

AQUATICS GB BOARD

MINUTES

FROM THE MEETING HELD 16TH APRIL 2025 AT THE GANTRY HOTEL, 40 CELEBRATION AVENUE, EAST VILLAGE, LONDON, E20 1DB

ATTENDEES:

Karen Webb Moss (KWM)	Chair
Drew Barrand (DB)	CEO
Corinne Cunningham (CC)	Senior Independent Director
Joan Wheeler (JW)	Swim England – Home Nation Nominated Director
Caroline Green (CG)	Swim England – Home Nation Nominated Director
Sara Todd (ST)	Swim England – Home Nation Nominated Director
Graeme Marchbank (GM)	Scottish Swimming – Home Nation Nominated Director
Fergus Feeney (FF)	Swim Wales – Home Nation Nominated Director and CEO <i>[virtual]</i>
David Carry (DC)	Independent Member <i>[virtual]</i>
Piers Martin (PM)	Independent Member
Nili Safavi (NS)	Independent Member
Aimee Booker (AB)	Athlete Representative
Amelia Watts-Jones (AWJ)	Board Apprentice
Kathreen France (KF)	Director of Finance <i>[virtual]</i> <i>[item 15.1 only]</i>
Matt Ashman (MA)	Associate Performance Director <i>[item 15.4 only]</i>
Ashley Cox (AC)	Executive Director of Business Affairs and Legal Counsel <i>[item 15.5 only]</i>
Rob Henderson (RMH)	Business Operations Coordinator

APOLOGIES:

MINUTES:

- 11. Welcome and Apologies**
KWM welcomed all to the meeting, taking place alongside the Aquatics GB Swimming Championships. Ticket sales are approaching last year's levels, and the social media and broadcast coverage is excellent.
- 12. Declarations of Interest**
No additional interests declared.
- 13. Governance, Minutes and Matters Arising**
 - 13.1 Minutes of the Board meeting held 1st February 2025**
Approved as a true and accurate record.
 - 13.2 Actions Arising from previous Meeting Minutes**
 - 13.2.1** 8.2.6 – The approval matrix is done on monetary value rather than time period. To be received at the June Board.
 - 13.2.2** 8.5.4 – The Social Impact Plan will now be presented at the June 2025 Board meeting.

- 13.2.3 8.6.5 – The International Relations discussion will form the Strategic Session of the June 2025 Board meeting.
- 13.2.4 It was further noted that in the interim Board meeting held on 11th March 2025, the Board approved the Bath Performance Centre contract for signing.
- 13.3 Update from Remunerations Committee held 28th February 2025
KWM reported approval of some individual salary changes with regards to the Performance realignment. Due to the current financial situation, it was agreed there would be no cost-of-living increase for staff.
- 13.4 Minutes of the Audit and Risk Committee held 3rd March 2025
13.4.1 CC stated a focus on items for the Interim Board meeting after the ARC, which all were present for. CC and ST interviewed for a new Independent Member for the Committee, noting a very high calibre of candidate. Dan Worsley, who is Director of Finance at the Met Police took up his ARC role on 21st March 2025.
- 13.4.2 KWM thanked CC and ST for their efforts in recruiting a new Independent Member to the Committee.
- 13.5 Sub-Committee membership confirmation
KWM informed the Board that CC will join Remuneration Committee and will no longer sit on Nominations Committee. NS will now join Nominations Committee.
- 14. Chair's Report**
- 14.1 KWM gave a short update, giving initial congratulations to DB for the BBC and YouTube broadcast deals related to the AGB Swimming Championships. After an eleven-year absence, it is worth noting that this is the second year running where AGB has secured national broadcast partnerships.
- 14.2 A new Sports Nutrition Partner, Science in Sport has been announced. This brings the organisation a small amount of cash but an increased Value-in-Kind proposition in comparison to the previous deal, with opportunities to level this up.
- 14.3 AP Race is supporting the AGB Swimming Championships as a delivery partner for the social impact programme.
- 14.4 The recent Home Nation Chairs' meeting, which took place this week during the Championships, discussed the finalisation of the Memorandum of Understanding with each Home Nation partner and considered Service Level Agreements and agreed to working together to identify areas for cost-efficiency and for greater collaboration. The success of the Schools Swimming Campaign initiated by Aquatics GB in partnership with the Home Nations, was noted as a positive programme where working together is effective.
- 14.5 Noting shared challenges across all the Home Nations, GM stated the need for the Board to give direction to the Chairs in this area prior to the September Board meeting. Before moving further, KWM suggested all parties need to understand further the history of why British Swimming (now Aquatics GB) was created by the Home Nations, as this is useful knowledge and helpful to inform future action.
- 15. CEO's Report – Strategic Priorities**
- 15.1 Q4 Finance Reports and Risk Register
15.1.1 KF joined the meeting.

Corporate Management Accounts

15.1.2 The accounts show an end of year deficit of £256k, leaving the Reserves position at £312k. A further contribution of £93k therefore been made by the World Class Performance Programme, resulting in a forecast Reserves position of £348k for end of March 2026.

15.1.3 CC requested that these accounts are referred to the ARC alongside cash flow updates. KF forecasted May as the most challenging month of transition with regards to cash flow, requiring careful monitoring and prompt payments.

15.1.4 **Action: KF to deliver monthly accounts and cashflow updates to ARC members.**

World Class Performance Accounts

15.1.5 The Accounts are now at the end of the quadrennial with a favourable variance of £555k, £300k of which is guaranteed to be carried forwards. The remaining £255k will be used to pre-pay for as much as possible.

15.1.6 KF clarified that UK Sport report on a cash basis, so pre-payments can be reported to them directly.

Risk Register

15.1.7 DB updated on the changes to formatting to focus on relevant and representative information and this is now a better working document.

15.1.8 DB stated that of the new risks attributed to himself, these will be appropriately split between the Senior Management Team moving forwards.

15.1.9 **Action: DB to identify Safeguarding within Risk Register.**

15.1.10 FF noted the ready availability of technology to help with managing risk that would reduce resource required within the organisation.

15.2 Structural Review – Implementation Update

The proposed new structure is ready for announcement on 29th April, with consultations the week after. It is hoped that the process will be complete by the end of May. There is not believed to be a significant reputational risk to the organisation. The Board were mindful that this will be a challenging time for those involved.

15.3 Home Nations MoU

Scottish Swimming and Swim Wales are currently comfortable with the document; Swim England has requested more financial detail before committing and have proposed certain conditions. These conditions are intended to facilitate the signing of the agreement.

15.4 Performance – LA2028 cycle

15.4.1 MA joined the meeting and all gave introductions. MA gave a presentation on the Performance organisation structure and strategy. The slide titles were:

- Purpose
- Strategic Priorities – Overview
- Realignment rationale
- Changes made
- WCLT key responsibilities
- Who keeps us on track?

- 15.4.2 MA confirmed full collaboration with the Home Nations regarding increased deliverables; each sport needs to retain its own identity but there needs to be a consistency across delivery and culture.
- 15.4.3 MA stated that athlete welfare is the responsibility of all directors within the Performance team; across safeguarding, medicine/nutrition and psychology. The outcome of recruiting a Performance Team Development Director is the continuation of a psychologically safe performance environment that athletes can excel in.
- 15.4.4 MA gave a further presentation regarding a Diving Update. The slide titles were:
- Performance Centre network
 - Sheffield Performance Centre
 - What would it take?
 - People and structure
 - Edinburgh Performance Centre
 - Coaching
 - 2025 Performance Centre Athletes
 - Looking forward to LA
 - What excites us?
 - What could derail us?
 - Events
 - Diving Medal Shots
- 15.4.5 MA clarified that there will be no mixed diving events at LA2028.
- 15.4.6 MA left the meeting.
- 15.5 Athlete A case + discussion
- 15.5.1 AC joined the meeting. DB gave an overview of the Athlete A case and the requirement to establish an appropriate solution.
- 15.5.2 Several detailed queries were clarified by DB with regards to the process and information known at this time.
- 15.5.3 The Athlete Representative gave some specific insight on the training / performance environment, as well as athlete / coach relationships.
- 15.5.4 DB noted the scope of the report as being open-ended which creates difficulty in rationalising a legal response. It was further noted that creating a safe environment for athletes to train is vital for performance.
- 15.5.5 Several solutions were proposed by the Board; such as improved education, opportunity for athletes to discuss in smaller groups, and for example an educational/insight piece that creates an accessible and influential triage and investigation system across all four organisations. This would contain an anonymous reporting option and involve athlete-centric impactful training.
- 15.5.6 After discussion, the following outcomes were agreed:
- 15.5.7 **Action:**

1) This report and associated work are a priority for the Board

- 2) There is a need to begin the educational/insight piece as soon as practical
- 3) A quick response to be given to the Head of Safeguarding and Welfare for Athlete A
- 4) Define a narrower scope with the barrister who authored the report
- 5) DB and Home Nation CEOs to begin work on a collaborative safeguarding approach moving forwards

15.6 Commercial Sales Pipeline

15.6.1 DB gave an update, with four opportunities in market, one launched (Science in Sport) and updated the Board also on one rejection following potential interest. There are a few new leads in the sectors of supermarkets, timing, technology and ticketing.

15.6.2 A cross-organisation Commercial Working Group is planned, to meet and identify three core narratives.

16. BAU Reports

16.1 Performance

The report was taken as read with no further questions.

16.2 Commercial

The report was taken as read with no further questions.

16.3 Business Operations

The report was taken as read with no further questions.

16.4 Principles and Policy

The report was taken as read with no further questions.

16.5 Stakeholder Relations

The report was taken as read with no further questions.

17. AOB

There was none.

18. Date of next meeting

Friday 6th June 2025, 10am, via Microsoft Teams.