIMMING

Alice Dearing competed in the Women's event and Hector Pardoe in the Men's. Dearing went on finish 19th and Pardoe unfortunately had to retire during the race due to an eye injury.



Bottom Centre, Mixed 4x100m Medley Relay, Gold Podium, Tokyo 2020.  
Top right, Eden Cheng and Lois Toulson's 10m Synchro, Tokyo 2020.



## DIVING

For the first time ever without being the host nation the Diving team had representatives qualify for every event. Unfortunately, due to the ongoing pandemic the divers had to compete in Tokyo without any prior international exposure either at a camp or competition as part of their preparation.

Despite these challenges the team repeated Rio's medal count with 3 medals in total – 1 gold and 2 bronze to finish 2nd in the medal table behind China.

### Olympic Champions:

- Tom Daley and Matty Lee, gold in the 10m Platform Synchro
- Jack Laugher, bronze in the 3m Springboard
- Tom Daley, bronze in the 10m Platform

The team also enjoyed more individual finalists than ever before and showed credible performances across the whole team.

- 6th – Grace Reid and Katherine Torrance (3m Synchro)
- 7th – Andrea Spendolini-Sirieix (10m)
- 7th – Eden Cheng and Lois Toulson (10m Synchro)
- 7th – Jack Laugher and Daniel Goodfellow (3m Synchro)
- 9th – James Heatly (3m)
- 9th – Lois Toulson (10m)



Mixed 4x100m Medley Relay Freya medal presentation



# PARALYMPIC GAMES 2020

THE 2020 PARALYMPIC GAMES TOOK PLACE IN TOKYO, JAPAN 24TH AUGUST TO THE 5TH SEPTEMBER 2021

The Paralympic Games took place 24th August to 5th September 2021. 23 swimmers and 21 staff were selected to represent Paralympics GB at the Games.

Swimming was Paralympic GB's most successful sport winning 26 medals in total. These consisted of 8 gold, 9 silver and 9 bronze medals.

Great Britain finished 7th on the medal table.

A number of records were also broken during the Games:

- > 24 British records
- > 10 European records
- > 8 World records

### Individual Medallists

- Tully Kearney (1 Gold, 1 Silver)
- Maisie Summers-Newton (2 Gold)
- Hannah Russell (1 Gold, 1 Bronze)
- Reece Dunn (2 Gold, 1 Silver, 1 Bronze)
- Bethany Firth (1 Gold, 2 Silver)
- Grace Harvey (1 Silver)
- Louise Fiddes (1 Silver, 1 Bronze)
- Ellie Challis (1 Silver)
- Rebecca Redfern (1 Silver)
- Stephen Clegg (1 Silver, 2 Bronze)
- Toni Shaw (1 Bronze)
- Jessica-Jane Applegate (2 Bronze)
- Scott Quin (1 Bronze)

### PARA-SWIMMING MEDALS WON



### Relay Medallists - Gold

Reece Dunn, Bethany Firth, Jessica-Jane Applegate, Jordon Catchpole

### ARTISTIC SWIMMING

Kate Shortman and Izzy Thorpe started their Olympic campaign by finishing 15th on the leaderboard after their prelims score in the Free Duet of 84.7333.

Their vampire-themed technical routine earned them 85.155 which was only narrowly short of their personal best for the routine, the 85.223 that helped them secure Olympic qualification in Barcelona.

Their combined scores saw them move into the Free Duet final in 12th place. In the final they produced one of the best performances of their time as a duet together eventually capping off a memorable debut Olympic Games by placing 14th.

### OLYMPIC MONTAGE



# 24 MILLION

SOCIAL MEDIA POST IMPRESSIONS OVER THE OLYMPICS AND PARALYMPICS



# EXCELLENCE SWIMMING

The global COVID pandemic meant that the 2020 and 2021 seasons looked significantly different to 'normal', and programme activity was very much shaped by wider restrictions on domestic and international travel, and Government (UK and Home Nation) guidance on elite sport activity. All LEN and FINA international events in 2020 and the early part of 2021 were either cancelled or postponed which meant a much changed national programme for this period.

With confirmation of an Olympic Games postponement the main focus for the 2020 season was access to training, and with the support of our facility partners both our national centres at Loughborough and Bath were able to open and operate as elite training centres. Home nation performance centres in Stirling, Newport (initially) and Swansea subsequently opened for elite training, supported by a network of five club based elite facilities. From an initial 34 athletes training in May 2020, nearly 100 athletes (established elite performers or on a recognised elite development pathway) were back training by the end of the year.

## 2020 INTERNATIONAL SWIMMING LEAGUE (ISL)

The second season of the ISL commenced on 16th October, with an increased number of swimmers involved and a new look competition format. All 'matches', including the league's semi-final and final took place in COVID 'bubble' in Budapest over a 5 week period with 36 British Swimmers involved. In the absence of international competition, the ISL provided a much needed high level international competition opportunity for all of our priority athletes, and a first competitive outing for swimmers since March.

There were some impressive British performances across the series, with British short course records for:

- Adam Peaty in the 50m and 100m Breaststroke
- Duncan Scott in the 200m Freestyle and 200m IM
- Luke Greenbank in the 200m Backstroke
- Freya Anderson in the 200m Freestyle
- Abbie Wood in the 200m IM

## REFOCUSED RACE STRATEGY MEETS

With the international competition calendar decimated by COVID and international travel restrictions, the focus of the programme turned to the organisation and operation of our own series of elite events to replace the usual strategy of racing at international meets during the January to March period.

### Manchester International Swim Meet, 12th -14th February

In partnership with British Para-Swimming, Manchester City Council, the City of Manchester Swim Team and local Safety Advisory Group (SAG) a three day meet involving 92 swimmers (including 20 Para athletes), was staged, with some domestic based international athletes invited. Despite the absence of competition and swimmers in heavy training there were some

stand out swims including a British record equalling swim in the women's 200 breaststroke by Molly Renshaw and a PB by more than 2 seconds by Abbie Wood in the 200 IM to go second on the British all time rankings.

### British Swimming Invitation Meet, Manchester, 12th - 14th March

A three day meet involving 132 swimmers (including 25 para athletes) from our elite athlete return to training group (EARTG) provided a last competitive outing for most before the British Swimming Selection Trials (the refocused British Championships). There were again some standout performances including Kathleen Dawson in the 100 backstroke with a performance that put her second on the British all-time list.

### British Swimming Selection Trials, London, 13th-18th April

Due to COVID related restrictions the April British Championships was refocused and downsized to a British Swimming Selection trials event. Just over 200 athletes participated in the meet which saw British records in a number of events including the women's 200m Breaststroke (Molly Renshaw), men's 200m Freestyle (Duncan Scott), men's 100m Freestyle (Duncan Scott equalling his own record), men's 200m IM (Duncan Scott). Multiple British junior age records were also broken at the meet. A team of 26 athletes was nominated to the BOA following the meet for Olympic selection.



### 2021 European Championships, Budapest

A team of 40 athletes travelled to the Championships in Budapest on 15th May. The meet was used as a preparation meet for the 28 athletes selected to the Olympic team, and provided an additional opportunity for a further 12 athletes to put in performances for consideration at the final Olympic team selection point on 6th June.

Given the purpose of the meet, there were no targets in relation to medals or season best performances. This made the results achieved even more positive as we approach the Games, notable highlights from Championships being:

- A best ever medal haul of 26 medals (11 Gold, 9 Silver, 6 Bronze) topping the medal table
- 15 personal best performances
- 2 European and 12 British records
- Winning 7 of the 9 relay events (with silver in the other two)

### 2021 British Swimming Glasgow Meet, 3rd-6th June

The meet was our largest and most inclusive domestic meet held in the COVID era, with more than 300 athletes taking part across nine competition sessions. The meet included a discrete junior meet (taking place as mid-afternoon heat declared winner format sessions) and an open meet which was 'flipped' (evening heats, morning finals). For many junior swimmers the meet was their first live competition experience for more than 12 months. From a selection perspective, the meet was the final consideration opportunity for those looking for selection for the Olympic Games or the European Junior Championships teams. The final two additions to the Olympic team were made following the meet.

### 2021 FINA Olympic Marathon Qualifier, Setubal, Portugal, 19th-20th June

Four athletes (Alice Dearing, Danielle Huskisson, Hector Pardoe and Toby Robinson) represented Great Britain at the FINA Marathon Qualifier in Setubal on 19th/20th June. Alice Dearing (4th) and Hector Pardoe (1st) were the first placed British female and male athletes and secured qualification for the Games by finishing inside the Top 9. Dearing went on finish 19th in Tokyo and Pardoe had to retire during the race due to an eye injury.

### Swim Wales Open Water Meet, incorporating the British junior team selection race, 19th June

Swim Wales, with support from British Swimming and venue stakeholders staged a number of open water races on 19th June at Llandegfedd Lake, Llandegfedd Reservoir in Monmouthshire. The races served as the selection races for the European Junior Open Water Championships (taking place 22nd-25th July in France). Unfortunately we had to withdraw our team from the Championships just days before the planned travel date with unsurmountable logistical challenges.

### 2021 European Junior Championships, Rome, Italy

A team of 24 athletes competed at the Championships. The team produced a 12 medal haul (2 Gold, 6 Silver, 4 Bronze) with standout performances from a number of athletes including Katie Shanahan who took gold in both medley events, and a double silver in the 100m and 200m Backstroke events.

**WE TOPPED  
THE MEDAL TABLE  
AT THE EUROPEAN  
CHAMPIONSHIPS**

# EXCELLENCE DIVING



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

EVENT	MEDALS	MEDAL-WINNERS	FINALISTS	TEAM PLACE
<b>Nations Challenge (CAN-GBR-JAM-RSA)</b> Virtual event April 2021	<b>2 Gold</b> <b>6 Silver</b> <b>1 Bronze</b>	<b>Gold</b> – James Heatly (3m) <b>Gold</b> – Thomas Daley (10m) <b>Silver</b> – Jack Laughler (3m) <b>Silver</b> – Noah Williams (10m) <b>Silver</b> – Thomas Daley-Matthew Lee (10mS) <b>Silver</b> – Maria Papworth (3m) <b>Silver</b> – Katherine Torrance-Grace Reid (3mS) <b>Silver</b> – Eden Cheng-Lois Toulson (10mS) <b>Bronze</b> – Robyn Birch (10m)	<b>2 x 4th</b> <b>2 x 5th</b> <b>1 x 6th</b> <b>1 x 7th</b>	<b>2nd</b>
<b>FINA Diving World Cup</b> Tokyo, JPN May 2021	<b>3 Gold</b> <b>2 Silver</b>	<b>Gold</b> – Thomas Daley (10m) <b>Gold</b> – Jack Laughler-Daniel Goodfellow (3mS) <b>Gold</b> – Thomas Daley-Matthew Lee (10mS) <b>Silver</b> – James Heatly (3m) <b>Silver</b> – Lois Toulson-Eden Cheng (10mS)	<b>1 x 4th</b> <b>1 x 5th</b> <b>2 x 6th</b> <b>1 x 7th</b>	<b>2nd</b>
<b>LEN European Aquatics Championships</b> Budapest, HUN May 2021	<b>1 Gold</b> <b>4 Silver</b> <b>1 Bronze</b>	<b>Gold</b> – Thomas Daley-Matthew Lee (10mS) <b>Silver</b> – Jack Laughler (1m) <b>Silver</b> – Thomas Daley (10m) <b>Silver</b> – Noah Williams-Andrea Spendolini-Sirieix (Mixed 10mS) <b>Silver</b> – Eden Cheng-Lois Toulson (10mS) <b>Bronze</b> – Andrea Spendolini-Sirieix (10m)	<b>3 x 4th</b> <b>2 x 5th</b> <b>1 x 5th</b> <b>2 x 6th</b> <b>1 x 8th</b> <b>1 x 9th</b>	<b>4th</b>
<b>FINA Grand Prix CAN</b> Virtual event May 2021	<b>2 Gold</b> <b>3 Silver</b> <b>2 Bronze</b>	<b>Gold</b> – Leon Baker-Tyler Humphreys (3mS) <b>Gold</b> – Ben Cutmore-Robbie Lee (10mS) <b>Silver</b> – Euan McCabe-Hugo Thomas (3mS) <b>Silver</b> – Cameron Gammage (3m) <b>Silver</b> – Tilly Brown-Evie Smith (3mS) <b>Bronze</b> – Hugo Thomas (3m) <b>Bronze</b> – Ben Cutmore (10m)	<b>3 x 5th</b> <b>1 x 6th</b> <b>1 x 7th</b>	<b>2nd</b>
<b>LEN European Junior Diving Championships</b> Rijeka, CRO June 2021	<b>2 Gold</b> <b>3 Silver</b> <b>4 Bronze</b>	<b>Gold</b> – Tyler Humphreys (1m A) <b>Gold</b> – Maisie Bond (Platform B) <b>Silver</b> – Leon Baker (3m B) <b>Silver</b> – Ben Cutmore-Euan McCabe (Platform Syn) <b>Silver</b> – Tilly Brown (1m B) <b>Bronze</b> – Euan McCabe (Platform B) <b>Bronze</b> – Leon Baker-Tyler Humphreys (3mS) <b>Bronze</b> – Amy Rollinson (1m A) <b>Bronze</b> – Tilly Brown (3m B)	<b>5 x 5th</b> <b>1 x 7th</b> <b>1 x 8th</b> <b>2 x 9th</b> <b>1 x 10th</b> <b>2 x 12th</b>	<b>3rd</b>

## SENIOR PROGRAMME

The senior programme took part in the Nations Challenge Virtual event in April 2021. This virtual Meet between GBR and Canada was devised as a warm up competition ahead of the 2021 World Cup at a time when both countries were under lockdown protocols. GLL London supported the extended opening to allow timings with EST Canada. A team of judges worldwide, including 3 GB judges, judged the dives remotely from home offices and submitted scores by keypad.

## JUNIOR PROGRAMME

In addition to the events outlined other junior activities included:

- **Live@5 programme.** 40-50 pathway divers (Team J) combined with Swim England Talent Teams (Teams Y/Z) were part of the lockdown Live@5 programme during the lockdown period. Athletes engaged in 80 virtual contact sessions over 16 weeks. A collaboration of organisations, coaches from elite squads, senior and pathway divers and support staff helped in the success of this programme.
- **FINA Grand Prix CAN, Virtual event, May 2021.** Following the successful Virtual meet Dive Canada once again hosted a second virtual meet. This event was used to support leading junior athletes from each country working towards the 2021 World Junior Championships.

## ACTIVITIES AND CAMPS

- **Warm Weather Camp in Antalya, Turkey, 5th – 18th October 2020.** 8 athletes, 1 coach, 1 physiotherapist and 1 team leader attended this event which was held at the Gloria Sports Arena Resort. The Covid-19 safety measures were on a very high level.
- **Pre-Olympic training camp-1, Loughborough, 24th – 27th May 2021.** This camp was in place of the cancelled warm weather camp in Antalya, Turkey.
- **Pre-Olympic training camp-2 in London, 11th – 17th July 2021.** With there unfortunately being no possibility of an international holding camp for the Tokyo Games the team prepared in London and adjusted to Japanese time with modified sleep and training times. A travel and acclimatisation strategy was designed and implemented to speed up the adjustment to the eight-hour time difference.

- **Team J pre-season camp 2021/22 in London, 22nd – 27th August 2021.** Normally this camp would have taken place as a summer warm weather pre-season camp in Turkey. However, due to the red list status in Turkey the camp was re-arranged to London. Leading junior divers from the recent European Juniors along with other leading junior athletes who were being considered for the World Juniors were selected for this camp.
- **Virtual Talent Identification** – Due to Covid-19 no Talent ID has been conducted since the end of 2019. As a result of this the “Virtual Talent Search” has been launched in conjunction with Sport England and Scottish Swimming. This is a fast track search to identify new gymnastic prepared young children into key talent centres across the UK working towards LA 2028 and Brisbane 2032. Details can be found at the following link: <https://www.swimming.org/diving/diving-virtual-talent-search/#>
- **Off the Boards** – The Diving Pathway Portal will be migrating to “Off the Boards” and sharing a sister platform with British Swimming’s “Off the blocks” from early autumn 2021.

James Heatly  
winning Silver  
at FINA Diving  
World Cup 2021.



# EXCELLENCE PARA-SWIMMING

WORLD RECORD BRITISH RECORDS



BRITISH INTERNATIONAL  
PARA-SWIMMING MEET



## INTERNATIONAL COMPETITIONS

### Virtual Racing – Race the World

Due to the Covid pandemic and the number of competition opportunities being limited British Para-Swimming hosted the first ever virtual racing opportunity. There was a total of 72 entrants from 25 countries including 24 international athletes, 191 race entries across 16 events swimming a total of 14650metres. It had reach and presence across all British Swimming social media platforms with a 311k reach on Twitter and 93.5k reach on Instagram.

### British International Para-Swimming Meet

This was a closed event for athletes on the Government Elite Athlete list, with 36 British athletes and 55 International athletes competing. It was used as part of the Paralympic trials included in the amended Paralympic selection policy which ensured key athletes qualified from the 2019 World Para-Swimming Championships as a measure of risk mitigation during covid times. With 11 British records and 1 World Record achieved.

### Open European Championships – 16th – 22nd May 2021

Due to covid restrictions the focus of this competition had to change with a small identified team selected, 9 athletes. It was used as a final classification opportunity prior to Paralympic Games and competition and race exposure for targeted athletes. 5 Gold, 3 Silver and 2 Bronze medals were achieved.

## DOMESTIC COMPETITIONS

### Manchester International Meet, Manchester Invitational Meet, British Swimming Glasgow Meet

British Para-Swimming worked with the Olympic Swimming programme and the BS events team to ensure a safe environment was created for the Para-Swimmers in Manchester and Glasgow. The competition exposure proved invaluable for the swimmers who attended as was the opportunity to race alongside the Olympic Team. Unfortunately only swimmers on the Elite return to training group were allowed to compete.

## KEY DOMESTIC ACTIVITIES

### World Class Programme

In October 2020 the World Class Performance Programme squad places were extended for the 2020/2021 season. This was reviewed in April 2021 and extended again to the end of the season.

### Para Academy Squad

The Para-Swimming Academy squad was challenged over the last 12 months due to Covid-19 restrictions. There were a number of monthly catch-up sessions during this period. There were two virtual camps held in October and February involving swimmers, coaches British Para-Swimming and Home Nation staff. The two 5-day virtual camps which ran for 3-4 hours each day included cooking at home, performance lifestyle, psychology sessions and reflective practice. The sessions were as interactive as possible with swimmers split into small groups to complete set tasks. The virtual camps were well supported and received by the swimmers, they liked the interactive activities and 'short' format of the sessions.

### The Hive (formally known as The Programme Conference)

Due to the pandemic this was changed to a virtual event with a series of 3 sessions. Two for programme athletes, coaches, parents and stakeholders and one specifically for coaches. Sessions included key project updates, update on new cycle/new strategy, an effective communication workshop and David Wiseman (Invictus Games Swimmer) as a guest speaker. The coaches session comprised of interviews with various coaches including Brian Loeffler (coach to Jess Long). These Hive session were also used to continue the work on the Programme Culture.

Reece Dunn competing at British International Para-Swimming Meet 2021.

(Credit: Georgie Kerr, British Swimming).



## MAJOR INITIATIVES

### Games Preparation

The Tokyo planning working group continued to meet every 6 to 8 weeks to plan all factors associated with the Paralympic Games. The working group played a large part in the rescheduling of the games and the new processes and strategies that had to be put in place to have a Covid secure Games.

### Chimu

This was a series of 5 online sessions on team development leading into the games. It was a platform to provide operational updates, Japanese culture, scenario planning/what ifs, Roles and responsibilities. Team Spotlight profiles were explored understanding strengths and weaknesses within the team and how they can be used.

### Mental Health Champions

The previous year 6 staff members were trained up as mental health champions and continued to support the team in this area. This year 4 athletes were trained to be Mental Health Champions to help with peer to peer support.

### Time to Talk

Mental health support for both staff and athletes hosted through Zoom calls. These were dedicated sessions for staff or athletes hosted by the mental health champions to provide a opportunity to talk openly about any subjects worrying them or used just as a place to catch up with peers.

### Sports Science

The sports science team have been busy working on several projects including:

- A Collaborative Masters with Chester University in Performance Statistics,
- Adoption of Power Bi software platform with Performance Statistics,
- Travel and acclimatisation plan, race day timelines, heat maintenance projects completed and executed in Tokyo
- Development and implementation of Athlete Independence Plans;
- Development of Nutrition Fundamentals framework – implementation for new programme year.

They have also had quarterly Performance Support thinktanks with external speakers.

### IAPs

This process strengthens as it moved into its third year. The IAP process continued for the Podium athletes with many of them refining their goals and having a much stronger understanding of the process. The process was also rolled out to include the Podium Potential squad for the first time with many of these athletes embracing the process.

### Classification

For much of the time Covid 19 restrictions prevented classification; however with the DCMS elite athlete training guidelines and WPS classification risk assessments we were able to host international classification for physical and intellectually impaired athletes at BPSIM in Sheffield enabling 16 GBR athletes to attend classification reviews. We also took 5 athletes to 2 overseas events to complete classification ahead of Tokyo.

4 Visually Impaired athletes attended an IPC multi-sport 'out of competition classification opportunity' in Birmingham to complete their international classification review.

The first national opportunity since March 2020 was in July and enabled 19 swimmers to gain a national classification. 2 swimmers attended the latest national VI classification. 2 trainee classifiers attended the above event for practical experience as part of their ongoing training to become accredited classifiers.

8 new classifiers attended an online induction in November 2020 with a view to starting an online theory element.

### Head of Performance Pathway

Craig Nicholson left the role of Performance Pathway Manager to take on the role of Head of World Para Swimming, being replaced by Jacquie Marshall. Jacquie was previously the Director of Swimming at Northampton SC.

# ASPIRING SPORTS UPDATE

## ARTISTIC SWIMMING UPDATE

Artistic Swimming has made good progress over the past season, making the best of the time during the national lockdowns to keep the national squads training, whilst upskilling several coaches and hundreds of athletes virtually.

### European Championships 2021

The start to the 2021 season was a challenge with the country heading back into another lockdown. As a result of this the senior team struggled to start any physical pool training until February 2021 leaving them with a short window to prepare for the European Championships in Budapest in May. This event was also the first time they had competed since March 2020. Despite this two personal best scores were achieved in both the team and duet events.

### Olympic Qualification

The duet saw their Olympic Qualification event pushed back on several occasions before it was finally confirmed to be held in Barcelona in June. There was a surprising number of duets competing for the 9 spaces left and Isabelle Thorpe and Kate Shortman secured their place out of the 23 participating countries.

### Junior Team

The Junior team started their season with two camps leading into the Junior Europeans which were held in June 2021 in Malta. Great Britain took part for the first time in the Mixed Duet event. After only 4 weeks of ad-hoc training the pair Ranjuo Tomblin & Rosie Rallings finished in 5th place. Ranjuo (15), is our first Junior male athlete.

### Youth Team

The Youth team have had the bumpiest journey over the last year with a number of Youth athletes struggling to train due to the restrictions and timings of competitions. Late in the season, in September 2021, six athletes competed at the first LEN European Youth Championships where they had their first taste of international competition. For the second time Great Britain took part in the Mixed Duet event, this time with Maxwell Sewell and Elena Smith Fernandez, where they secured the first ever GB European Artistic Swimming medal, to finish in third place.

### Olympic Preparation

The Duet had a tough season of preparation for the Games including separation from the Italian coach but thanks to the support from UK Sport's Aspiration Fund and Hengrove Leisure Centre who allowed the athletes to train during the second national lockdown, the Duet couldn't have prepared better. The athletes took part in what was originally thought to be a small campaign to promote body image, which hit just prior to the Olympics and it saw them appearing in all national newspapers, radio and TV. This helped raised their own and the sport's profile ahead of the Games.



### UK Sport Funding

The disappointment of not receiving UK Sport Progression Funding in December 2020 was a blow to the sport, having already geared a number of senior athletes up to take up places at Universities within Bristol and Bath to enable the start of the centralised training programme. Although the sport is being supported now with National Squad Support Funding from UK Sport, which has enabled us to start delivering our new High Performance Programme, the athletes are mainly funding the programme themselves. In order to progress at senior level for the Paris cycle it is essential that Artistic Swimming is able to recruit a world class coach to develop the team and the duet to the next level in the world rankings. Consideration is being given to how this can be achieved given the limited funding available.

### Moving forward

The duet athletes have made a commitment to continue in the sport with an aim to achieve a top 8 ranking by 2024. The team athletes will support the system in the same way, with the goal of achieving a top 10 world ranking by 2024. Further down the pathway the emphasis and direction for the sport is around growth and inclusion, developing participation and reach, creating opportunities for all cultures, ethnicities and genders. We have some great role models in our system and a sport that can really flourish however it will struggle to meet its full potential and create the Olympic 'shop window' without coaching of the requisite world standard.

### WATER POLO UPDATE

The decision by UK Sport in March 2021 to award Water Polo with National Squad support funding gave the British Water Polo community a real boost and extensive work took place to write and implement a strategy. The target for British Water Polo remains for them to be a contender for Tier 1 UK Sport funding in the future and to have a team represent Great Britain at an Olympic Games.

Whilst competitive opportunities were limited due to the ongoing pandemic the under 17's Water Polo squads did manage to experience some competitions this year as outlined below:

- Under 17's Boys European Qualifiers, Slovenia, June 2021 – GBR placed 4th in their group
- Under 17's Girls European Championships, Croatia, August 2021 – GBR placed 17th out of 19 teams

In addition, the Senior Women have entered the Danube League for the first time where the performance aim is to gain as much experience as possible against top professional clubs in Europe. The competition operates between September 2021 and April 2022.

### HIGH DIVING UPDATE

Unfortunately, due to the Covid-19 pandemic there has been no competitive High Diving opportunities. The next event for the High Divers to focus on will be the FINA World Championships in 2022.

# ANTI-DOPING UPDATE

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

As part of the British Swimming anti-doping curriculum, education plays a key role in achieving this. A proactive approach to the promotion of Clean Sport has taken 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.

- Currently 49 athletes across Swimming, Para-Swimming & Diving are on the UKAD and/or FINA Testing Pool.
- The whereabouts of all 49 athletes are required to be submitted every 3 months, with regular updating and amendments when necessary.

- Since 01/10/2020 260 athletes have been tested by UKAD have confirmed negative results. Tests were carried out using Urine & Blood Testing. 128 (49%) of the 260 tests were Out of Competition.
- Since 01/10/2020 Over 45 Anti-doping Education sessions took place covering over 750 staff and athletes from Talent athletes through to Olympic & Paralympic Staff and Athletes.
- British Swimming arranged for an additional 4 staff to be trained as UKAD Educators during 2021 to assist with promoting Clean Sport within our disciplines.



Left page, Cassie Wild competing at the European Championships 2021.

# CORPORATE UPDATE

## CORONAVIRUS

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

The Coronavirus Job Retention Scheme was utilised and a number of employees were placed on furlough.

Employees were supported as they worked from home and were provided with useful information to help improve their general wellbeing. Team members supported each other, virtual social events were arranged, a buddy system was implemented and appropriate equipment was provided to ensure employees had a suitable home work station.

In July 2020 following a safe and successful return to the water employees were consulted with through a questionnaire and the results of which helped to facilitate a return to the office(s) plan. Adaptations were made to the offices in order to create a safe working environment.

## MENTAL HEALTH AND WELL-BEING

In May 2020 British Swimming embraced Mental Health Awareness Week following the national campaign through informative emails and a virtual event.

Individual 'check in' calls were made throughout the year to those who were known to have suffered with poor mental health previously.

In August 2020 a wellbeing questionnaire was circulated to employees containing questions focussing on depression and anxiety and on coping mechanisms such as alcohol consumption, gambling or excessive use of the internet. Anyone who provided concerning responses were contacted and offered appropriate help and/or support.

British Swimming continue to promote a flexible approach to work in order for employees to prioritise their physical and mental health.

The Agile Working Policy was produced for implementation when we return to the workplace. The policy states that employees are required to work from the workplace for a minimum of two days per week.

## EQUALITY, DIVERSITY AND INCLUSION (ED & I)

British Swimming and Swim England (SE) were reviewed by UK Sport and Sport England in April 2020 following the achievement of the Advanced Equality Standard in October 2018 and successfully retained the Standard.

The annual ED & I survey was circulated in May 2020. A plan was produced and actions taken to advance in specific areas, including providing ED & I training to athletes.

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

In August 2020 the Pride in Water initiative was launched. Pride in Water is a new network to support LGBT+ athletes, coaches, officials, support staff and all involved in aquatic sports who are passionate about inclusion within the disciplines.

## STAFF SATISFACTION SURVEY

The annual Staff Satisfaction Survey was issued in June 2020 to all employees and Board Members.

Work continues on the points highlighted on the action plan produced following a review of the responses, including reviewing HR policies and procedures, employee benefits and staff award categories, improving cross departmental working opportunities and reviewing flexible working options.

## ORGANISATIONAL CHANGES

A TUPE consultation process was completed in April 2020 to TUPE transfer individuals within Talent Administration to Swim England.

## TRAINING

In April 2020 Whistleblowing and Anti-Bribery training was provided to all employees and Board Members.

Briefings covering 'Motivation' and 'Reintroduction into the workplace on the return from long term leave' were produced and circulated to line managers.

## STAFF DAY

Employees attended the virtual Staff Day in December 2020 where there were organisational information/presentations, fun breakout sessions and a staff awards section.

All employees were also provided with a small treat box as a Christmas gift.

# INTERNATIONAL RELATIONS

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 influence decisions which impact at all levels and also sport globally and in order to achieve this it is imperative that we seek to ensure that we have credible and respected representatives on the international federation committees.

## KEY ACTIVITIES THIS YEAR:

- Due to Covid-19 there has unfortunately been very limited activity take place over the past 12 months.
- The British Swimming Chairman, Maurice Watkins, and British Swimming CEO, Jack Buckner, attended the FINA Election Congress in June 2021 which was held virtually.
- British Swimming and World Para Swimming demonstrated valuable partnership working when Nicole Burns (British Swimming Events Officer) was seconded to World Para Swimming for 9 months, 3rd November 2020 to 31st July 2021, to assist their administration and provide key support to them at their European Championships in 2021. Not only was this a valuable opportunity for Nicole and British Swimming to develop a deeper understanding of the organisation but it was also an opportunity for these organisations to strengthen their overall relationships.

## 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:

<b>DAVID SPARKES</b>	General Secretary, Elected as LEN representative to FINA Bureau, LEN Legal Liaison
<b>MAURICE WATKINS</b>	Chairman, LEN Legal Committee
<b>CRAIG HUNTER</b>	Chairman, LEN Technical Swimming Committee
<b>SAM GREETHAM</b>	Chairman, LEN Technical Open Water Swimming Committee
<b>ALEXEI EVANGULOV</b>	Member, LEN Technical Diving Committee
<b>MARIA RAMOS</b>	Member, LEN Technical Artistic Swimming Committee
<b>NICOLA LATTY</b>	Member, LEN Technical Masters Committee
<b>CHRISTOPHER MURRAY</b>	Panel for disciplinary matters and disputes

## INTERNATIONAL DELEGATE POSITIONS WITHIN FINA HELD BY BRITISH REPRESENTATIVES:

<b>DAVID SPARKES</b>	Member, FINA Bureau
<b>MAURICE WATKINS</b>	FINA Ethics Panel (appointed 2021-2025)
<b>JACK BUCKNER</b>	FINA Reform Committee
<b>CRAIG HUNTER</b>	FINA Vice Chairman, Technical Swimming Committee
<b>SAM GREETHAM</b>	FINA Honorary Secretary, Technical Open Water Committee
<b>MELANIE BECK</b>	FINA Honorary Secretary, High Diving Technical Committee and FINA Member, Technical Diving Committee
<b>JACK LAUGHER</b>	FINA Athletes Committee

## INTERNATIONAL DELEGATE POSITIONS WITHIN IPC HELD BY BRITISH REPRESENTATIVES:

<b>SUE PRASAD</b>	Head of Technical Control & Officiating, Technical Swimming Committee
<b>CARL PAYTON</b>	Researcher, WPS classification review project management group
<b>SARAH STEWART HUNTER</b>	Member, WPS Competition Pathway Working Group

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

<b>MAURICE WATKINS</b>	British Swimming Chairman
<b>JACK BUCKNER</b>	British Swimming CEO
<b>DAVID SPARKES</b>	Member, FINA Bureau
<b>AMY MOSS</b>	British Swimming IR Coordinator
<b>SAM GREETHAM</b>	Secretary, LEN Technical Open Water Committee & Honorary Secretary, FINA Technical Open Water Committee
<b>CHRIS HARVEY</b>	UK Sport International Relations Advisor
<b>CRAIG HUNTER</b>	Chairman, LEN Technical Swimming Committee
<b>CHRIS SPICE</b>	National Performance Director, British Swimming
<b>MELANIE BECK</b>	FINA Honorary Secretary, High Diving Technical Committee and FINA Member, Technical Diving Committee
<b>MARIA RAMOS</b>	Member, LEN Technical Artistic Swimming Committee
<b>LIAM TANCOCK</b>	Member, BOA athletes Commission
<b>KEVIN BOYD</b>	FINA Honorary Secretary, Sports Medicine committee

# GOVERNANCE STATEMENT

## GOVERNANCE

British Swimming's aim is to be run to the highest standards particularly regarding effective management and governance. The Board of Directors ("the Board") has the ultimate responsibility for the strategic direction of British Swimming. British Swimming was the subject of an independent onsite governance audit, which was commissioned by UK Sport and undertaken by BDO, 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". 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 12 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 2020/21 year the Board members were as follows:

<b>EDWARD MAURICE WATKINS CBE</b>	Independent Chair
<b>GRAEME MARCHBANK</b>	National Representative – Scotland
<b>ALEXANDRA JOANNE KELHAM</b>	National Representative – England
<b>JANE MARY NICKERSON</b>	National Representative – England
<b>KEITH DAVID ASHTON</b>	National Representative – England
<b>FERGUS GERARD FEENEY</b>	National Representative – Wales
<b>ADELE STACH-KEVITZ</b>	Independent Non-Executive Director
<b>DAVID CARRY</b>	Independent Non-Executive Director
<b>CORINNE CUNNINGHAM</b>	Independent Non-Executive Director

<b>PETER JEREMY LITTLEWOOD</b>	Senior Independent Non-Executive Director
<b>GRAHAM IAN EDMUNDS</b>	Athlete Representative
<b>JACK BUCKNER</b>	Chief Executive Officer

## BOARD ATTENDANCE

NAME	ROLE	MEETINGS ATTENDED
Edward Maurice Watkins CBE	Chair	5 out of 5
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 (Senior Independent Non-Executive Director "SID")	2 and part of 1 (attended Friday at September 2020 meeting) of 5
Adele Stach-Kevitz	Independent Non-Executive Director	4 and part of 1 (attended Saturday of February 2021) 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 from May 2020), Keith Ashton, National Representative – England (Acting Chair to May 2020) 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:

- External audit arrangements
- Internal audit arrangements
- Internal controls
- Risk management
- Financial reporting
- Fraud
- Whistleblowing (created and approved by the Board in 2018)

## ARC ATTENDANCE

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	2 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

- 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.

## 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 2020/2021 the Remuneration Committee's members were: Maurice Watkins CBE (Chairman), Keith Ashton (National Representative - England), Jack Buckner (Chief Executive Officer), Carol Kavanagh (volunteer – expert independent member) and the 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 Chairman, 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
Edward Maurice Watkins CBE	Chair	5 out of 5
Jack Buckner	CEO	5 out of 5
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 principal items covered at meetings were:

- Pandemic impact
- Annual pay review
- Consultancy and service contracts
- Board member remuneration
- Policies and benefits
- Board development
- Health assessments

The Committee's Terms of Reference are being reviewed and updated and will be complete in 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.

#### GOVERNANCE GENERAL

During 2020/2021, in addition to the independent onsite governance review, the Board approved the Clean Sport Education Strategy and appointed the Athlete Representative as the Board Anti-Doping Champion. The Board also received a presentation from UKAD that updated the Board on WADA 2021 Rule changes.



# MAJOR EVENTS

**UNIQUE WEBPAGE VIEWS UP 66% ON 2019/20 PERIOD**



The period from April 2020 to March 2021 was a difficult year for all with the global pandemic causing a lot of challenges for sport. The uncertainty of the pandemic led to events being cancelled throughout 2020 including our major Championships for Swimming and Para Swimming. In addition to this, British Swimming were due to host the European Junior Swimming and Diving Championships in Aberdeen during the summer and unfortunately this event was also cancelled.

As we looked ahead in unprecedented times it was clear that planning needed to begin so that domestic events could take place but run under strict government guidelines so as to ensure the health and safety of all involved. This was important as preparation was still critical for our athletes who were competing at the Olympic and Paralympic Games in 2021.

Whilst our delivery model was different, with no spectators and therefore no spectator experience delivered in venues, the priorities remained the same when it came to delivering high quality events for the athletes which allowed them to prepare and gain valuable race experience.

Planning began in late 2020 in order to deliver some preparation meets for our Swimmers and Para Swimmers staged in early 2021.

### Manchester International Swim Meet

In partnership with Manchester City Council and the City of Manchester Aquatics Swim Team, British Swimming hosted the Manchester International Swim Meet from the 12th-14th February 2021. This event provided Swimmers and Para Swimmers with the opportunity to race for the first time since the pandemic hit. This event was run under the strictest COVID protocols and was safely delivered.

As there were no spectators permitted to attend the event the action was live streamed across British Swimming's YouTube and Facebook channels.

### British Swimming International Meet

Following the success of the first Manchester International Swim Meet the decision was taken to stage a second meet. This meet was held from the 12th – 14th March in Manchester and was once again delivered in partnership with Manchester City Council.

Like the meet staged in February, the event was delivered under the strictest COVID protocols and therefore no spectators were permitted into the venue. The event was live streamed across British Swimming's YouTube and Facebook channels.

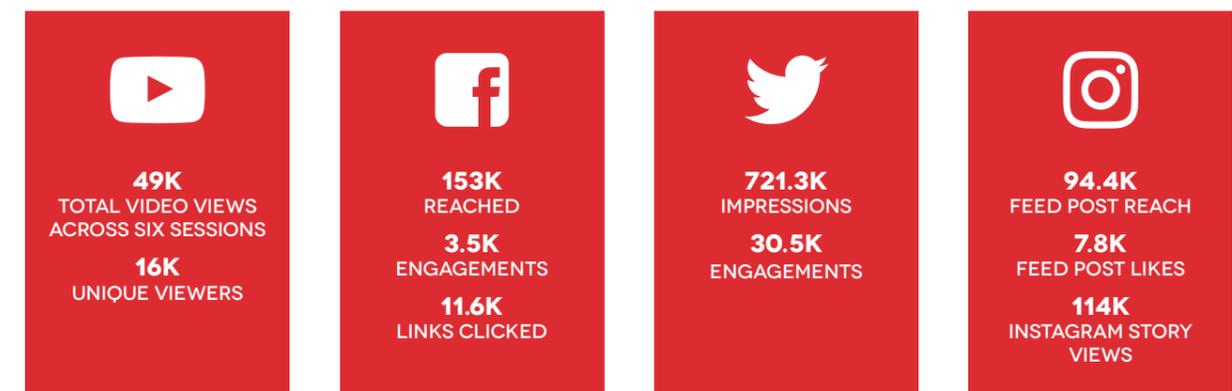


Image on the right, Manchester International Swim Meet 2021.

# MARKETING AND COMMUNICATIONS

The outstanding successes of our performance teams across the disciplines in 2020/21 provided an opportunity for us to continue on an upward trajectory in the marketing and communications space, with a variety of content ideas across our digital and social channels helping reach an ever-growing aquatics audience and offering them a greater insight into the stories of our athletes and sports.

Using an unforgettable Olympic and Paralympic summer as a platform - as well as European Aquatics Championships and World Para Swimming European Open Championships - unique webpage views across the British Swimming website increased by 66% on the 2019/20 period, with fans coming to the website (and accessing material through our social media channels) to read in-depth reports, quotes pieces, team announcements and bespoke features with athletes and staff.

The return of domestic events also allowed for increased engagement across our in-house content and external media coverage, while live, online coverage of the British Swimming Selection Trials and British Para-Swimming International Meet received in excess of 350,000 streams.

Social media continues to provide the biggest growth of following. During the 2020/21 period, our Instagram follower numbers increased by 21%, with a 14% increase on Facebook and 7% on Twitter, due in no small part to an eye-catching 24 million social media post impressions during the Tokyo 2020 period.

We continue to find new ways to provide aquatics fans with unique access through our social channels. One successful example of that came with videos we posted of relay team members being presented with their Olympic medals by swimming NPD Chris Spice - providing behind-the-scenes insight into our 'One Team' ethos in action.

We have also looked for more versatile ways to engage with our audiences in non-aquatic focused ways, telling their stories throughout the ongoing background of the pandemic. We produced written, video or social content and posts for important annual events including Mental Health Awareness Week, Pride Month and Black History Month. Our Women in Water series also continued.



The quality and variety of our digital output increases in line with our in-house work and ongoing partnership with Engage, who have fine-tuned the eye-catching, brand-focused nature of our output.

The year 2020/21 also saw us look to move on engagement with our commercial partners. April 2021 saw the launch of UP&GO's first TV advert, which featured Alice Tai, Freya Anderson and Jack Laugher and was filmed at the London Aquatics Centre. The advert reached 22.4 million people during its run on Channel 4 and provided a fine example of our partnership values.



Our successful 'athlete story' video series also continued with UP&GO, with Freya Anderson and Luke Greenbank - who would both go on to secure Olympic medals later in the year - featuring.

Another sign of our ongoing commercial engagement came with the new Lebara's Race The World event - a virtual racing opportunity for para-swimmers from Britain and across the globe at a time when competition had been widely disrupted by the pandemic. Our official communications partner Lebara were the title sponsor and featured in the virtual event branding, providing valuable brand exposure across our channels and strengthening the partnership, while helping us communicate a ground-breaking event worldwide.

# BRITISH SWIMMING LIMITED

GROUP STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2021

## INTRODUCTION

The Board present their strategic report for the year ended 31 March 2021.

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

## BUSINESS REVIEW

This financial year was dominated by COVID. Our partnerships were critical in ensuring British Swimming survived the pandemic. We were able to cancel a number of events when the pandemic hit and minimise our losses. We also used the furlough scheme to provide financial support to the organisation. Working closely with the Department for Digital, Culture, Media and Sport ("DCMS") we were able to gain access to facilities for potential Olympians so we were able to return to operational activity. In the last quarter of the financial year we were able to stage a number of events in Manchester, Sheffield and London. These events were crucial in preparing our athletes for the Olympic and Paralympic Games.

After the year end we achieved our best ever Olympic and Paralympic Games. In Swimming we gained 8 medals, in Diving 3 and in the Paralympics 26. 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. Tom Dean led an incredible 1 - 2 in the Mens 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.

We managed to protect commercial revenue through creative activation of assets digitally. We are grateful to our many partners and stakeholders for their continued support.

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 has been an outstanding Chairman for British Swimming overseeing all the successes of the last 10 years. We shall all miss his wise and calm leadership. The Nominations Committee has begun the recruitment of a new Chair. In the interim Adele Stach-Kevitz, an independent director will be the interim Chair.

## PRINCIPAL RISKS AND UNCERTAINTIES

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

The principal risks remain as last year although their likelihood has increased as a result of COVID, namely:

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

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

# DIRECTORS REPORT

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2021

## FINANCIAL KEY PERFORMANCE INDICATORS

Total income of £8,171,953 decreased by 39% in the financial year, mainly due to the impact of COVID resulting in the postponement and/or cancellation of domestic and international events. Total expenditure of £8,025,061 decreased by 41% mainly for the same reasons.

The principal financial KPI for British Swimming is performance against the approved budget. The consolidated surplus of £149,756 was in line with expectations.

At the end of the financial year, the Group held an Income and Expenditure reserve of £682,613 (2020: £532,857), with net current assets of £686,613 (2020: £532,836) and Fixed assets of £nil (2020: £21). Assets include bank balances of £2,157,583 which are £490,035 higher than in 2020, 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. However due to COVID, no benchmark event took place in the financial year due to the postponement of the 2020 Olympic and Paralympic Games until July and August 2021.

## 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. Management are also optimistic that current sponsors will renew existing agreements. 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

The Directors present their report and the financial statements for the year ended 31 March 2021.

## 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 £149,756 (2020 - loss £76,236).

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

## DIRECTORS

The Directors who served during the year were:

**KEITH DAVID ASHTON**  
**JACK RICHARD BUCKNER**  
**DAVID ROBERT CARRY**  
**GRAHAM IAN EDMUNDS**  
**FERGUS GERARD FEENEY**  
**ALEXANDRA JOANNE KELHAM**  
**PETER JEREMY LITTLEWOOD** (resigned 20 September 2021)  
**ADELE STACH-KEVITZ** (resigned 16 August 2021)  
**EDWARD MAURICE WATKINS**  
**JANE MARY NICKERSON**  
**GRAEME ROBERTSON MARCHBANK**  
**CORINNE LISA CUNNINGHAM**

## 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.

## AUDITOR

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

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

**Adele Stach-Kevitz**  
Director



### BRITISH SWIMMING CONSOLIDATED PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31 MARCH 2021

	2021	2020
	£	£
Income	8,171,953	13,503,607
Operating expenses	(8,025,061)	(13,584,549)
<b>Operating profit/(deficit)</b>	<u>146,892</u>	<u>(80,942)</u>
Interest receivable and similar income	999	5,810
<b>Profit/(deficit) before taxation</b>	<u>147,891</u>	<u>(75,132)</u>
Tax on profit/(deficit)	1,865	(1,104)
<b>Profit/(deficit) for the financial year</b>	<u><u>149,756</u></u>	<u><u>(76,236)</u></u>

There was no other comprehensive income for 2021 (2020 - £NIL).

### BRITISH SWIMMING CONSOLIDATED BALANCE SHEET AS AT 31 MARCH 2021

	2021	2020
	£	£
<b>Fixed Assets</b>		
Tangible assets	-	21
	<u>-</u>	<u>21</u>
<b>Current assets</b>		
Debtors: Amounts falling due after more than one year	427,500	-
Debtors: Amounts falling due within one year	951,717	1,095,187
Cash at bank and in hand	2,157,583	1,667,548
	<u>3,536,800</u>	<u>2,762,735</u>
Creditors: Amounts falling due within one year	(2,854,187)	(2,229,899)
	<u>682,613</u>	<u>532,836</u>
<b>Net current assets</b>	<u>682,613</u>	<u>532,836</u>
<b>Total assets less current liabilities</b>	<u>682,613</u>	<u>532,857</u>
<b>Net assets</b>	<u>682,613</u>	<u>532,857</u>
<b>Capital and reserves</b>		
Profit and loss account	682,613	532,857
	<u><u>682,613</u></u>	<u><u>532,857</u></u>

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

**Corinne Lisa Cunningham**

Director

**Jack Richard Buckner**

Director

# ACKNOWLEDGEMENTS

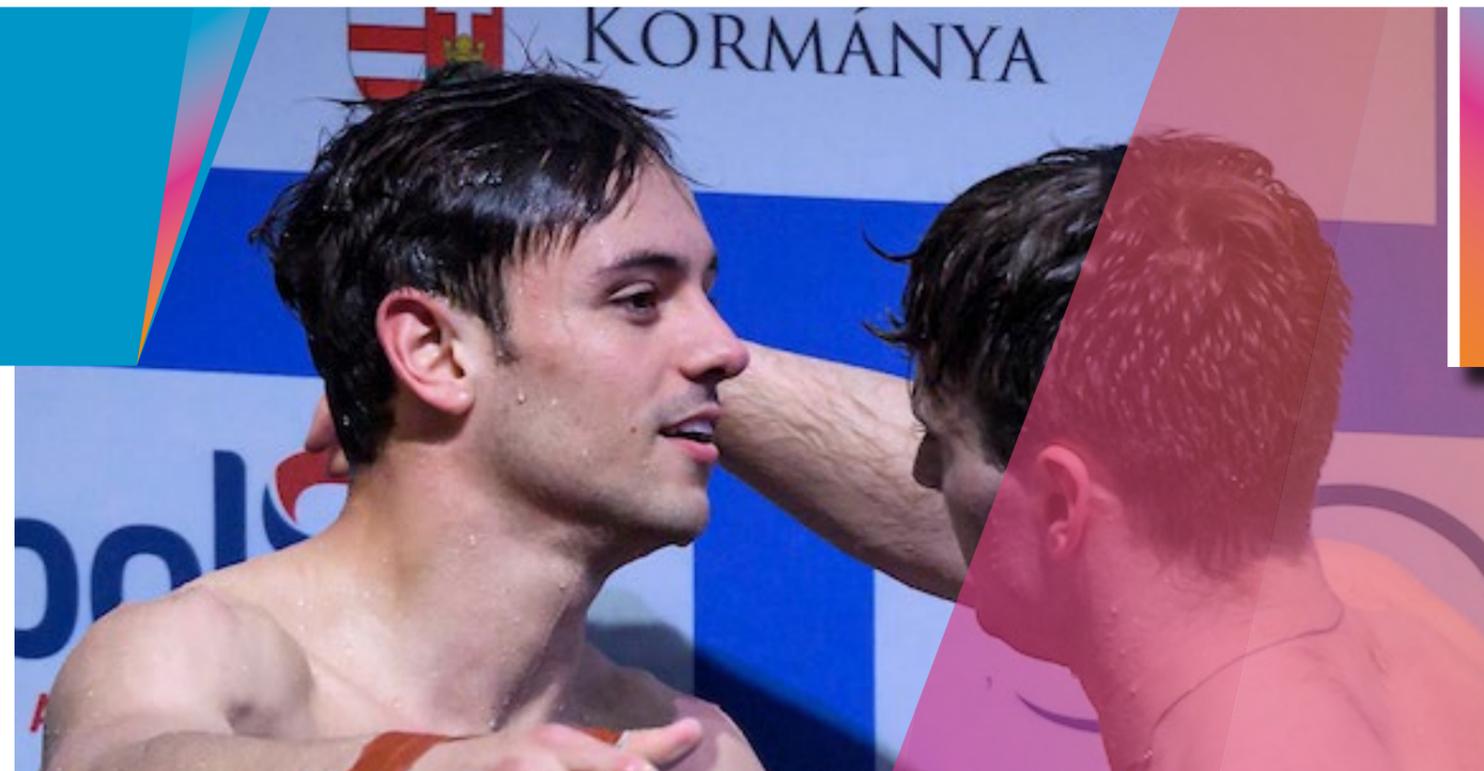
British Swimming would like to place on record its sincere appreciation to all the volunteers and professional staff in the three constituent countries who contributed to both domestic and international programmes for the good of the sport.

## THANK YOU TO ALL CONTRIBUTORS TO THIS REPORT

<b>ADELE STACH-KEVITZ</b>	British Swimming Interim Chairman
<b>JACK BUCKNER</b>	British Swimming Chief Executive
<b>WENDY LOCKTON</b>	British Swimming Director of Business Operations
<b>BYRON VAUGHAN</b>	British Swimming Executive Officer
<b>CHRIS SPICE</b>	National Performance Director – Swimming
<b>ADAM CLARKE</b>	Head of Performance Services – Swimming
<b>CHRIS FURBER</b>	National Performance Director – Para-Swimming
<b>EMILY CROSSLAND</b>	Programme Manager – Para Swimming
<b>ALEXEI EVANGULOV</b>	National Performance Director – Diving
<b>OLGA SHUYKOVA</b>	PA to the National Performance Director – Diving
<b>KAREN THORPE</b>	Artistic Swimming Manager
<b>RACHEL BAYLEY</b>	Head of Performance Operations, Swim England
<b>ASH COX</b>	British Swimming Director of Legal and Governance
<b>KATHREEN FRANCE</b>	British Swimming Head of Finance
<b>JANINE HARRIMAN</b>	British Swimming Head of HR
<b>CLAIRE DAVENPORT</b>	British Swimming Director of Events and Marcomms
<b>JOSHUA MURRAY</b>	British Swimming Communications and Marketing Manager
<b>LLOYD ROGERSON</b>	British Swimming Digital Communications Officer

## FOR PRODUCTION AND EDITING

<b>CALLUM STRINGER</b>	Designer
<b>GETTY</b>	Official photographers to British Swimming



## PARTNERS AND SPONSORS

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



# THANK YOU.

