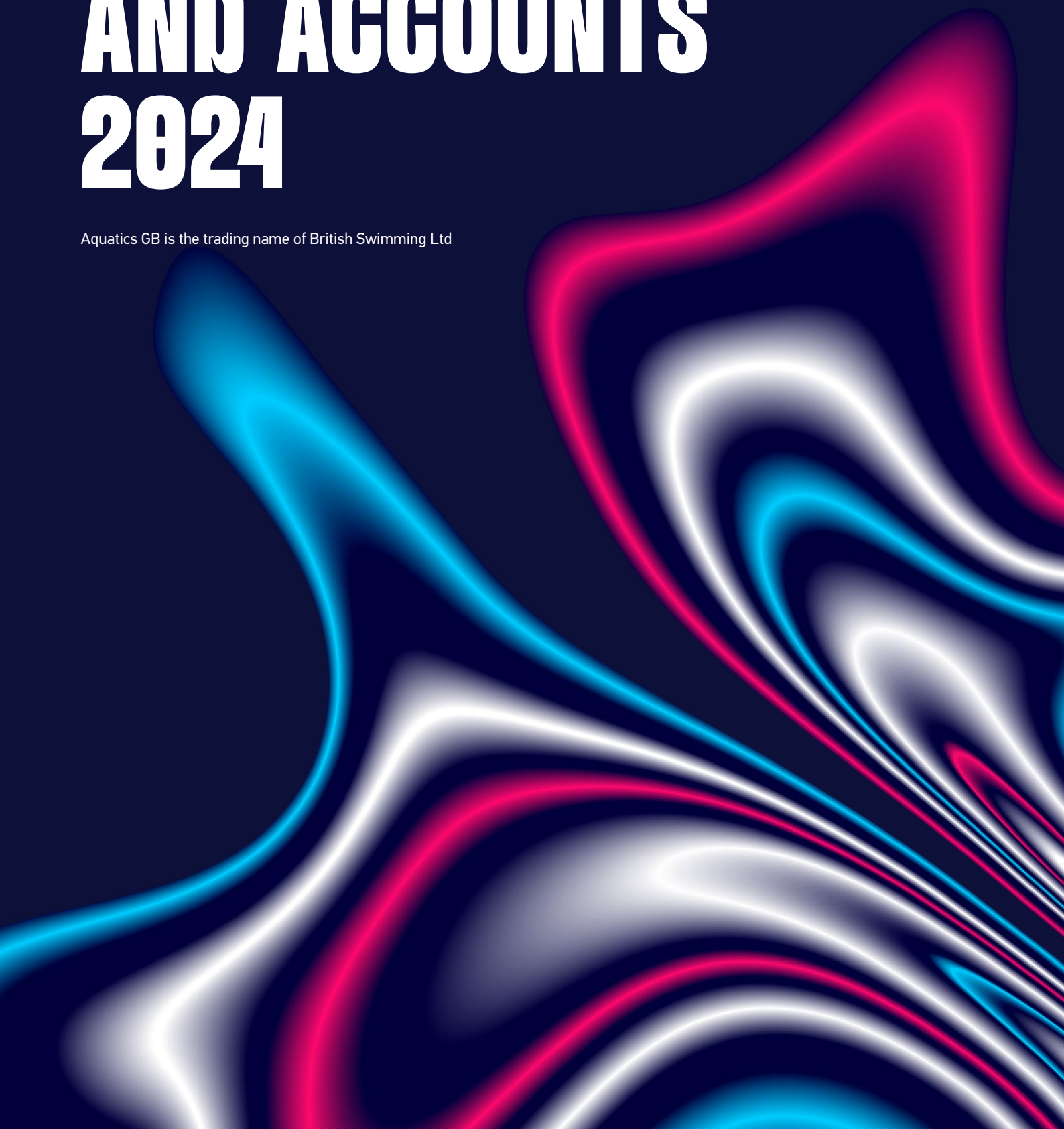




# ANNUAL REPORT AND ACCOUNTS 2024

Aquatics GB is the trading name of British Swimming Ltd



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# COMPANY INFORMATION

## COMPANY INFORMATION

For the year ended 31 March 2024

### CHAIR

Karen Webb Moss

### DIRECTORS

Keith David Ashton

Aimee Booker

David Robert Carry

Drew Barrand

Corinne Lisa Cunningham

Caroline Green

Jane Nickerson

Fergus Gerrard Feeney

Graeme Robertson Marchbank

Piers Martin

## 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

Haysmacintyre  
10 Queen Street Place  
London  
EC4R 1AG

# CEO REPORT

The conclusion of the 2023/24 financial year heralded a number of significant changes to British Swimming Limited not least of which was the unveiling in March 2024 of a new trading name brand – Aquatics GB – to better reflect the variety of different aquatic disciplines that the organisation is responsible for.

The new brand platform was one of the first outputs of a new strategic approach for the business built around a centralised mission to be the best aquatic organisation in the world.

This mission is not something that is judged solely on the performance output of medals won but more an ambition to unify our workforce and stakeholder base to be best in class across everything that we do - to gain a tangible global reputation of punching well above our collective weight across all areas.

The purpose that underlies this mission statement is for Aquatics GB to propel aquatic sport forward competitively, commercially, and societally, embedding 'immersive excellence' into all functions of the organisation.

On a practical level, this purpose is delivered via 5 strategic pillars – performance; commercial; operations; principles & policies; and stakeholder relations – covering the full spectrum of corporate responsibilities.

The first green shoots of this new ambitious approach have started to emerge.

In the performance pillar, the medal count from this summer's Olympic and Paralympic Games showed that GB is now consistently competitive at the top table of aquatic sport across multiple disciplines having achieved an array of historic firsts and record-setting results. Moreover, early stage discussions with our funder UK Sport regarding the new 4-year cycle running through to LA 2028 have kick-started an evolution of our performance centres through strengthening the underpinning partnerships, a greater focus on female-specific development strategies, and an enhancement of the cultural framework that ties the aquatic disciplines together to name but a handful of the key projects for the coming year that will drive even greater performance gains.

Commercially speaking, the creation of the new fan-centric Aquatics GB brand has made the organisation more attractive to investment – a key component in the renewed drive for revenue from the private sector with a heavy focus on partnership sales and income generation. Similarly an upgrading of our event proposition at our flagship Aquatics GB Swimming and Diving Championships in both production quality and event experience was designed to create a suitable case study for such investment. Sell-out crowds and landmark broadcast rights deals with BBC and Channel 4 have added further weight to this proposition.

From an operations perspective, tangible gains have been made in streamlining the organisation's output whilst maintaining 'best in class' delivery – the completion of a tender process in our travel partner arrangements being one example which drove better cost efficiencies and outputs.

Purpose sits at the heart of the new Aquatics GB brand and is vital to our future prosperity that the organisation has absolute clarity in its principles and policies that are lived and breathed both internally and externally. Good governance is critical and the completion of UK Sport's additional requirement list for 2023 with a clean bill of health from their independent review showed that Aquatics GB is in a strong leadership position in the way it operates. Identified strategies and action plans have been launched in the 3 core areas of Diversity, Equity and Inclusion, Sustainability, and Social Impact that will also enhance that 'leading from the front' mentality. The next 12 months is critical in delivering tangible results that change our organisation for the better in these core areas of social importance. Especially pleasing is the creation of a DEI Working Group featuring a range of renowned independent experts who will help drive our action plan in this area forward and hold Aquatics GB account to the targets set.

Last but certainly not least, Aquatics GB has significantly enhanced its relationships with its stakeholders both domestically and internationally. Our named representation on various committees and working groups within our international federations – World Aquatics and European Aquatics – has never been better whilst a closer working relationship with The National Lottery has been established that befits its status as a core domestic funding partner which itself is going through change with a new operator in place in Allwyn.

A strong platform for growth has been established in the last year with a renewed clarity around a strategic approach and the core operational pillars being fundamental to the organisation's future

success. This Annual Report will showcase further details on the elements described above as well as reporting on the required components as per a best in class governance approach.

None of the above would be possible without the commitment, dedication, and talent of both the Board and the organisation's workforce who continue to propel Aquatics GB forward on its mission to be the best aquatic organisation in the world.



**Drew Barrand**  
CEO

# ROLL OF HONOUR

## 2024 WORLD AQUATICS CHAMPIONSHIPS

DOHA, 2ND-18TH FEBRUARY 2024

### SWIMMING

#### GOLD

- |   |                |                        |
|---|----------------|------------------------|
| 1 | Laura Stephens | Women's 200m Butterfly |
| 2 | Freya Colbert  | Women's 400m IM        |

#### SILVER

- |   |   |                                   |
|---|---|-----------------------------------|
| 1 | Freya Colbert,<br>Abbie Wood,<br>Lucy Hope and<br>Medi Harris | Women's 4x200m<br>Freestyle Relay |
| 2 | Max Litchfield  | Men's 400m IM                     |

#### BRONZE

- |   |  |                              |
|---|--|------------------------------|
| 1 | Adam Peaty   | Men's 100m Breaststroke      |
| 2 | Medi Harris,<br>Adam Peaty,<br>Matthew Richards,<br>Anna Hopkin,<br>Duncan Scott,<br>James Wilby | Mixed 4x100m<br>Medley Relay |
| 3 | Ben Proud  | Men's 50 Freestyle           |

### MARATHON SWIMMING

#### BRONZE

- |   |               |           |
|---|---------------|-----------|
| 1 | Hector Pardoe | Men's 10k |
|---|---------------|-----------|

### ARTISTIC SWIMMING

#### SILVER

- |   |                                     |                        |
|---|-------------------------------------|------------------------|
| 1 | Kate Shortman and<br>Isabelle Thorp | Women's Duet Technical |
|---|-------------------------------------|------------------------|

#### BRONZE

- |   |                                      |                   |
|---|--------------------------------------|-------------------|
| 1 | Kate Shortman and<br>Isabelle Thorpe | Women's Duet Free |
|---|--------------------------------------|-------------------|

### DIVING

#### GOLD

- |   |   |                       |
|---|---|-----------------------|
| 1 | Tom Daley,<br>Daniel Goodfellow,<br>Scarlett Mew Jensen<br>and Andrea<br>Spendolini Sirieix | Mixed Team 3m and 10m |
|---|---|-----------------------|

#### SILVER

- |   |                                |                               |
|---|--------------------------------|-------------------------------|
| 1 | Grace Reid                     | Women's 1m Springboard        |
| 2 | Tom Daley and<br>Noah Williams | Men's 10m Platform<br>Synchro |

#### BRONZE

- |   |  |                                   |
|---|--|-----------------------------------|
| 1 | Ross Haslam                                      | Men's 1m Springboard              |
| 2 | Andrea Spendolini<br>Sirieix                     | Women's 10m Platform              |
| 3 | Andrea<br>Spendolini Sirieix and<br>Lois Toulson | Women's 10m Platform<br>Synchro   |
| 4 | Yasmin Harper and<br>Scarlett Mew Jensen         | Women's 3m Springboard<br>Synchro |

### HIGH DIVING

#### GOLD

- |   |              |           |
|---|--------------|-----------|
| 1 | Aiden Heslop | Men's 27m |
|---|--------------|-----------|

### WATER POLO

The women's team finished 11th having qualified for this event for the first time in more than a decade.

# 2024 PARA SWIMMING EUROPEAN OPEN CHAMPIONSHIPS

MADEIRA, 21ST-27TH APRIL 2024

## GOLD

1	<b>William Ellard</b>	Men's S14 200m Freestyle
2	<b>Iona Winnifrith</b>	Women's SM7 200m Individual Medley
3	<b>Mark Tompsett</b>	Men's S14 100m Backstroke
4	<b>Maisie Summers-Newton</b>	Women's SM6 200m Individual Medley
5	<b>Iona Winnifrith</b>	Women's SB7 100m Breaststroke
6	<b>Harry Stewart</b>	Men's SB14 100m Breaststroke
7	<b>Ellie Challis</b>	Women's S3 50m Backstroke
8	<b>Grace Harvey</b>	Women's SB5 100m Breaststroke
9	<b>Callie-Ann Warrington</b>	Women's S10 100m Butterfly
10	<b>Olivia Newman-Baronius</b>	Women's SM14 200m Individual Medley
11	<b>Maisie Summers-Newton</b>	Women's SB6 100m Breaststroke
12	<b>Olivia Newman-Baronius</b>	Women's S14 100m Butterfly
13	<b>William Ellard</b>	Men's S14 100m Butterfly

## SILVER

1	<b>Olivia Newman-Baronius</b>	Women's S14 200m Freestyle
2	<b>Grace Harvey</b>	Women's S6 100m Freestyle
3	<b>William Ellard</b>	Men's S14 100m Backstroke
4	<b>Megan Neave</b>	Women's S14 100m Backstroke
5	<b>Bruce Dee</b>	Men's SM6 200m Individual Medley
6	<b>Maisie Summers-Newton</b>	Women's S6 400m Freestyle
7	<b>Ellie Challis</b>	Women's S3 50m Freestyle
8	<b>Ellie Challis</b>	Women's S3 100m Freestyle

## BRONZE

1	<b>Eliza Humphrey</b>	Women's SM11 200m Individual Medley
2	<b>Iona Winnifrith</b>	Women's S7 50m Butterfly
3	<b>William Ellard</b>	Men's SM14 200m Individual Medley
4	<b>Eliza Humphrey</b>	Women's S11 400m Freestyle
5	<b>Maisie Summers-Newton</b>	Women's S6 50m Butterfly

# LEN EUROPEAN AQUATICS CHAMPIONSHIPS

## SERBIA, 10TH-23RD JUNE 2024

### SWIMMING

#### SILVER

1 Fleur Lewis Women's 800m Freestyle

#### BRONZE

1 Fleur Lewis Women's 1,500m Freestyle

### DIVING

#### GOLD

1 Ben Cutmore and Desharne Bent-Ashmeil Mixed Synchro 3m Springboard

2 Desharne Bent-Ashmeil and Amy Rollinson Women's Synchro 3m Springboard

3 Desharne Bent-Ashmeil Women's 3m Springboard

4 Robbie Lee Men's 10m Platform

#### BRONZE

1 Ben Cutmore Men's 10m Platform

2 Ben Cutmore and Euan McCabe Men's Synchro 10m Platform

3 Matthew Dixon Men's 3m Springboard

### ARTISTIC SWIMMING

#### GOLD

1 Ranjuo Tomblin Men's Solo Free

#### SILVER

1 Ranjuo Tomblin Men's Solo Technical

2 Isabelle Thorpe and Kate Shortman Duet Free

3 Isabelle Thorpe and Kate Shortman Duet Technical

#### BRONZE

1 Beatrice Crass and Ranjuo Tomblin Mixed Duet Free

2 Beatrice Crass and Ranjuo Tomblin Mixed Duet Technical

3 Lily Halasi, Florence Blinkhorn, Robyn Swatman, Amelie Williams, Rhea Howard, Sophie Rowney, Holly Hughes, Magdalena Townsend, Eve Young, Eleanor Blinkhorn Team Technical



# 2024 OLYMPIC GAMES

PARIS, 26TH JULY-11TH AUGUST 2024

## SWIMMING

### GOLD

<b>1</b>	James Guy, Tom Dean, Matthew Richards, Duncan Scott, Jack McMillan, Kieran Bird	Men's 4x200 Freestyle Relay
----------	--	--------------------------------

### SILVER

<b>1</b>	Adam Peaty	Men's 100m Breaststroke
<b>2</b>	Matthew Richards	Men's 200m Freestyle
<b>3</b>	Benjamin Proud	Men's 50m Freestyle
<b>4</b>	Duncan Scott	Men's 200m IM

## DIVING

### SILVER

<b>1</b>	Tom Daley & Noah Williams	Men's 10m Platform Synchro
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### BRONZE

<b>1</b>	Noah Williams	Men's 10m Platform
<b>2</b>	Yasmin Harper & Scarlett Mew Jensen	Women's 3m Springboard Synchro
<b>3</b>	Andrea Spendolini Sirieix & Lois Toulson	Women's 10m Springboard Synchro
<b>4</b>	Jack Laugher & Anthony Harding	Men's 3m Springboard Synchro

## ARTISTIC SWIMMING

### SILVER

<b>1</b>	Kate Shortman & Isabelle Thorpe	Women's Duet
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# 2024 PARALYMPIC GAMES

PARIS, 28TH AUGUST-8TH SEPTEMBER 2024

## SWIMMING

### GOLD

1	<b>Poppy Maskill</b>	Women's S14 100m Butterfly
2	<b>Tully Kearney</b>	Women's S5 200m Freestyle
3	<b>Tully Kearney</b>	Women's S5 100m Freestyle
4	<b>Maisie Summers-Newton</b>	Women's SM6 200m Individual Medley
5	<b>Stephen Clegg</b>	Men's S12 100m Backstroke
6	<b>William Ellard</b>	Men's S14 200m Freestyle
7	<b>Alice Tai</b>	Women's S8 100m Backstroke
8	<b>Maisie Summers-Newton</b>	Women's SB6 100m Breaststroke
9	<b>Brock Whiston</b>	Women's SM8 200m Individual Medley
10	<b>Grace Harvey</b>	Women's SB5 100m Breaststroke
11	<b>William Ellard, Rhys Darbey, Poppy Maskill, Olivia Newman-Baronius</b>	S14 4 x 100m Freestyle Relay
12	<b>Ellie Challis</b>	Women's S3 50m Backstroke
13	<b>Louise Fiddes</b>	Women's SB14 100m Breaststroke
14	<b>Faye Rogers</b>	Women's S10 100m Butterfly
15	<b>Rebecca Redfern</b>	Women's SB13 100m Breaststroke
16	<b>Alice Tai</b>	Women's S8 50m Freestyle
17	<b>Poppy Maskill</b>	Women's S14 100m Backstroke
18	<b>Stephen Clegg</b>	Men's S12 100m Butterfly

### SILVER

1	<b>William Ellard</b>	Men's S14 100m Butterfly
2	<b>Brock Whiston</b>	Women's SB8 100m Breaststroke
3	<b>Poppy Maskill</b>	Women's S14 200m Freestyle
4	<b>Callie-Ann Warrington</b>	Women's S10 100m Butterfly
5	<b>Rhys Darbey</b>	Men's SM14 200m Individual Medley
6	<b>Poppy Maskill</b>	Women's SM14 200m Individual Medley
7	<b>Alice Tai</b>	Women's S8 400m Freestyle
8	<b>Iona Winnifrith</b>	Women's SB7 100m Breaststroke

### BRONZE

1	<b>Louise Fiddes</b>	Women's S14 200m Freestyle
2	<b>Alice Tai</b>	Women's SM8 200m Individual Medley
3	<b>Maisie Summers-Newton</b>	Women's S6 400m Freestyle
4	<b>Mark Tompsett</b>	Men's S14 100m Backstroke
5	<b>Olivia Newman-Baronius</b>	Women's S14 100m Backstroke
6	<b>Alice Tai</b>	Women's S8 100m Butterfly

# GOVERNANCE REVIEW

## AQUATICS GB CHAIR'S FOREWORD ON GOVERNANCE REVIEW

As Chair of the Aquatics GB Board may I introduce you to the 2024 governance review, a key part of our structure and procedures in the Annual Report. Each year we undertake a review to present how the organisation is administered and to outline the operations that go on within Aquatics GB.

The Board brings together representatives from England, Scotland and Wales, as well as independent members with experience in various areas of business operations and the voice of the athletes through the athlete representative.

The Board work closely with the Executive Team to offer support and guidance in relation to decision-making and in ensuring good governance is delivered throughout the organisation.

Aquatics GB is people-centred, we aim to do the right thing by our sports, and the individuals and stakeholders involved within it.

Diversity, Equity & Inclusion are at the heart of what we do and we have set out what we have been able to deliver in 2024 below. We are determined to be successful on the international stage and make all of our sports accessible to all, both now and in the future.

From myself, the Board and staff at Aquatics GB, thank you for another great year of aquatics and success on the international events stage, including the Olympic and Paralympic Games, and we look forward to a drive to further Diversity, Equity and Inclusion, Sustainability and Social Impact.

**Karen Webb-Moss**  
Aquatics GB Chair

Right:  
Callie-ann Warrington,  
at the 2024 World Para  
Swimming European  
Championships, Madeira.  
Credit: World Para Swimming

## COMPLIANCE WITH THE CODE FOR SPORTS GOVERNANCE

**Good governance helps to ensure that the structures and systems that go into the decision-making and operations of Aquatics GB exist within a recognised framework. Having this framework enables the delivery of aquatics effectively, ensuring accountability and transparency in achieving organisational strategy.**

Aligning with the 'Code for Sports Governance', which is mandatory for sports organisations to receive public funding, is key for operating within a good governance framework and for the development of the sport. Public funding is a key stream for Aquatics GB that helps us to achieve our aims.

Aquatics GB has made strides in its commitment to improving diversity, equity and inclusion (DE&I) across the sports.

## DIVERSITY, EQUITY AND INCLUSION

Aquatics GB became the first National Governing Body to have the Diversity, Equity and Inclusion Action Plan (DIAP) approved by UK Sport. As part of our Diversity, Inclusion Action Plan (DIAP), we announced the implementation of our first Diversity, Equity,



Inclusion Action Group (DEIAG), with the first meeting taking place in February 2024. The group brings together a collective of expert representatives and interested associates to offer advice and guidance to support the future development and evaluation of DEI. It also aims to support the challenges and matters faced by Aquatics GB by offering recommendations for the organisation.

The first DEI Report was produced in December 2023, which has been published and is available to download. Alongside the work undertaken in DEI across 2023, it also confirms the updated survey results, which were the most ethnically diverse and representative survey results to date.

Further information on our reports, policies and plan can be found [here](#).

Below: Kate Shortman and Isabelle Thorpe at the 2024 World Aquatics Championships in Doha.



## SAFEGUARDING

Aquatics GB is firmly committed to creating and maintaining a safe, fun and positive environment for all children and adults to take part in aquatics. This means ensuring that their safety, wellbeing and welfare are at the centre of what aquatics delivers.

Aquatics GB continually reviews its safeguarding policies and procedures. To ensure Aquatics GB continues to meet statutory requirements and best practice Aquatics GB decided to commission an external independent review.

The outcomes of this review will drive the future strategy and ongoing commitment to safeguarding in aquatics.

Further information including our safeguarding policies can be viewed [here](#).

## ANTI-DOPING UPDATE

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

## EDUCATION

Over 130 athletes and support staff selected for the Paris 2024 Olympic and Paralympic Games completed Clean Games education made up of e-learning and online and in person workshops. Education remains a high priority and we continue to work closely with the Home Nations (England, Scotland and Wales) to deliver a more combined approach to education and to share working practices and knowledge. Aquatics GB will increase their number of dedicated educators to 4 by the end of 2024.

## IN AND OUT OF COMPETITION TESTING

- To support out of competition testing as of August 2024, 50 athletes are required to provide their Whereabouts via ADAMS. These athletes are required to make a submission every quarter in advance. Athletes receive regular reminders to ensure their ADAMS is up to date.
- Aquatics athletes make up 8.8% of the total UKAD combined testing pools.
- In and out of competition testing continues via Urine and Blood.
- In competition testing was carried out by UKAD at the 2024 Diving, Para-Swimming and Swimming British Championships.

## ROLE OF THE BOARD

The Board has collective responsibility for the management, direction and performance of the sport, and provides leadership within a framework of prudent and effective controls, which enable risk to be appropriately assessed and managed. The Board sets the strategic direction, ensuring that the necessary resources are in place for the sport to meet its objectives and deliver sustainable performance.

The Board takes a long-term outlook, and sees itself as responsible to a wide range of stakeholders whilst pursuing its objectives in a manner consistent with its statutory duties for the benefit of the sports as a whole.

The Directors of the Board are selected on the criteria of proven skill and ability in their particular field of endeavour and a diversity of outlook and experience that directly benefits the operation of the Board as the custodian of the sport.

## THE BOARD OF DIRECTORS

The Board's powers are clearly defined in Aquatics GB's Memorandum and Articles of Association ("the Articles"). With the exception of executive staff, all Directors are subject to term limits on the time they can serve on the Board as set out in the Articles. The Board consists of twelve members with 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 Aquatics GB's Strategic Plan, allocation of financial resources and the standing committees.

Right: Iona Winniffrith at the 2024 World Para Swimming European Championships. Credit: World Para Swimming



In the 2023/2024 year the Board members were are follows:



**Karen Webb Moss**  
Chair



**Drew Barrant**  
CEO



**Ash Cox**  
Interim CEO



**Corinne Cunningham**  
Senior Independent  
Member



**David Carry**  
Independent Member



**Piers Martin**  
Independent Member



**Aimee Booker**  
Athletes'  
Representative



**Fergus Feeney**  
Swim Wales Nominee



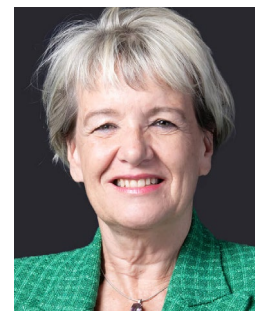
**Graeme Marchbank**  
Scottish Swimming  
Nominee



**Jane Nickerson**  
Swim England  
Nominee



**Keith Ashton**  
Swim England  
Nominee



**Caroline Green**  
Swim England  
Nominee

## AQUATICS GB BOARD MEETINGS 2022/2023 ATTENDANCE RECORD:

### BOARD ATTENDANCE

	Role	Apr 23	Jun 23	Sept 23	Nov 23	Feb 24
Karen Webb Moss	Chair	Y	Y	Y*	Y	Y
Drew Barrand	CEO	N/A	Y	Y	Y	Y
Ash Cox	Interim CEO	Y	N/A	N/A	N/A	N/A
Corinne Cunningham	Senior Independent Member	Y	Y	Y	Y	N
David Carry	Independent Member	Y	Y	Y	Y	Y
Piers Martin	Independent Member	N/A	N/A	Y	Y	Y
Aimee Booker	Athletes' Representative	Y*	Y	N	Y	Y
Fergus Feeney	Swim Wales Nominee	N	Y	Y	Y*	Y
Graeme Marchbank	Scottish Swimming Nominee	Y	Y	Y	Y	Y
Jane Nickerson	Swim England Nominee	N	Y	Y	Y	Y
Keith Ashton	Swim England Nominee	Y	Y	Y	Y	Y
Caroline Green	Swim England Nominee	Y	Y	N	Y*	Y

\*attendance virtual

## ROLES AND RESPONSIBILITIES

### THE CHAIR

As Chair, Karen Webb Moss holds responsibility for leadership of the Board, ensuring its effectiveness on all aspects of its role and setting its agenda. The Chair is responsible for creating an environment for open, robust and effective debate. This includes ensuring that the Directors receive accurate, timely and clear information.

### CHIEF EXECUTIVE OFFICER (CEO)

The CEO, Drew Barrand is responsible and accountable to the Board for the management and operation of the organisation and, for our public funders UK Sport and is the Accountable Officer. The CEO leads the work of the Senior Executive Team in guiding and deciding on the strategic direction of the organisation.

### SENIOR INDEPENDENT NON-EXECUTIVE DIRECTOR

The Senior Independent Non-Executive Director (SID) provides support to the Chair and acts as an independent point of contact for the Board Directors, stakeholders and staff. Corinne Cunningham is the SID.

### COMPANY SECRETARY

Ash Cox serves as Company Secretary. In this role, he is responsible for the efficient administration of the company, particularly with regard to ensuring compliance with statutory and regulatory requirements and for ensuring that decisions of the Board of Directors are implemented.

### SENIOR MANAGEMENT TEAM ("SMT")

The SMT consists of all those with line management experience and a level of budgetary responsibility. The SMT meets quarterly. Much of the organisation's strategy delivery comes from the SMT, which also has responsibility to review and challenge the business strategic risk register.

This forum promotes collaborative and informed working practices across all directorates. Crucially, the SMT is where the organisation's future senior leaders will come from, so there is a significant mutual commitment to learning and development.

This Senior Management Team comprises;



**Drew Barrand**  
CEO

---



**Chris Spice**  
Performance Director

---



**Tim Jones**  
Associate  
Performance Director

---



**Ash Cox**  
Executive Director  
of Business Affairs &  
General Counsel

---



**Adam Clarke**  
Associate Director  
Performance Strategy  
& Operations

---



**Matt Ashman**  
Associate Director  
Sports Science &  
Sports Medicine

---



**Kathreen France**  
Director of Finance

---



**Wendy Lockton**  
Director of Business  
Operations

---



**Claire Davenport**  
Director of Events  
and Marcomms

---



**Janine Harriman**  
Director of People

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## INTERNATIONAL INFLUENCE

2024 continues to see significant activity around our international influence programme. There have been a number of key events and meetings throughout the year, which have offered the opportunity for Aquatics GB to make an impact. International Influence continues to remain high on Aquatics GB's agenda. Aquatics GB continues to strive to influence decisions which impact the sport globally making it especially important that we seek to ensure we have credible and respected representatives on the international federation committees, which is evident in the increase in representation on the European Aquatics Technical Committees from 2024-2028. As a National Governing Body, we need to continue to have a strong voice and the ability to influence at all levels of the sport.

## 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 European Aquatics held by British representatives from 2024-2028

**Graeme Marchbank**

European Aquatics Bureau member

**Craig Hunter**

Chair, European Aquatics Technical Swimming Committee

**Liam Tancock**

Chair, European Aquatics Athletes' Committee & European Aquatics Bureau member

**Ashley Cox**

Chair, European Aquatics Integrity Unit Council

**Alexei Evangulov**

Member, European Aquatics Technical Diving Committee

**Maria Ramos**

Member, Vice Chair European Aquatics Technical Artistic Swimming Committee

**Melanie Beck**

Secretary, European Aquatics Technical High Diving Committee

**Piers Martin**

Member, European Aquatics Technical Water Polo Committee

**Nicola Latty**

Member, European Aquatics Technical Masters Committee

**Simon Rothwell**

European Aquatics Honorary Member

### International delegate positions within World Aquatics held by British representatives

**Craig Hunter**

World Aquatics Chair, Technical Swimming Committee

**Melanie Beck**

World Aquatics Honorary Secretary, High Diving Technical Committee

**Melanie Beck**

World Aquatics Member, Technical Diving Committee

**Ashley Cox**

World Aquatics Athlete Safeguarding Council Member

**Jack Laughler**

World Aquatics Athletes Committee

**Josh Rudd**

World Aquatics Sustainability Advisory Group Member

William Ellard at the 2024 World Para Swimming European Championships, Madeira. Credit: World Para Swimming



**International delegate positions within World Para Swimming held by British representatives:**

**Sue Prasad**

Head of Technical Control & Officiating, Technical Swimming Committee.

**Carl Payton**

Researcher, WPS classification review project management group

**Robert Aubry**

World Para Swimming Sport Committee Member

**The Aquatics GB International Relations work is managed and monitored by the following sub-group to the Aquatics GB Board:**

**Karen Webb Moss**

Aquatics GB Chair

**Drew Barrand**

Aquatics GB CEO

**Ashley Cox**

Executive Director of Business Affairs and General Counsel

**Graeme Marchbank**

Scottish Swimming Chair & Aquatics GB Board member

**Byron Vaughan**

Aquatics GB Business Operations Manager

**Chris Harvey**

UK Sport International Relations Advisor

**Jo Calvino**

UK Sport International Relations Advisor

**Craig Hunter**

**Chris Spice**

**Tim Jones**

**Melanie Beck**

**Maria Ramos**

**Liam Tancock**

**KEY ACTIVITIES THIS YEAR**

- January 2024 Karen Webb Moss & Corinne Cunningham attended the European Aquatics Congress in Athens (GRE).
- February 2024 Drew Barrand & Karen Webb Moss attended the World Aquatics Championships in Doha (QAT).
- At the Paris Olympic Games, we had Vicki Tomlinson (diving) and Alison Pratt (artistic swimming) selected to officiate at the Games, along with Craig Hunter and Melanie Beck within their respective technical roles with World Aquatics.
- For the Paralympic Games, we had Tony Ward attend the Games as Para Swimming Technical Delegate and David Metcalf, Christine Golightly, Susan Prasad & Colin Evison as technical officials.
- There will be representation from Aquatics GB at the European Aquatics Congress being held in Belfast, in September 2024

**PEOPLE UPDATE**

The Aquatics GB People Plan (the Plan) is operational and has been approved by UK Sport. The Plan demonstrates strategic planning for people to ensure the work of the organisation is delivered, supported, and led by a diverse range of people who are equipped and supported to meet the demands of their role and changing needs – the focus is the right people with the right skills, in the right roles at the right time.

The plan provides a background to the organisation, identifies the challenges and barriers faced by us and then responds to confirm what we are doing in each of the following areas:

- Understanding our people and strategic workforce planning;
- Getting the right people – with a focus on tackling inequalities;
- Looking after and developing our people; and
- Developing Leadership.

We have developed a project plan, which outlines our objectives, ideas, challenges and deliverables.

## CULTURE AMP

Culture Amp has been introduced to enhance the high performance culture at Aquatics GB. This is an employee experience platform, designed to transform the organisation and build a competitive advantage by putting culture first. The “Engage” module was launched in November 2023, designed to understand our employees via powerful engagement, on boarding, exit survey and pulse survey tools and “Perform” was launched in January 2024, which contains goal tracking, reviews and provides 360 feedback. The system provides a data driven approach to people and organisational initiatives and the ability to analyse data, produce reports and action plans more easily saving time and resource.

## EMPLOYEE ENGAGEMENT SURVEY 2023

This survey was produced and circulated using Culture Amp and was completed for the period September 2022 - November 2023. The survey achieved an overall response rate of 79%. This was a response percentage increase of 5.98% compared to the 2022 survey. The overall engagement score was 57% favourable, and received the most positive scores against alignment and involvement and work and life blend.

## STAFF SUCCESSION PLANNING

Aquatics GB identifies and seeks to retain talented employees. Culture Amp provides us with additional information and data to better understand who our employees are and what can be put in place in order to retain them, identify skills gaps and any group training requirements.

Aquatics GB's succession plan looks at developing junior people into more senior roles as well as planning for short-notice departures or temporary, unexpected absence from a senior role or from the Board by indicating how best to assign temporary responsibility for the roles and responsibilities of the person or Director in question. Future leaders are identified to ensure talent is harnessed, providing opportunities to grow and develop within the organisation.



Right:  
Andrea Spendolini Sirieix  
at the 2024 World Aquatics  
Championships, Doha.  
Credit: GettyImages

The Plan looks at reducing the risks associated with the loss of experienced leadership and helps maintain a diverse and appropriate balance of skills, backgrounds and experience within its people and on the Board. It also ensures progressive refreshing of the Board and enables swift action in response to abrupt changes to the Board or senior management, helping to reduce any associated risks or costs.

## SUSTAINABILITY

In February 2024, **Aquatics GB Environmental Sustainability 2024-2028** was launched following approval by the Board. This followed extensive strategy engagement with a range of stakeholders both internally and externally including staff, athletes, fans and wider consultancy partners. As part of our commitment to sustainability and a step to a more sustainable and greener future, Aquatics GB launched the Octopus Electric Dreams car scheme as a new employee benefit in December 2023.

## SOCIAL IMPACT

August 2023 saw the World Para-Swimming Championships 2023 in Manchester where there were a wide variety of Social Impact initiatives introduced alongside the event. A Social Impact report and video for Manchester 2023 was produced, outlining the key aims on driving positive change across the region. Aquatics GB was also represented at the Houses of Parliament in January 2024, for the launch of Speedos Pool to Playgrounds. This initiative aimed to engage more children to learn to swim by bringing pool facilities to the playground. Intensive swim lessons were provided and a great initiative to get more people swimming and swim safety, while removing barriers to access.

### Areas for Improvement

- Sustainability;
- Diversity, Equity and Inclusion throughout the organisation;
- Revenue generation; and
- Training provision.

## THE YEAR AHEAD

- Continue to monitor the economic climate and its impact on aquatics; and
- Ensure the Governance, People Plan, DIAP, Sustainability and Social Impact targets are achieved.

## CLOSING REMARKS ON GOVERNANCE REVIEW, DREW BARRAND, CEO

The second edition of the Code for Sports Governance has been published and we remain committed to complying with the code. This will see some minor modification to our governance structures to reflect, amongst other things, our commitment to safeguarding, Diversity, Equity & Inclusion and to cascading the principles of the code throughout the sport.

Right: Yasmin Harper and Scarlett Mew Jensen Bronze, Paris 2024.  
Credit: Gettyimages



## BRITISH SWIMMING LTD

# FINANCIAL REVIEW

## GROUP STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2024

### INTRODUCTION

The Board present their strategic report for the year ended 31 March 2024.

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

### BUSINESS REVIEW

The financial year ended 31 March 2024 has provided a solid platform for British Swimming to continue its upward momentum with elite performances across all aquatic disciplines in the 2023 season pointing towards a prosperous future as we build towards the Paris Olympic and Paralympic Games in 2024.

In perhaps our busiest competitive summer for many years, with the aquatics global calendar still looking to rebalance following the after effects of the global pandemic, eye-catching successes were recorded at every level.

The World Aquatic Championships in Fukuoka, Japan was the pinnacle of the elite season with British athletes producing some outstanding individual and team performances including breaking new ground in various areas.

In Swimming, the team secured 8 medals – up by 3 from the previous World Championships – and including being crowned World Champions in the Men's 200m Freestyle and Men's 4 x 200m Freestyle Relay.

Across the city at the Diving venue, our team was consistently competitive across a number of events leading to a haul of 3 medals and most importantly securing 8 quota spots for next summer's Olympic Games. Among the successes was a historic first ever World Championship medal for our female divers – a feat closely followed the very next day with an additional silver secured.

Continuing the theme of historic moments, the Artistic Swimming programme saw Great Britain record its very first podium place at a World Championships – just reward for a string of impressive performances across the season and pointing to a rosy future for this growing discipline.

Back in the UK, the newly refurbished Manchester Aquatics Centre played host to the World Para-Swimming Championships in early August 2023 with 547 athletes from 67 nations competing on British shores in the week-long event. The British team were highly competitive throughout, ending the event with 38 medals including 14 golds and finishing a highly credible 5th in the medal table – a solid platform from which to build on as we look towards the Paris Paralympic Games in 2024.

The highly successful delivery of the event – including all 14 sessions being sold out, a landmark UK broadcasting deal with Channel 4 and a roster of 9 commercial partners signed up - further strengthens Great Britain's status as a leading Paralympic nation and builds on the announcement mid-way through 2023 that the International Paralympic Committee was setting up its first-ever global headquarters for World Para-Swimming in Manchester.

Beyond the World Championships events, the hectic competition schedule proved especially strong for our Diving team with 5 medals won at the season-ending Diving World Cup Super Final in Berlin and a gold medal at the European Games in Poland proving particular highlights.

At the junior level, Great Britain continues to thrive and produce an exciting pathway of up and coming athletes with impressive performances across the board at the European Youth Olympic Festival (15 medals) and European Junior Swimming Championships (11 medals). Perhaps most eye-catching of all were the results from the inaugural Under-23 European Swimming Championships in Dublin which rounded out the season and where our 18-strong team secured 13 medals and finished 2nd in the medal table.

On the domestic front, the British Swimming and Diving Championships were staged successfully in Sheffield, setting up the selection process for the international season, while the British Summer Championships also returned to Ponds Forge in Sheffield in late July and saw over 1500 swimmers from 256 clubs marking one of the biggest events in the British aquatics calendar.

Away from the water, a period of transition in the British Swimming boardroom and executive team was concluded with the appointment of Drew Barrand as the new Chief Executive Officer beginning in May 2023. Having held a number of prominent commercial roles across sport, Drew takes over from Ash Cox who performed the interim role creditably whilst the recruitment process was ongoing and will continue to be an important part of the Executive leadership team in a new role as Executive Director of Business Affairs and General Counsel.

As Chair Karen Moss drew in on completing her first year in post, the Board itself also welcome a new Independent Director in Piers Martin – whose experience will be invaluable in helping to develop our Para- Swimming programme specifically – as

well as seeing Corinne Cunningham promoted to Senior Independent Director. In July 2024, the Board was bolstered further still with the addition of Nili Safari, the VP for Social Sustainability for BP, whose insight will be invaluable as we look to evolve the organisation's social impact work and values-led narratives.

The establishment of a new leadership team for British Swimming will now provide the platform for the next phase of growth with a renewed focus on bolstering the profile and commercial fortunes of aquatic sport whilst simultaneously maintaining the success curve in elite performance as we look towards a pivotal year in 2024.

Moving into 2024, the first phase of this growth curve began in earnest with the rebranding of the organisation under the Aquatics GB banner in April, designed to unify the disciplines and create a more attractive investment proposition for partners.

That launch was swiftly followed by the delivery of the Aquatics GB Championships for both swimming and diving with the 2 events moving to new venues in London and Sandwell, receiving an uplifted



Above: Kate Shortman and Isabelle Thorpe at the 2024 Olympic Games, Paris. Credit: TeamGB

investment into event presentation and a more focused approach to ticketing and data capture.

That investment has already created value in return enabling the organisation to sign an innovative broadcast rights agreement with the BBC and Channel 4, drawing a further partnership investment from Speedo for the event naming rights, enabling the organisation to outstrip ticket sales targets with a record-breaking sell-out crowd, and creating a case study and attractive set of audience numbers for future partnership sales – a proactive sales outreach programme that kicked off in earnest following the rebrand launch and has already created a significant pipeline of potential interest from brands.

The move to the Aquatics GB brand position also enabled the organisation to be more proactive in its approach to values-led work which in turn presents significant commercial value – earmarking 3 core pillars of activity in Diversity, Equity & Inclusion (DEI); Sustainability; and Social Impact and launching action plans for each area of work. On the DEI front, Aquatics GB was the first national governing body to win UK Sport’s endorsement and approval for its work in that area with a Working Group Committee of independent experts already in place to guide the delivery of the Action Plan. From a Social Impact perspective, over 1,000 adults and children from disadvantaged communities were introduced to our sport across the two Aquatics GB Championships creating a strong outreach programme and social legacy to those events.

On the performance front, despite the unusual nature of the scheduling, the team produced a strong showing at the World Championships in Doha in February with the diving and artistic swimming teams especially breaking new ground in terms of medals won. The Aquatics GB Championships were also highly competitive with records broken across the age groups and enabling the selection of a strong team for both the Olympic and Paralympic Games in Paris this summer.

Moving to Paris itself and the Games was a highly successful one for Aquatics GB with perhaps the most pleasing aspect being the breadth of medals won across all the aquatic disciplines.

In the Olympic Games, Aquatics GB equalled its best ever tally of 11 medals with history made across all 3 disciplines competing. On the swimming front, 5 medals were secured with the 4x200 freestyle relay team becoming the first to win back-to-back

Olympic gold with the same 4 athletes. In diving, Aquatics GB produced its best ever total of 5 medals including 4 out of 4 in the synchro competitions whilst the meet concluded with a first ever Olympic medal in artistic swimming – our duet team winning silver to create a breakthrough moment for the sport.

The success continued with the Paralympic Games where our para-swimming team were the leading contributor to the Paralympics GB medal count with 32 medals secured well surpassing the equivalent total in Tokyo 3 years earlier. The conversion rate of medals to gold was our best in over a century with our athletes standing on the top of the podium 18 different times across the 10 days of action.

## PRINCIPAL RISKS AND UNCERTAINTIES

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

- a. unsustainable costs (commercial and budget risk)
- b. major events financial risk associated with tickets and sponsorship
- c. lack of depth of talent pool or reduced talent pool
- d. facilities access
- e. data handling

## FINANCIAL KEY PERFORMANCE INDICATORS

Total income of £12,131,926 increased by 12% in the financial year, mainly due to increased performance grant income from UK Sport. Total expenditure of £12,324,162 increased by 13% mainly due to increased performance programme activity and rebranding the company’s trading name to Aquatics GB. The principal financial KPI for British Swimming is performance against the approved budget. The consolidated deficit of £169,650 was in line with expectations.

At the end of the financial year, the Group held an Income and Expenditure reserve of £567,321 (2023: £736,971), with net current assets of £567,321 (2023: £736,971) and Fixed assets of £nil (2023: £nil). Assets include bank balances of £1,970,524 which are £900,145 lower than in 2023, due to the operating deficit and working capital movements.

## OTHER KEY PERFORMANCE INDICATORS

All sports set performance targets with UK Sport for their annual benchmark event in each year of the quadrennial cycle. The 2023/2024 performance results were as follows:

Sport	Benchmark Event	Olympic/ Paralympic Events Target	Olympic/ Paralympic Events Medals Achieved	Total medals achieved (including non Olympic/ Paralympic events)
Swimming	2023 World Championships	5-7	6	8
Diving	2023 World Championships	1-3	3	3
Para- Swimming	2023 World Championships	15-25	31	38

## GOING CONCERN

UK Sport’s World Class funding is confirmed until 31 March 2025 and indicative funding has been provided until 31 March 2029. Home country income levels have recovered following the Covid pandemic. A 7 year kit sponsorship agreement was signed in 2022 and an existing sponsor renewed for an additional 3 years in 2021. 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.

**Karen Ruth Moss**

Director

Date: 13th September 2024



## DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2024

The directors present their report and the financial statements for the year ended 31 March 2024.

### 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 loss for the year, after taxation, amounted to £169,650 (2023 - profit £14,526).

### DIRECTORS

The directors who served during the year were:

- Keith David Ashton**
- Drew Barrand** (appointed 2 May 2023)
- Aimee Booker**
- David Robert Carry**
- Corinne Lisa Cunningham**
- Fergus Gerard Feeny**
- Caroline Jane Green**
- Graeme Robertson Marchbank**
- Piers Alexander Rishad Martin** (appointed 1 September 2023)
- Karen Ruth Moss**
- Jane Mary Nickerson**
- Ashley Dominic Cox** (resigned 2 May 2023)

### DISCLOSURE OF INFORMATION TO AUDITORS

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

- so far as the director is aware, there is no relevant audit information of which the Company and the Group's auditors are unaware, and
- the director has 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 auditors are aware of that information.

### AUDITORS

The auditors, Haysmacintyre 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.

**Karen Ruth Moss**

Director

Date: 13th September 2024

## CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2024

	2024	2023
	£	£
Turnover	12,131,926	10,872,403
Administrative expenses	(12,324,162)	(10,863,728)
<b>Operating (loss)/profit</b>	<b>(192,236)</b>	<b>8,675</b>
Interest receivable and similar income	22,586	5,851
<b>(Loss)/profit before taxation</b>	<b>(169,650)</b>	<b>14,526</b>
Tax on (loss)/profit	-	-
<b>(Loss)/profit for the financial year</b>	<b>(169,650)</b>	<b>14,526</b>

There was no other comprehensive income for 2024 (2023:£NIL).

Below: James Guy, Duncan Scott, Matt Richards and Tom Dean winning gold in the 4 x 200m free relay, Olympic Games 2024, Paris. Credit: TeamGB



## CONSOLIDATED BALANCE SHEET AS AT 31 MARCH 2024

		2024	2023
		£	£
Current assets			
Debtors: amounts falling due after more than one year	-	165,000	
Debtors: amounts falling due within one year	1,295,180	972,304	
Cash at bank and in hand	1,970,524	2,870,669	
	<u>3,265,704</u>	<u>4,007,973</u>	
Creditors: amounts falling due within one year	(2,698,383)	(3,271,002)	
Net current assets		<u>567,321</u>	<u>736,971</u>
Total assets less current liabilities		<u>567,321</u>	<u>736,971</u>
Net assets		<u><u>567,321</u></u>	<u><u>736,971</u></u>
Reserves			
Profit and loss account		<u>567,321</u>	<u>736,971</u>
		<u><u>567,321</u></u>	<u><u>736,971</u></u>

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

**Karen Ruth Moss**  
Director

**Corinne Lisa Cunningham**  
Director

Date: 13th September 2024

Date: 13th September 2024

# THANK YOU

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

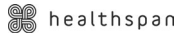
<b>Karen Webb Moss</b>	Chair
<b>Drew Barrand</b>	Chief Executive
<b>Ash Cox</b>	Executive Director of Business Affairs and General Counsel
<b>Wendy Lockton</b>	Director of Business Operations
<b>Byron Vaughan</b>	Business Operations Manager
<b>Rob Henderson</b>	Business Operations Coordinator
<b>Jane Smith</b>	Performance Administration Officer
<b>Kathreen France</b>	Director of Finance
<b>Janine Harriman</b>	Director of People
<b>Josh Rudd</b>	Diversity, Inclusion and Social Responsibility Manager
<b>Tom Shaw</b>	Head of Performance Data and Information
<b>Claire Davenport</b>	British Swimming Director of Events & Marcomms
<b>Joshua Murray</b>	British Swimming Head of Marketing and Communications
<b>Lloyd Rogerson</b>	British Swimming Senior Digital Communications and Marketing Officer
<b>Charlie Oliver</b>	Digital Content and Marketing Assistant

## FOR PRODUCTION & EDITING

<b>Emma Aldred</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.



Below: Anna Hopkin,  
2024 World Aquatics  
Championships, Doha  
credit: Getty Images





**Aquatics GB**