

AQUATICS GB BOARD

MINUTES

**FROM THE MEETING HELD 12TH-13TH SEPTEMBER 2025 AT THE GLASGOW MARRIOTT,
500 ARGYLE ST, GLASGOW, G3 8RR**

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 <i>[virtual]</i>
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
Liz Johnston-Trow (LJT)	Interim Finance Lead <i>[item 27 only]</i>
Kathreen France (KF)	Director of Finance <i>[item 27 only]</i>
Tom Wilson (TW)	HaysMac – Auditor <i>[item 27 only]</i>
John Lunn (JL)	Scottish Swimming – Chief Executive <i>[item 28 only]</i>
Chris Davison (CD)	Scottish Swimming – Board Member <i>[item 28 only]</i>
Kieran Watt (KW)	Scottish Swimming – Board Member <i>[item 28 only]</i>
Tony Dane (TD)	Scottish Swimming – Board Member <i>[item 28 only]</i>
Ciaran O'Brien (COB)	Scottish Swimming – Board Member <i>[item 28 only]</i>
Jo Thomson (JT)	Scottish Swimming – Board Member <i>[item 28 only]</i>
Derek McGown (DM)	Scottish Swimming – Board Member <i>[item 28 only]</i>
Rob Henderson (RMH)	Governance and Operations Officer

APOLOGIES:

MINUTES:

- 27. Finance Audit and Q1 Report**
KWM welcomed all to the meeting and introduced the Programme for the meeting.
- 27.1 Audit Findings Report
27.1.1 KF, TW and LJT joined the meeting, and introductions were given by all.
- 27.1.2 TW delivered the Audit Findings report for the accounts up until 31st March 2025, giving an overview of the methodologies and findings.

- 27.1.3 TW highlighted an issue with £662k of deferred income that has yet to be utilised or allocated and therefore a risk of repayment has been identified. The accounting treatment was confirmed to be correct.
- 27.1.4 DB clarified that only the signed accounts are presented to the Annual General Meeting.
- 27.1.5 TW reported that British Swimming Ltd. (trading as Aquatics GB) is a Going Concern for the next twelve months.
- 27.1.6 KF explained that cash flow is lowest in February 2026 due to pre-payments for the 2026 Aquatics GB Swimming Championships and the numbers listed are a worst-case scenario.
- 27.1.7 **Decision: The Board approved the signing, by Chair KWM, of the Letter of Representation and Financial Statements for the year ending 31st March 2025.**
- 27.2 **Q1 Report**
- 27.2.1 KF delivered the accounts for the three months ended 30th June 2025. Reserves are at £348k and the figures showed a £12k positive variance for the year-to-date, relating to a Diving event that cost less than budgeted. LJT is undertaking a thorough review of processes and a re-forecast exercise to ensure greater accuracy which will be communicated in the next set of monthly management accounts.
- 27.2.2 The World Class Programme accounts show a £209k positive variance – there are still some phasing issues and LJT will address this as part of her review of processes.
- 27.2.3 DB will be able to share monthly accounts for July and August next week. As referenced by KF, LJT is doing a thorough review of all the departments' spend which will be aligned with the August accounts.
- 27.2.4 KWM summarised that there is a unanimous call from the Board for greater transparency and robust detail required on the WCP accounts.
- 28. Strategic Focus on Scottish Swimming**
- 28.1 The Scottish Swimming Board joined the meeting and all gave introductions, KWM introduced the AGB Board and then handed over to GM and JL who gave a presentation - the slide titles were:
- 28.2
- Focus of Session
 - Scottish Swimming
 - Corporate Plan
 - Our Mission
 - Our Approach
 - Our Values
 - o Aspire
 - o Support
 - o Focus
 - Key Focus Areas
 - Scottish Swimming World Class Athletes
 - People Development
 - Investment
 - Performance Hubs – Overview
 - The Talent Equation
 - Coaching

- National Programmes
- Challenges and Opportunities
- Structural Challenges
- International Representation
- Performance Outcomes
- Summary
- Public Affairs Activity
- What's the impact?
- Limitations
- Action Plan
- Looking Ahead
- Questions and Discussions

28.3 Following the presentation, discussion took place across the following areas:

- University facilities
- Location of para-athletes
- Women in coaching
- Artistic Swimming and Water Polo
- Government funding school swimming programmes
- Balancing a membership organisation with political lobbying

28.4 KWM thanked JL for the presentation and the Board of Scottish Swimming for their attendance and reiterated the strength of partnership and the importance of positive collaboration. The meeting then closed for the evening.

29. Welcome and Apologies

29.1 KWM welcomed all, giving thanks to GM and Scottish Swimming colleagues for the presentation and for their company.

29.2 It was agreed to explore the idea of all four Boards (to include Aquatics GB and the Home Nations) meeting together in 2026.

29.3 GM thanked KWM for hosting the Scottish Swimming Board.

30. Declarations of Interest

KWM has updates which will be provided to RMH directly. NS also highlighted that she is soon to start a new role. There were no further declarations.

31. Governance, Minutes and Matters Arising

31.1 Minutes of the Board meeting held 6th June 2025
Approved as a true and accurate record.

31.2 Actions Arising from previous Meeting Minutes

31.2.1 All previous actions were updated as complete, except for the Social Impact Plan which is anticipated to be delivered in November 2025.

31.2.2 Most of the athlete safeguarding education sessions have taken place with plans to make the programme an annual undertaking. A report on the process and findings of the survey is due in early October once the final Performance Centre session has been completed. PM urged an independent triage system to be a priority; DB clarified that this has been identified as one of the key priorities and is on the agenda in the collaborative Home Nations working group.

31.2.3 **Action: RMH to share 2024 Board Audit review with the Board.**

31.3 Update from the Remuneration Committee held 5th September 2025

31.3.1 KWM gave a short update. A proactive statement on employee diversity is being prepared so that there is a broader reach and appeal for potential candidates to apply.

31.3.2 DB gave assurances that the Finance Lead role will be more involved at Board meetings..

31.3.3 The Board was made aware that staff have not had an overall pay increase since April 2024, and Directors supported this situation that will need prioritising in early 2026.

31.3.4 Many of the items discussed at the Remuneration Committee will be presented throughout the meeting for the Board's attention.

31.4 Short extension to term of Swim Wales Nominated Director

31.4.1 **Decision: The Board approved an extension to FF's end-date; from 3rd November 2025 to 8th November 2025.**

31.5 Update from the Audit and Risk Committee held 28th August 2025

31.5.1 CC gave an update noting the resignation of Daryl Norman from the Audit and Risk Committee after seven years of service. As a result, Joelle Chisholm was recruited to the Committee from the most recent cohort of candidates for the Independent Member position.

31.5.2 CC will be involved in the recruitment of the Finance Lead.

31.5.3 DB is aware of timing issues with the Q1 accounts and is taking action to resolve this, supported by CC.

32. Chair's Report

32.1 KWM updated on several personnel changes in senior stakeholder positions; Simon Hayes is the new CEO of Sport England; Andy Anson has left the BOA and Shahab Uddin will step into the CEO role on an interim basis.

32.2 DB and KWM attended the World Aquatics Championships in Singapore alongside Vicki Aggar from UK Sport. Vicki and David Meli will be attending the November Board meeting in an observer capacity. KWM has invited new UKS Chair Nick Webborn to the Board and to attend the Awards.

32.3 The November Board meeting will include a full performance debrief from Chris Spice.

32.4 The President of World Aquatics invited Aquatics GB to apply to host a future event. There is cautious optimism for moving forwards but much collaborative work with UK Sport and other stakeholders has started. The indicative budget for this potential hosted event is \$700k-800k and funding conversations are being worked through.

32.5 DB is attending the European Aquatics Congress in Tbilisi as GB representative in September, with GM attending as a European Aquatics Bureau Member.

33. Extraordinary Agenda Item – Enhanced Games

33.1 Following Ben Proud's decision to sign with the Enhanced Games on 10th September 2025, KWM outlined the positive work undertaken with key stakeholders and staff to minimise the impact.

- 33.2 A statement has been published and supported by all stakeholders including UK Sport, European Aquatics and World Aquatics.
- 33.3 Ben's World Class Programme contract will be terminated so that he is no longer in receipt of public money; he is unable to retire as this would mean Aquatics GB has a duty to provide six months of transitional support.
- 33.4 AB raised matter of concern for BP's mental health, and the Board were empathetic. She suggested reaching out to Ben to ascertain the impact of negative online comments - an appropriate approach will be considered with Performance team.
- 33.5 DB confirmed that all sponsors and partners have been communicated with and there is no impact on relationships or obligations at present.
- 33.6 With regards to the short-term, it is unlikely that other Aquatics GB athletes will be targeted but we cannot be complacent as to the future threat. The World Class Programme Athletes will receive media guidance emphasising clean sport principles and will have the opportunity for face-to-face feedback on their return to training.
- 33.7 Ongoing conversations will be held with UK Sport to discuss how this emerging threat can be countered.
- 34. CEO's Report**
- 34.1 Restructure and Staffing Update
- 34.1.2 KWM requested further clarity from DB on the increased portfolio within the Growth and Business Services teams and under the COO.
- 34.1.3 DB updated on the status of the Diversity, Equity, Inclusion and Safeguarding Manager vacancy, outlining the changes from the previous role in this area. Social Impact will now sit in the Events team as a delivery piece with potential support from the Home Nations.
- 34.2 World Aquatics Championships Debrief (Performance and Commercial)
- 34.2.1 DB gave a presentation; the slide titles were:
- Team Overview
 - Artistic Swimming
 - Diving
 - Swimming
 - Team stats/records
 - Limitless Ambition 2028
 - 2025 World Swimming Juniors
 - World Champs Digital Footprint – Overview
 - Live Streaming
 - Social Clips
 - YouTube
 - TikTok
 - Key Learnings
- 34.2.2 It was noted that staying in a hotel away from other nations was seen as beneficial given the illness issues at the Championships.
- 34.2.3 AB left the meeting.

- 34.3 Safeguarding Collaboration Framework
34.3.1 The paper was taken as read. DB stated the approach as a positive direction of travel, taking advantage of the opportunity to review processes across Aquatics and potentially beyond. GM stated Scottish Swimming's continued support.
- 34.3.2 With regards to other sports being involved, DB stated that there are obvious benefits to involving more NGBs but only on basis it did not slow down the required change in aquatics. The proposal is for an independent working group with a Chair to be set up.
- 34.4 Culture and Welfare Status Report
DB reviewed the list of recommendations outlined in the LimeCulture report. Over half are connected to the Home Nations collaboration work already under discussion. DB suggested to report on the Collaboration Framework in future instead of the Culture and Welfare Status Report.
- 34.5 Commercial Sales Pipeline
34.5.1 Several live conversations are in market, involving one high street store, two electronics brands and one timing brand. A mixture of value-in-kind and monetary partnerships are being discussed.
- 34.5.2 DB outlined innovative ideas for the development of new revenue streams and assets; including a long-term annual domestic events plan through to 2028.
- 35. BAU Reports**
- 35.1 Performance
35.1.1 Taken as read.
- 35.1.2 GM requested an update on National Performance Centres as a part of the Performance Debrief in November.
- 35.2 Business Services
35.2.1 Taken as read.
- 35.2.2 CC noted one small amend to the Team Selection Policies offered for approval, to ensure gender-neutral language throughout.
- 35.2.3 **Decision: The Board approved the updated Aquatics GB Team Selection Policies.**
- 35.3 Growth
Taken as read with no further questions.
- 35.4 Stakeholder Relations
35.4.1 Taken as read.
- 35.4.2 GM updated that European Aquatics' intention is to move both sporting and legal headquarters to Serbia.
- 36. AOB**
- 36.1 Proposed Dates for 2026 Board Meetings
36.2 The dates were agreed.
- 36.3 There was no further business and the meeting was closed.