

# AQUATICS GB BOARD

## MINUTES

**FROM THE MEETING HELD 7<sup>TH</sup>-8<sup>TH</sup> NOVEMBER 2025 AT THE TREDEGAR, Tŷ NEWPORT,  
CHEPSTOW ROAD, LANGSTONE, NP18 2LX**

### 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
David Carry (DC)	Independent Member
Nili Safavi (NS)	Independent Member <i>[virtual]</i>
Aimee Booker (AB)	Athlete Representative
Amelia Watts-Jones (AWJ)	Board Apprentice
Liz Johnston-Trow (LJT)	Interim Finance Lead <i>[item 37 only]</i>
Adam Clarke (ACI)	Performance Strategy and Operations Director <i>[item 37 only]</i>
Chris Spice (CS)	Performance Director <i>[items 37 and 38 only]</i>
Vicki Aggar (VA)	Performance Advisor, UK Sport <i>[item 39 onwards]</i>
David Meli (DM)	Sport Advisor, UK Sport <i>[item 39 onwards]</i>
Rob Henderson (RMH)	Governance and Operations Officer

### APOLOGIES:

Piers Martin (PM)	Independent Member
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### MINUTES:

#### 37. Finance Audit and Q1 Report

37.0.1 KWM welcomed all to the meeting and introduced the Programme. LJT was introduced to the Board.

37.0.2 DB gave an overview of Finance, focusing on the review and renewal of financial processes.

#### 37.1 Management Accounts

37.1.1 LJT reported a negative variance compared to budget due to the finance restructure and several unforeseen one-off costs. The full-year forecast shows a negative variance of £40k, resulting in an approximate break-even budget.

37.1.2 A number of debtors have been identified and have been communicated with.

37.1.3 The Board agreed that a contingency should be added to the 2026-27 Budget to avoid any unforeseen costs.

- 37.1.4 DB outlined new processes for all budget holders, including monthly meetings with the Finance team.
- 37.1.5 The Board agreed that it would be beneficial to review any cost areas of flexibility prior to agreeing the 2026-27 budget.
- 37.2 WCP Financial Review Update
- 37.2.1 LJT and ACI gave a presentation, the slide titles were:
- Overview
  - Internal Challenges
  - External Challenges
  - What has been achieved
  - Management accounts and UK Sport report
  - Confidence and assistance
  - WCP contributions into corporate – 21/22 – 25/26
- 37.2.2 Following the presentation, the Board had the opportunity to ask questions.
- 37.2.3 LJT confirmed that a strong fit-for-purpose, and more agile reporting system has been introduced. The Board applauded the review and implementation of an improved process. .
- 37.2.4 ACI clarified that WCP has not been over budget for around 13 years.
- 37.2.5 It was acknowledged that any consideration of raising the management charge to the WCP accounts is not a straightforward solution and would require further consideration.
- 37.2.6 The Board agreed to discuss Risk Appetite alongside the 2026-27 Budget in early January 2026.
- 37.3 Risk Register
- 37.3.1 DB stated that the Risk Register is a working document constantly in use by the SMT. Changes were highlighted and it was noted that a previous 'pathway risk' was reduced due to excellent performances at junior level.
- 37.3.2 **Action: Board to revisit Risk Register at April 2026 Board and Risk Appetite in January 2026.**
- 37.4 ARC Report
- 37.4.1 CC gave the annual report of the ARC.
- 37.4.2 A verbal update was given at the 31<sup>st</sup> October meeting and this include the plan to provide greater visibility on WCP forecast (as per the presentation given by ACI) .
- 37.4.3 The Board advised on principles for the 2026-27 budget.
- 38. Performance Review**
- 38.1 CS gave a presentation; the slides were titled:
- Introduction
  - Para Review
  - The 'Firsts'
  - The Stats

- The Green Flags – what worked well
- The Amber Flags – proceed with caution
- 2025 Debrief Priorities – Diving and Swimming
- The Season Ahead 2026
- Performance Pathway
- ‘Our’ GB Athletes – 2025 Representation
- World Class Programme
- Confirmation
- Artistic and Water Polo updates
- UKSI restructure

38.2 Following the presentation, the Board had the opportunity to ask questions.

38.3 CS highlighted that the Home Nations talent development pathway is seamlessly integrated into Aquatics GB structures; athletes are usually ready to perform as soon as they move up into the programme. Numbers are healthy and any improvement would be to the quality of athlete entering the Centres.

38.4 The meeting was closed.

## **39. Welcome and Apologies**

39.1 KWM welcomed all, noting this as the final meeting for both FF and AWJ.

39.2 Thanks were given to AWJ for contribution to the Board as a part of AGB’s first Board Apprentice Programme, and the Board wishes her the very best for the future.

39.3 Gratitude was expressed for FF for what has been an outstanding and long contribution to both British Swimming and Aquatics GB, as a Nominated Director by Swim Wales for nine years.

39.4 KWM welcomed UK Sport’s VA and DM to the Board as Observers, with full introductions given by all.

39.5 Apologies were received from PM.

## **40. Declarations of Interest**

None further declared.

## **41. Governance, Minutes and Matters Arising**

41.1 Minutes of the Board meeting held 12<sup>th</sup>-13<sup>th</sup> September 2025

Accepted as a true and accurate record.

41.2 Actions Arising from previous Meeting Minutes

DB is in conversation with HNs and AP Race regarding social impact event support.

41.3 Update from the Remuneration Committee held 15<sup>th</sup> October 2025

41.3.1 KWM confirmed approval of the INED Recruitment and Selection Policy. The Independent Non-Executive Director role that is vacant from February 2026 is being reviewed with consideration to required skillset for the Board prior to recruitment.

41.3.2 GM confirmed the next Scottish Swimming Chair will take role from the 1<sup>st</sup> September 2026.

41.3.3 Swim Wales Board has asked the Chair, Ian Jones, to be the Wales Nominated Director on the Board from 1<sup>st</sup> December 2025.

41.4 Extension of INED

It was agreed to extend DC's INED term to allow for his attendance at the February meeting.

41.5 ARC Meeting / End of Year Report

The report was taken as read with no questions.

**42. Chair's Report**

42.1 Cross-Aquatics Collaboration

42.1.1 KWM reinforced the Home Nations' commitment for all organisations to review shared business operations and such services. The focus is on achieving synergy and possible economies of scale in necessary areas.

42.1.2 DB noted there are eight areas for collaboration listed in the Memorandum of Understanding; progress has been made so far in six.

42.2 Swimming World Cup 2027

42.2.1 KWM provided background and context around the Board paper. Aquatics GB is currently bidding to host a leg of the Swimming World Cup in 2027. This would provide an Olympic Games qualification opportunity for athletes competing in the 50 m at the LA Olympic Games. AGB sees a strong opportunity in hosting this focused on the Men's 50m Breaststroke and the Women's 50m Backstroke.

42.2.2 DB shared full event details and budgetary information with the Board to assist with discussion and decisions around any underwrite position.

42.2.3 UK Sport is supportive of this Bid proposal and has advised on a funding application to the Major Events Panel. Greater London Authority and World Aquatics are also supportive.

42.2.4 The underwrite position relates to uncertain revenue streams such as sponsorship. A discussion took place and while each Director recognised the performance, profile and other benefits, there was unanimous concern about the underwriting.

42.2.5 **Decision: The Board agreed that any loss position cannot be underwritten by Aquatics GB.**

42.3 BOA Elections

KWM ran through the "strong" candidate list for the three NGB Rep positions on the British Olympic Association Board, KWM has been nominated by Paddle UK (Nick Donald and Ashley Metcalfe). The Vote is on the 18<sup>th</sup> November. KWM and DB have been lobbying, as have Paddle UK, and talking with many NGBs.

42.4 Project Work

42.4.1 KWM acknowledged and named several projects, the performance developmental work being undertaken by all staff within Aquatics GB and the positive partnerships underway to achieve these.

42.4.2 **Action: RMH to send poll regarding date and location to confirm the next Board meeting in 2026.**

**43. CEO's Report – Strategic Priorities**

43.1 Commercial Sales Pipeline

- 43.1.1 DB updated on the sales situation. Sony and Seiko have ruled out event VIK provision which would have created substantial financial efficiencies.
- 43.1.2 DB and Home Nations colleagues pitched to a high street retailer; their feedback is incoming. In addition to this and overall DB has reach out to 80 different brands, two are at an exploratory stage.
- 43.1.3 In relation to other revenue streams, AGB is looking at several merchandising solutions which are in market. Aim is for a potential launch before April 2026.
- 43.1.4 The Board offered to make introductions for DB where appropriate, to aid the sponsorship search.
- 43.1.5 **Action: RMH to make sponsorship contacts spreadsheet for the Board.**
- 43.2 Safeguarding Education Sessions Report
- 43.2.1 DB introduced the paper, stating the positivity of the results as well as the appointment of Steven Seligmann as Associate Performance Director.
- 43.2.2 Of note, is athletes knowing exactly where to report issues should they arise.
- 43.2.3 Sessions were mandatory for WCP programme athletes and staff; the extent of rollout further down the talent pathway is to be considered.
- 43.2.4 No live safeguarding issues reported, but ongoing improvements remain necessary.
- 43.2.5 UK Sport feedback is positive; their anonymous culture and feedback survey included safeguarding questions and achieved strong response rates from Aquatic disciplines.
- 43.3 Safeguarding Collaboration Framework
- 43.3.1 DB introduced and contextualised the item; the current concern is that the project increases in scope and that we do not make a rapid impact on Aquatics sport.
- 43.1.2 The Board agreed to quickly move forward with the project, with other sports included if they share the same timeline.
- 43.1.3 Following FF's retirement, CG volunteered to be the Board's Safeguarding Lead. All agreed.
- 43.2 Anti-Doping Status Report  
DB updated on the UKAD review, the final report is expected imminently. One of the early recommendations is that anti-doping has its own report moving forwards.
- 44. BAU Reports**
- 44.1 Performance
- 44.1.1 The BAU report was taken as read.
- 44.1.2 GM noted that 17 athletes are competing at the 2025 European Short Course Swimming Championships.
- 44.2 Business Services  
Eligibility and Inclusion Policy
- 44.2.1 DB introduced the paper and opened the floor to questions.

- 44.2.2 It was clarified that the term 'comfortable satisfaction' directly reflects the WADA document and is appropriate language for the policy.
- 44.2.3 **Decision: Approval given to the Eligibility and inclusion Policy, to be dated November 2025**
- 44.2.4 BAU Report  
The BAU report was taken as read with no questions.
- 44.3 Growth  
The BAU report was taken as read with no questions.
- 44.4 Stakeholder Relations
- 44.4.1 The BAU report was taken as read.
- 44.4.2 GM updated that European Aquatics now has the desire and capability to grow the sport; they have offered Artistic Swimming and Water Polo coaching seminars to both AGB and the Home Nations.
- 44.4.3 We are seen as leaders by European Aquatics. Alan Lynn has been encouraged to be nominated for the Coaches and Education Committee being reinstated by EA.
- 45. AOB**  
There was none.
- 46. Date of Next Meeting**  
To be held in Sheffield on 30<sup>th</sup> and 31<sup>st</sup> January alongside the AGB Diving International.