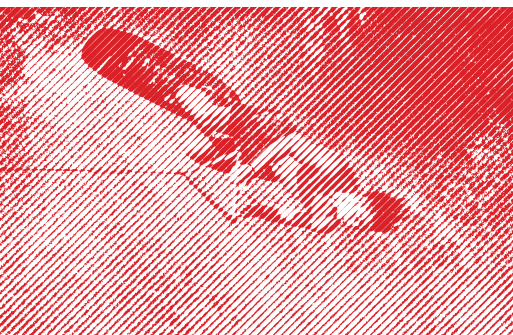


ANNUAL REPORT 2017



A STATEMENT FROM THE CHAIRMAN

2017 HAS BEEN ANOTHER SUCCESSFUL YEAR COMPETITIVELY FOR BRITISH WATER SKI & WAKEBOARD



Dear Fellow Member,

2017 has been another extremely successful year competitively for British Water Ski & Wakeboard, with our athletes continuing to win medals at World and European levels in all disciplines, with the “Gold Ribband” Slalom title being held at both World and European levels by a British skier.

While our elite athletes are an important aspect of our sport, a key indicator of our competitive health and give those of us less talented something to aspire to, they represent only a small fraction of our membership and those served by BWSW.

Serving our Clubs, Members and Participants

It is essential that, both as a National Governing Body and a membership organisation we continue to strive to ensure that each and every participant, club and discipline receives tangible benefit from being a part of British Water Ski & Wakeboard.

It is of particular importance that all our clubs believe that they are getting value for money. It is also imperative that clubs are aware of the resources and support that we provide and that we ensure that those

services are relevant to the needs of the membership as a whole. During 2018 we will continue to work hard to communicate the benefits and the value of being a part of BWSW.

Duty of Care in Sport

There has been much coverage in the media and elsewhere during the last year in relation to the Duty of Care that falls to sports governing bodies in relation to its elite athletes and wider participants, and the Board is reviewing the obligations of the organisation in this respect. The Independent Government Report on Duty of Care in Sport was published in April 2017 and makes a number of recommendations with regards to the headline topics of Education; Transition into and out of Elite Programmes; Athlete Representation; Equality, Diversity and Inclusion; Safeguarding; Mental Welfare; and Safety, Injury and Medical Issues.

The recommendations are far ranging, and while the focus of the media has been on elite athletes in well-funded programmes, the report has far reaching implications for the way in which sports governing bodies discharge their duty of care responsibilities to their participants, including athletes, general participants, coaches and the volunteers who support their chosen sport.

It is important that participants, coaches, volunteers and those that represent us are aware of their own obligations in this respect and that those entrusted with responsibility are supported by an infrastructure that is fit for purpose and ensures that the burden of responsibility does not fall disproportionately on a small number of particular individuals.

The work that has been done in recent years to re-engineer our governance structure is now paying dividends and has given us a stable and effective platform on which to manage and build our sport for

the future. Our finances are solid, with expenditure being marginally lower than our income - ideal for a ‘not-for-profit’ sports organisation. More positively, our membership numbers are very close once again flat to last year, and our objective is now to bring our sport to a wider audience with the objective of growing membership numbers.

BWSW is administered and run by an excellent executive staff at Head Office, ably and diligently run by Patrick Donovan. Additionally, I am very fortunate to be supported by a Board that is diverse, extremely capable and brings together skills, knowledge and experience from within and from outside our sport, ensuring that decisions are made in a thoughtful, balanced and methodical way for the overall benefit of our sport.

Finally, British Water Ski & Wakeboard could not function without the hundreds of volunteers who organise, administer, judge, coach, drive, tow, change handles and man the jetties across the country.

To each and every one of you, paid or unpaid, I would like to extend my extreme thanks for your time and effort on behalf of everybody who participates in our sport.

With best wishes for 2018

Patric Foley-Brickley
Chairman

CHIEF EXECUTIVE'S VIEW

CONGRATULATIONS! IF YOU ARE READING THIS DOCUMENT THEN YOU HAVE A CONNECTION WITH A GREAT AND ONGOING BRITISH SPORTING SUCCESS STORY...

Sport is very much a people business and as such it is all about partnerships whether other sport related organisations, our clubs, accredited cables, committees and of course you - the great team of parents, coaches, officials and volunteers who tirelessly give their time to coaching, managing clubs and running events.

We are very fortunate to be a part of a social, family orientated and exciting sport with a very committed community at its heart. It is simply this that drives our sport and makes it work from the playground to the podium.

Diverse & Technical

Our sport is a particularly diverse one, which makes the management of it more technical and resource hungry than many others. I am always amazed at the diversity of knowledge required to make the sport work "on the ground". We are recognised by Sport England as a highly successful governing body, but it is equally important to be recognised by our membership as a knowledgeable and efficient organisation supporting their interests. The achievement of both of these goals is only as a direct result of the continuous hard work from our small staff team and the many volunteers working within our sport for the benefit of all our members.



Sport Governance

There are continuing challenging times ahead for sport as a whole with continued pressure on the public purse strings. It is clear that grant funding is not a right but an investment that has to be earned. Individual sports increasingly have to stand on their own two feet and demonstrate that they are fit for purpose and able to meet targets and deliver tangible results for the public funds provided. 2017 has seen a great deal of work to ensure that we comply with the Code for Sports Governance to ensure continued eligibility for funding.

I am also pleased to report that we have met as standard for several years our target on female inclusion at Board level and many other aspects of compliance within the Code.

In the current climate sports also have to increasingly demonstrate that they are able to put in place strategies to reduce their reliance on grant income and diversify and increase their own self-generated income streams.

A great deal of our focus is therefore on the quality of the products and services we offer and ensuring that our qualifications and affiliation schemes carry currency and recognition in the wider market and provide for income growth. Considering our scale quite a challenge for our level of resource however we are making progress and are fortunate to already have in place mixed income streams with a 50-50 split between grant funding and self-generated income.

Finally a note of thanks to our very impressive and skilled staff team who do a difficult job in what can be a very challenging environment. Of course our key funding partner Sport England also for recognising the potential, believing in our vision and providing key support.

I very much hope that this document is able to capture not just the work that we do but also the very great commitment which I know everyone has within our organisation for delivering success.

Patrick Donovan

Patrick Donovan
Chief Executive Officer

We achieve our primary aims through the three key management areas highlighted within this annual report:

- Development
- Excellence
- Business Administration & Finance

WHO ARE WE? WHAT DO WE DO?

BRITISH WATER SKI & WAKEBOARD IS YOUR NATIONAL GOVERNING BODY AND MEMBERSHIP ORGANISATION FUNDED BY ITS MEMBERS FOR THE BENEFIT OF ITS MEMBERS

Our main role is acting on behalf of the interests of water skiers and wakeboarders to develop and serve the sport - a non-profit making organisation with all of our income invested in developing and supporting the sport across the UK from the grassroots level through to our top athletes.

And so what do we do?

Information, guidance and support - Whether finding a club online, accessing rules, technical matters or simply searching for news or results, BWSW maintains a great deal of resources and develops policies to support your sport which are available on our website. Our staff team can also assist and provide guidance on a range of subjects to our clubs and members.

Qualifications & Standards

Coaching, driving and cable operation - we develop quality qualifications to support the sport, develop talent and encourage safe practice and standards. Recent years have seen the introduction of the UKCC (UK Coaching Certificate) Level 2 & 3 Water Ski and Wakeboard coaching qualification to include the world's first ever UKCC Cable Wakeboard qualification.

Products & Services

BWSW offers affiliation schemes, comprehensive bespoke club liability insurance, the BWSW magazine four times a year and a whole host more such as social media sites and newsletters. Ongoing investment in our CRM system (Customer Relationship Management system) which includes our website and membership database allows us to capture relevant data on our members and participants in the sport in order to offer the best service and communicate effectively.

Investment & Support

Whether investment in facilities, development programmes or fostering young talent our key role is to invest and develop the sport for you and the future generations. The 2017-21 funding round sees over £1.3m invested into the sport to support grassroots and talent development. Our development team supports club development, helps clubs to source and apply for funding where appropriate e.g. facilities and supporting clubs through accreditation schemes. This work strengthens our network ensuring there are quality facilities for existing and new participants in the sport.

Networking & Events

Club workshops, officials seminars, driving examiner training, regional events and calendar competitions. As a member you can access a wealth of knowledge and be part of a great community of like-minded people. It's a great family sport for everyone and a sport where lifelong friendships are made.

Research, Advocacy & Campaigns

Research, advocacy and campaigns, safety, encouraging good practice, research, planning issues and environmental information.

We also support the quiet enjoyment of the sport and campaign on your behalf for fair representation for the sport at local and national level. We continue to support the Windermere campaign, have worked on management projects e.g. the Norfolk Broads and attend various representative groups on your behalf whether related to safety, funding or simply developing the sport.

Training & Volunteer Support

Officials, volunteers and club welfare officers - we recognise the huge input our members have in supporting the sport and aim to widen the safe and quiet enjoyment of the sport.

A great sport! With a wide range of disciplines this sport really can meet the needs of a diverse range of people. With programmes such as Cutting Edge and On The Edge it allows an achievable, effective and fun introduction to the sport via our well trained and qualified coaches. A very social, family orientated and exciting sport with a strong community at its heart.



DEVELOPMENT UPDATE 2017

WE HAVE AMBITIOUS PLANS AND TARGETS TO EXPAND OUR NETWORK OVER THE 2017-21 PROGRAMME CYCLE AND INCREASE OUR REACH INTO NEW MARKETS BOTH IN THE UK AND OVERSEAS



Cable Wakeboard

“

OUR PRIORITIES

- Increase participation in children & young people (14-25 years) and adults (26+ years)
- Raise the profile of opportunities for disabled people to water ski & wakeboard
- Maintain the safeguarding standards across our sport
- Consolidate key partnerships to support our work
- Work with new facilities to achieve affiliation & accreditation standards
- Expand our network of accredited facilities both in the UK & overseas
- Diversify our income streams via products & services that carry currency & recognition

”



Photos by : Perry Lux

Participation

Encouraging people to participate in our sport is at the core of what we do in the Development Team. Our work continues to focus on ensuring that key access points to the sport which have a major throughput of newcomers are delivering a good first time experience. Our accreditation scheme aims to ensure that with quality facilities, good coaching and customer service that newcomers have a positive first time experience which makes them more likely to be retained within the sport.

Cutting Edge & Competition

Cutting Edge is our long standing participation programme for children and young people - introducing them to and aiming to retain them in the sport. The programme continues to be a beneficial resource to our affiliated clubs and accredited sites (both voluntary and commercial) and is integral to the offer and delivery at many sites. The scheme enables bite sized learning of what can be a technical sport in digestible “chunks” which encourages staged skills development and progressive learning. A rewards programme encourages ongoing achievement and our annual competition aims at introducing newcomers to a fun, relaxed and family friendly format event.

Safeguarding – Club Welfare Officers

Safeguarding is an important area of work for BWSW as we continue to ensure that water skiing and wakeboarding are safe and enjoyable sports for all. This year focused on supporting Club Welfare Officers and ensuring they have the tools and confidence to carry out their role effectively. Each Club Welfare Officer received a ‘Support Pack’ with various guidance, resources and tips to help them in the role. As a sport we very much recognise the duty of care we all have whether a coach, volunteer official or boat driver to ensure a positive experience for all those involved in the sport.

Club Support

Our affiliated clubs are a hugely important part of the BWSW Network; they provide an access point for people in the local community to try the sport whether it is for the first time or the first time in a long time. We aim to support members clubs to ensure they sustain their membership, are aware of opportunities and offer a good experience to new and existing members.

This year we continued our Development Bursary Scheme which offered bursaries of up to £500 to all affiliated clubs and accredited sites for projects that would attract new participants and sustain membership. There have also been successful external grant applications for project support with clubs receiving significant funding awards for example to replace legacy competition technical equipment and to update aging changing facilities and club houses.

Partnerships

Our partnerships with local and national organisations continue to be integral to our work so we have maintained existing and developed new relationships with those who can support us to achieve our aims. We would like to thank Sport England, County Sports Partnerships, Child Protection in Sport Unit and the English Federation of Disability Sport for their continued support and guidance which are invaluable to the work we do.

Our Network & Reach

As a dynamic sport with unique facilities we have ambitious plans and targets to expand our network over the 2017-21 programme cycle and increase our reach into new markets both in the UK and overseas. Increased emphasis on continuous improvements to external communications and expanding our reach into non-affiliated clubs, marinas and the recreational sectors to provide greater influence and business development. Increased visibility and ensuring what we offer is packaged appropriately and clearly understood by our audience. Improved signposting back to our existing affiliates via the UK based overseas lifestyle holiday

providers such as Neilson. Greater external communications and “presence” within the external marina industry e.g. harbourmasters publications where we can influence coastal clubs and promote standards and take up of qualifications.

Business Development

Moving forward we will also have a greater focus on business development and finding new markets for the products and services we offer and intend to develop. The aim is to strengthen our reach into new areas of our core market where we do not have significant impact, to diversify income streams, provide relevant products and services for the wider industry and reduce the organisations reliance on ever elusive grant income streams.

Affiliate Growth

We have key targets to broaden the range of affiliates and expand outside of our traditional environment and “comfort zone”. We have had some success already in this area and now have affiliated ski schools in Greece, Croatia and Bahrain. Our aims in this area are two fold, firstly diversifying our sources of income and secondly tapping into the lifestyle sports UK holiday market – many participants experience our sport for the first time overseas and we aim to extend our reach to this group and signpost them back to our network of clubs, ski schools and pay and play cable opportunities.

Qualifications

Our driving offer has greater potential and currently has a limited market reach. As a business we intend to invest in this area to further develop this income stream as we have previously in terms of coaching qualifications. Some external input outside of our staff team will be utilised to help support this project and our key stakeholder Sport England is supporting our investment to make our driving products more marketable and more widely available products for a wider audience.

Sam Haslam
Head Of Business Development

PARTNERS & STATISTICS

A DIVERSE RANGE OF PARTNERS CONSISTING OF VOLUNTARY CLUBS, LARGE COMMERCIAL SKI CENTRES, CABLE SITES, MARINAS, ARMED FORCES & EDUCATIONAL ESTABLISHMENTS

We continue to promote the more formalised access points to the sport via our diverse network of clubs, ski schools, accredited cable parks and multi-sport venues. As part of our aim to provide a positive first time experience for newcomers to the sport we support a skilled and dedicated workforce consisting of coaches, drivers, officials, technicians, judges and examiners. Through our qualifications and standards we provide a range of examinations, awards and accreditation schemes that carry currency and recognition within the wider industry to encourage best practice, safety and a quality experience of the sport. Our overall aim is to provide for a resilient core market which caters for and retains existing participants and provides an attractive and positive first time experience for newcomers to the sport.

Affiliation
BWSW's affiliation scheme offers a comprehensive bespoke civil liability insurance for voluntary clubs along with other tangible benefits to include support, guidance and development opportunities from our dedicated development team. We aim to support our clubs to ensure that minimum standards are met; ensuring that every club is aware of their responsibility in terms of safeguarding, operating in an environmentally responsible manner and to offer a safe and welcoming club experience for the continued enjoyment of the sport. Collectively our network of affiliates provides for a self-help partnership for the mutual benefit of all our members in supporting a diverse and exhilarating sport.

Accreditation
Our accreditation scheme continues to focus on a quality offer from the commercial sector perspective where there is a greater throughput of participants. It further sets the standards for qualified staff, overall facility management to include customer service, health and safety and safeguarding. Our accreditation standards provide greater opportunities for satisfied and loyal customers for the long term and ensures at our key commercial access points there is a greater chance of a good first time experience – a good first time experience being key to a returning customer.



Ski Boat Driver (SBD)
In the absence of any mandatory boat driving qualifications in the UK our SBD programme aims to fill this gap to ensure good standards of driving. Our SBD1 provides an entry level to boat driving on inland lakes and demonstrates a minimum competence for the newcomer to towed water sports. Our SBD2 demonstrates a greater level of competence in more diverse settings to include estuaries and coastal waters; the award is recognised as equivalent to the European International Certificate of Competence for pleasure craft users.

2017 sees work begin on a project to make our driving products more marketable and more widely accessible to assist in our aim to increase self-generated income and to diversify income streams.

- Our Affiliates**
- 69 Voluntary members based clubs
 - 17 Commercial members based clubs
 - 05 Armed Forces clubs
 - 08 Accredited UK Ski Schools
 - 09 accredited Overseas Ski Schools
 - 06 Accredited Full Cable Tows
 - 13 Accredited Straight Line Cables

- Ski Boat Driver Qualifications**
- 61 registered test centres
 - 29 SBD1 licences issued
 - 328 SBD2 licences issued
 - 04 SBD3 licences issued
 - 280 ICC boat driving licences issued
 - 46% of BWSW members hold an SBD Level 2
 - 57% of BWSW members (aged over 16 years) who can actually take the SBD test hold an SBD2
 - 91 members hold an SBD Level 3

- Safeguarding**
- 99 DBS Checks processed
 - 107 Club Welfare Officers
 - 62 Safeguarding and Protecting Children courses attended

- Cutting Edge**
- 52 Clubs actively delivering Cutting Edge
 - 06 Clubs actively delivering On The Edge

- Officials**
- 122 Officials actively supporting our competition structure

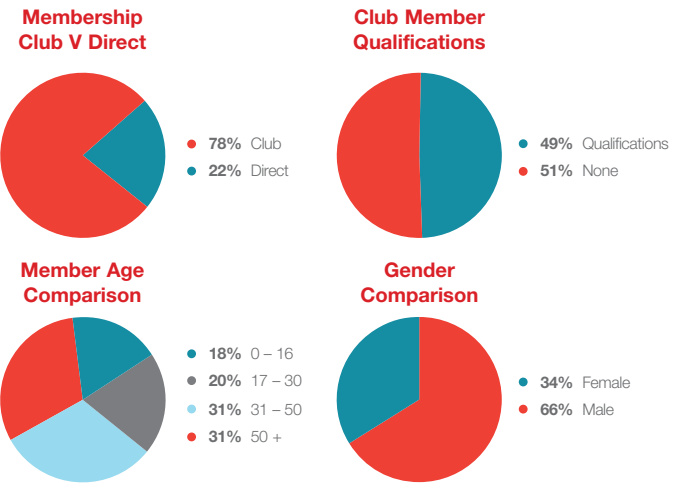
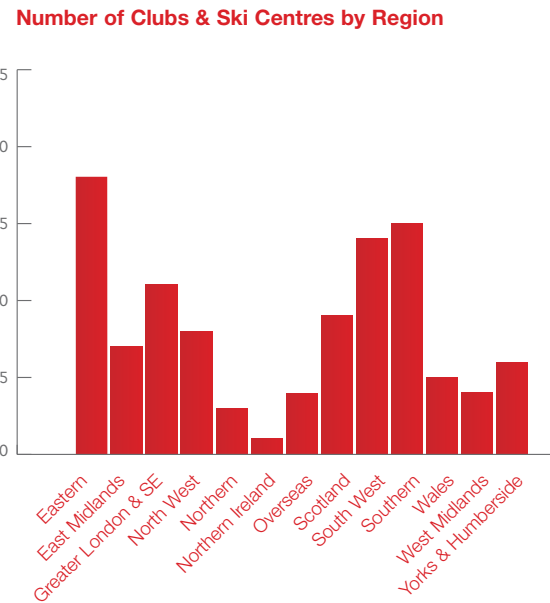
OUR MEMBERSHIP, PARTICIPANTS & DIVERSITY

Core Market
As with many small organisations, we are faced with the challenge of providing tangible benefits to our members and retaining these members for the long term. Recruiting new members is challenging especially with the change in modern lifestyles and the way participants consume sport in an ever evolving and diverse sporting market. There are also many thousands of recreational users e.g. “pay and play” riders at cable tows and recreational boatowners who do not have formal links with the organisation. Building a strong relationship with these recreational users, growth and membership retention remain ongoing challenges for the organisation. Each season we review our membership offer and compare this to other organisations of a similar size and structure to ensure that what we offer is attractive and provides value.

So what makes membership sustainable?
The range of benefits and qualifications we can provide within our membership scheme is a huge part of why members join and continue to renew. With just under half our members holding some form of BWSW qualification it is clear that this is one of the main reasons our members renew. We pride ourselves on the diverse range of qualifications we offer – we aim to develop qualifications that have currency and recognition and are relevant to both the voluntary and commercial sector. Member retention is aided by the emotional attachment our members have with our sport whether operating as an official or volunteer or simply wanting to join to support the sport they know and love.



A key aim is to ensure a strong level of resilience in our core market for our existing customers and to ensure that new participants have a positive first time experience of the sport so that they are retained within the sport. We rely on our network of affiliates, coaches, volunteers and officials using their knowledge and experience to make the beginner feel comfortable, confident and most of all enjoy their first time on the water.



COACHING PATHWAY

UKCC COACHING CONTINUES TO STRENGTHEN AND IMPACT ON YOUNG TALENTED ATHLETES AND NEWCOMERS TO THE SPORT AT THE VARIOUS ACCESS POINTS OFFERED



Photo by: Kay Ransom

BWSW Coaching Programme

Our UKCC coaching revamp continues to strengthen and impact on our young talented athletes and also provide for newcomers to the sport at the various access points we offer. The take up of courses remains strong and as we move forward focusing on a quality offer is bringing tangible results and maintaining our impact.

As a facility driven sport centred around members clubs and pay and play cable facilities BWSW is in a strong position

to influence and impact on the sport – the organisation has a key aim to remain at the heart of the sport and this is very much the case. We have a strong club structure embedded within the organisation and a strong influence over the quality of our pay and play commercial facilities through our accreditation scheme. Additionally we work with holiday providers such as Neilson who have adopted our coaching framework and this assists us in ensuring a good first time experience of the sport with clear signposts back to our club network within the UK.

Key to success is having the people in place with the skills to deliver from beginners trying the sport for the first time through to the elite level. Our broad range of qualifications provides for all levels of coaching, across the disciplines and ensures key skills are in place to support the sport. Externally assessed and nationally recognised our qualifications provide currency and recognition across all aspects of the sport from voluntary clubs to paid employment.



COACHING STRUCTURE

Coaching Programme Enrolments		2016	2017*	Coach Licensing		2015	2016	2017*
BWSW Level 1		127	90	Licensed Coaches/Instructors/Operators		523	573	580
UKCC Level 2 Water Ski & Wakeboard		102	77	Licensed Coaches (New Syllabus)		281	372	398
UKCC Level 2 Cable Wakeboard		03	10	Licensed Instructors (Old Syllabus)		153	147	131
				Licensed Straight-line Operators		88	93	87
				Licensed Main-Line Operators		36	31	29
* Estimated figures								

TALENT DEVELOPMENT PROGRAMME

After the surprising and very unexpected notification of the intended termination of Sport England’s funding for non-Olympic talent programmes during the 2017-2021 cycle, we were forced to make some tough decisions.

Sport England have offered the BWSW Talent Development Programme (TDP) a small sum of money to assist in the transition period from being funded throughout the 2013-2017 cycle to the loss of funding we now face going forwards. The current climate is a tough one and an ongoing challenge for all funding partners. As our sport is non-Olympic nor a Commonwealth Games sport, policy decisions out of our hands led to the loss of support despite our commendable long term track record on delivering impressive results and meeting medal targets.

At its peak in 2017, there were 86 actively utilising the TDP for on-water and off-water support. With the termination of funding, the talent team lost one full-time member of staff and slimmed the number of athletes on the TDP down to 29. Also, the resources are not available to offer the athletes remaining on the programme the same level of support as in previous years.

We have lost the off-water support and camp structure that was the programme’s foundation over the last four years. Athletes on the TDP are the ‘elite’ of the young talent in England. Selection is based predominantly on European and World Championship medal winners and athletes selected for teams to represent GB. All are essentially self-training with the TDP offering grants and limited financial support to key titled events.

As BWSW are still in receipt of transition funding from Sport England, we continue to work towards achieving the measures set for the current funding round. TDP athletes have been successful this year in pushing towards Sport England targets and have won five medals at key E&A and World Championships so far in 2017. We still have hopes of adding to this tally, as there are two more titled events to follow at time of going to print where a number of TDP athletes will be attending. Additional targets are not as specifically related to elite performance but more on adherence to training and competing, retention on the pathway and exiting at Open level as an elite athlete. Additionally, the TDP offers support to athletes who wish to develop their own skills in the sport such as attendance on coaching courses and judging seminars. We now have a number of qualified coaches and judges within the talent programme. This list of measures highlights the diversity the TDP needs to help achieve its targets.

Due to the lack of ongoing funding, we have suspended our talent spotting system linking with widely promoted and structured talent spotting days. BWSW are acutely aware that the sport needs to continually work on increasing numbers of participants and competitors. This is a key area that the TDP wants to work on with the Discipline Committees as the talented young athletes from this group will become the elite athletes of the future.

The programme has always assisted with guiding young athletes on the pathway to success and creating a sporting habit for life amongst those selected. We will continue to do this with the limited resources available. The Talent Development Programme continues to be the benchmark for young talented English athletes. Its success is evident and many thanks must go to all the athletes involved, past and present, whose dedication and willingness to strive for success is clear to see. Parental and coach support is also vital in enabling this to happen and is seen by BWSW as a critical aspect in the success of the athlete. We will continue to run a robust TDP for as long as we can!

Richie Fazackerley
Talent Development Programme Lead



Photo by: Nick Parkin

GOLD MEDALS

Tournament Freddie Winter • Jack Critchley • Joel Poland • Robert Hazelwood Freddie Winter • Jack Critchley Mike Hornagold Jnr Hilary Winter Kate Hazelwood Kate Hazelwood Tim Hazelwood Tim Hazelwood Jonathan Cohen	Open Men Slalom Under 21 Men Jump Under 17 Boys Overall Under 17 Boys Slalom Open Men Slalom Under 21 Men Jump Over 45 Men Slalom Over 55 Ladies Slalom Over 55 Ladies Jump Over 55 Ladies Overall Over 55 Men Jump Over 55 Men Overall Over 65 Men Slalom	World Open Championships World U21 Championships World U17 Championships World U17 Championships E&A Open Championships E&A U21 Championships E&A 35+ Championships E&A 35+ Championships E&A 35+ Championships E&A 35+ Championships E&A 35+ Championships E&A 35+ Championships E&A 35+ Championships E&A 35+ Championships
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SILVER MEDALS

Barefoot Tom Heaps	Open Men Tricks	E&A Open Championships
Tournament William Asher • Arron Davies • Joel Poland Tim Hazelwood Paul Hammersley Paul Hammersley John Philips	Open Men Slalom Under 17 Boys Slalom Under 17 Boys Jump Over 55 Men Slalom Over 55 Men Jump Over 55 Men Overall Over 65 Men Overall	World Open Championships World U17 Championships World U17 Championships E&A 35+ Championships E&A 35+ Championships E&A 35+ Championships E&A 35+ Championships E&A 35+ Championships



BRONZE MEDALS

Barefoot Rick Moyes Tom Heaps Tom Heaps David Field	Open Men Tricks Open Men Slalom Open Men Jump Senior Men Slalom	E&A Open Championships E&A Open Championships E&A Open Championships E&A Open Championships
Boat Wakeboard • Katie Batchelor Mitchell Wise Melissa Lock	Open Women Junior Men Junior Women	E&A Championships E&A Championships E&A Championships
Tournament • Robert Hazelwood • Joel Poland • Team • Joel Poland • Team Lorraine Sizer Mike Hornagold Jnr Tim Hazelwood Mark Beard Carol Worship John Philips Team	Under 17 Boys Overall Under 17 Boys Tricks Under 17 Team Overall Under 21 Men Tricks Under 21 Team Overall Over 45 Ladies Jump Over 45 Men Overall Over 55 Men Tricks Over 55 Men Jump Over 65 Ladies Slalom Over 65 Men Tricks Over 35 Team Overall	World U17 Championships World U17 Championships World U17 Championships E&A U21 Championships E&A U21 Championships E&A 35+ Championships E&A 35+ Championships E&A 35+ Championships E&A 35+ Championships E&A 35+ Championships E&A 35+ Championships E&A 35+ Championships E&A 35+ Championships



• Athlete supported by the Sport England funded Talent Development Programme
The above table does not include medals from the Cable Wakeboard European Championships or the Boat Wakeboard World Championships - both events were scheduled to take place after printing this annual report.

OUR MONEY & HOW WE USE IT

HOW DOES BWSW FINANCE ITSELF? WHAT DO WE GET FOR OUR MEMBERSHIP? HOW ARE OUR MEMBERSHIP FEES USED? THESE ARE QUESTIONS OFTEN ASKED BY CLUB OFFICIALS AND MEMBERS... AND OF COURSE THESE ARE GOOD QUESTIONS TO ASK!



Our Funding

The key to understanding our funding lies in knowing where our money comes from and how it is used to support the many activities involved in running our sport. As is the case in most organisations we have more demands for funding than we are able to support.

The British Water Ski Federation Limited has four significant sources of funding; membership and affiliations, coaching and driving courses, competition / licence income and Sport England grant.

The aim is to strike a balance that enables us to support all the elements of our Whole Sport Plan. The current Whole Sport Plan covers a four year funding period ending in March 2021. From it an Operational Plan is produced which sets out the priorities for the current year.

Our budgets are structured to ensure that we support these priorities through the three core activity areas; Business, Development and Excellence.

Overview

The pie charts show how the three core areas are typically funded and how these funds are used to underpin our various core activities.

These charts exclude the restricted activities of the Lascelles Memorial Trust fund. It should be noted that the way the figures are presented here is different to the statutory accounts as we have shown how the various grants and membership income is utilised to support the three core areas of Business, Development and Excellence.

Our overall staffing costs are allocated to these three key areas of the organisation. It is important to point out that membership fees are not used to support Excellence - our teams are either self-funded or supported through specific restricted grant funded programmes.

Sport England Funding 2017/21

The Sport England funding application for 2017/21 was highly successful and ensured continued funding to enable us to continue to develop our sport. A change in policy however has meant a reduced level of funding for our Talent Programme with funding for all non-Olympic talent programmes to terminate within the current four year funding period.

While our application was viewed positively by Sport England the level of future funding is not guaranteed and there is a need to demonstrate increased self-reliance and to develop and diversify our income streams.

However currently Sport England are also assisting the organisation with additional funding to support membership consultancy and to revamp our driving programme to produce more marketable products for a wider audience. The Board hope that continued Sport England support will accelerate the progress in delivering our sporting and business objectives.

Membership

The organisation's membership offer is currently under review with an aim to revitalise our offer for what is a diverse community and a challenging environment that has seen membership of many sports governing bodies decline. Members join our organisation for both functional and emotive reasons and creating connections with our community and offering relevant products and services will be key to growing our membership.

It is recognised that there are further opportunities in terms of products and services we can offer to ensure the development of new income streams. An innovative approach together with investment will enable the development of a broad educational programme to supplement our existing range of courses and qualifications. A more business focussed approach with more ambitious targets for expanding our reach and network will also facilitate growth and income generation.

Governance

Overall the company is delivering effectively today as a governing body though we recognise the need for continuous improvement. The aim however is to build on the foundations that have been established to date by aligning the company structure and committees with the disciplines (Racing, Wakeboard and Cable Wakeboard, Tournament, Cable Three Event, Barefoot and Recreational and Boatowner). This ongoing alignment to the disciplines will facilitate improved communication of relevant information which will foster engagement and participation across the whole sport from the grass roots to elite competition.

The aim of the company is to be innovative, flexible and relevant to its stakeholders. The company continues to follow a strategy which restates its aim to create a high quality, sustainable and enjoyable sporting infrastructure that attracts new, retains existing and reengages former participants within the sport and develops the talent to deliver international success.

Season 2016/17

The accounts presented are for the period 1st April 2016 to 31st March 2017. The accounts show improved financial performance, with core activities delivering a surplus for the year of £44k (2016 – Surplus £25k).

In any one financial year and dependent on the size and source of any surplus or particular projects in place at the time, the company does aim to invest at least 50% of any surplus back into the sport at grassroots level in the coming year. Any additional funds remaining support our reserves policy for “rainy day” scenarios, cash flow and for any major investment and future modernisation of the core business infrastructure e.g. IT.

Membership and affiliation fees are a primary income stream. Membership and affiliation income from affiliated clubs and cable sites and both club and individual memberships was stable at £292k. Underlying member numbers have declined very slightly though the rate of decline continues to markedly slow.

The continued increase in the accreditation and affiliation of sites which are available and open for business demonstrates the improved infrastructure across the sport which is driving the success we are seeing in growing participation particularly in the “pay and play” sector. However, we are not yet being as successful as we want in attracting these participants to join us as members.

During the year business expenses increase by approximately 2% to £581k, with the most significant increase relating to salary costs.

Development 2016/17

Grant funded programmes continue to provide successful outcomes and assist with developing income streams such as coaching courses which is a notable success. The company has been successful in leveraging grant funded initiatives and continued to promote BWSW self-funded development programmes such as driving and accreditation. Coaching achieved growth in candidate numbers during 2016/17, however this benefitted from a number of international coaching courses which are not expected to recur in the coming year 2017/18.

Coaching and driving continue to provide a steady income stream and opportunities for growth with overall development income in the year increasing to £296k. The associated development programme expenses have increased slightly reflecting the investment in developing our network of accredited trainers to run the courses this year. The development programmes delivered a net income of £191k slightly up on the prior year of £153k.

Excellence 2016/17

Income to support Excellence activities (the disciplines of the sport) has declined since 2012 due to the termination of various elite funding streams in recent years. This reflects the challenges faced by the disciplines in raising mainstream income and commercial sponsorship outside of grant funding. Non-Olympic status, lack of public profile and scale remain major challenges in this area.

Excellence income showed a small increase in the self-generated income from the disciplines. Like last year the disciplines utilised some of their brought forward reserves which resulted in a net reduction in their carried forward reserves of £20k (2016: £15k reduction).

Outlook

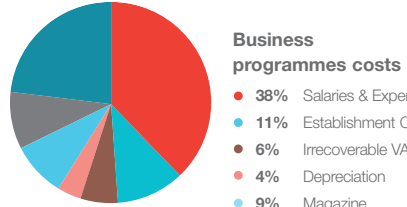
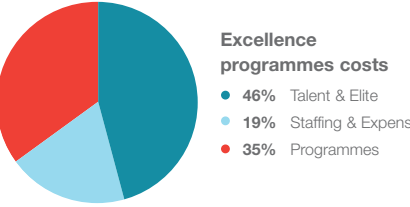
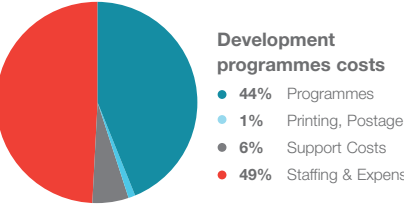
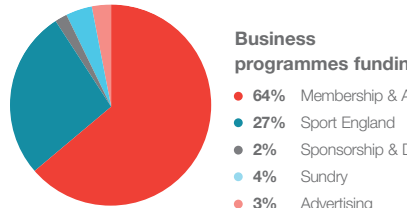
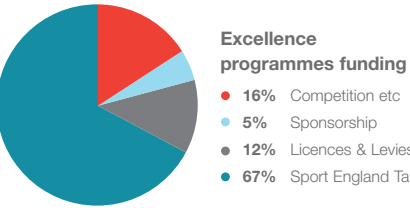
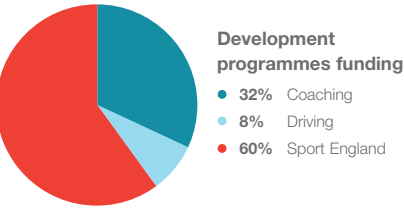
The company has a current and revitalised 2012/20 corporate strategy, supported by a significant level of grant support from the 2017/21 Sport England funding round albeit lower than the 2013/17 funding round. The overall aim of the company remains acting on behalf of the interests of its stakeholders to serve the sport; a not for profit making organisation with all of our income invested in developing and supporting the sport from the grassroots level through to our top athletes.

BWSF Ltd is a financially strong organisation, the company has considerable assets (principally our HQ office building) and cash reserve funds to support our highly seasonal cash flows.

Our reserves policy provides some level of short term cushion for the organisation against any unexpected loss or reduction in a major income stream.

Sources of Funding

- **Membership** - annual affiliation fees and membership subscriptions.
- **Sport England** - exchequer and lottery funding supporting specific programmes and core activity - primarily development and our talent programme.
- **Partners** - for example advertisers in our Water Ski & Wakeboard magazine.
- **Sponsors** - organisations and individuals who support specific events or activities.
- **Licence Holders** - our 1000 members who compete in the competition programmes run by the various disciplines of the sport.
- **Training Programmes** - includes coach training and the Ski Boat Driver programme.
- **Participants** - our members who participate in different ways and who also subsidise their involvement. This includes our officials, coaches, competitors and the many volunteers supporting their clubs.



INDEPENDENT AUDITOR'S STATEMENT

To the Directors of the British Water Ski Federation Ltd

We have examined the summary financial statements set out on pages 18 and 19.

Respective responsibilities of directors and auditor

The Directors are responsible for preparing the summary financial statements in accordance with applicable United Kingdom law. Our responsibility is to report to you our opinion on the consistency of the summary financial

statements with the full annual financial statements and the Directors' Report, and its compliance with the relevant requirements of section 427 of the Companies Act 2006.

We conducted our work in accordance with Bulletin 2008/3 issued by the Auditing Practices Board. Our report on the company's full annual financial statements describes the basis of our opinion on those financial statements and on the Directors' Report.

Opinion

In our opinion the summary financial statements are consistent with the full annual financial statements and the Directors' Report of The British Water Ski Federation Limited for the year ended 31 March 2017 and complies with the applicable requirements of section 427 of the Companies Act 2006.

MENZIES LLP
Chartered Accountants & Statutory Auditor
Menzies LLP Heathrow
Centrum House
36 Station Road
Egham
Surrey TW20 9LF
Date 1st December 2017

Menzies LLP

DIRECTORS' STATEMENT

The Directors have pleasure in presenting the summary financial information for the year ended 31 March 2017.

The summary financial statement is only a summary of information in the company's annual financial statements and Directors' report.

This summary financial statement does not contain sufficient information to allow for a full understanding of the results and state of affairs of the company.

For further information the full annual financial statements, the auditors' report on those accounts and the Directors' report should be consulted.

The auditor's report on the company's annual financial statements and on the consistency of the Directors' report with those financial statements was unqualified. The auditors' report contained no statement under sections 498(2) or 498(3) of the Companies Act 2006.

Copies of the full annual financial statements, the audit report and the Directors' report have been filed at Companies House and can be obtained by contacting our HQ.

The annual financial statements and the Directors' report were approved on 30th August 2017.

These summary financial statements have been signed by Patrick Donovan on behalf of the Directors on 1st December 2017.

Patrick Donovan

Patrick Donovan Director and Company Secretary

British Water Ski Federation Ltd - Financial Statement 2016/17

BRITISH WATER SKI FEDERATION LIMITED (A company limited by guarantee)
INCOME AND EXPENDITURE ACCOUNT - YEAR ENDED 31 MARCH 2017

	Unrestricted General	Lascelles Fund Restricted	World Class Restricted	Year Ended 31/03/2017	Year Ended 31/03/2016
	Activities £	Activities £	Activities £	Total £	Total £
Income					
BWSF Income	803,309	-	-	803,309	776,262
Lascelles Fund	-	10,031	-	10,031	52
World Class Performance	-	-	1,000	1,000	12,831
World Class Talent	-	-	129,287	129,287	132,521
Total Incoming Resources	803,309	10,031	130,287	943,627	921,666
Expenditure					
BWSF Expenses	-759,738	-	-	-759,738	-750,972
Lascelles Fund	-	-11,000	-	-11,000	-9,515
World Class Performance	-	-	-1,000	-1,000	-12,831
World Class Talent	-	-	-129,287	-129,287	-132,521
Total Resources Expended	-759,738	-11,000	-130,287	-901,025	-905,839
Net incoming/(outgoing) resources before taxation	43,570	-969	-	42,602	15,827
Tax on net outgoing resources	-104	-	-	-104	-166
Net incoming/(outgoing) resources after taxation	43,466	-969	-	42,498	15,661
Fund balance b/forward at 01/04/2016	827,630	25,990	-	853,620	837,959
Fund balance c/forward at 31/03/2017	871,096	25,021	-	896,118	853,620

NOTES TO THE ACCOUNTS

The financial statements in this report are summary reports based on the Management Reports and Financial Statements of British Water Ski Federation Limited.
"World Class" Restricted Activities - funds for these activities are derived from Sport England and other restricted funding streams and are to support the agreed programmes of nominated athletes.

BALANCE SHEET AS AT 31 MARCH 2017

	31/03/2017 £	31/03/2016 £
Fixed Assets		
Intangible Assets	67,642	78,916
Tangible Assets	449,013	452,378
	516,655	531,294
Current Assets		
Stock	-	2,156
Debtors	120,455	119,606
Bank balances and cash	563,221	544,916
	683,676	666,678
Less: Creditors:		
Amounts falling due within one year	-264,713	-296,952
Net Current Assets	418,963	369,726
Total Assets less Current Liabilities	935,618	901,020
Less: Creditors:		
Amounts falling due after more than one year	<u>-39,500</u>	<u>-47,400</u>
	-39,500	-47,400
Net Assets	896,118	853,620
Funds		
Members Funds		
General Fund	871,096	827,630
Restricted Funds		
Lascelles Fund	25,021	25,990
World Class Performance Funds	-	-
	25,021	25,990
	896,118	853,620

RESERVES POLICY

British Water Ski & Wakeboard maintains reserves equal to a minimum of 6 months essential expenditure related to its core business budget. In the event of a loss of income, this allows the company to maintain core operational services for 6 months, during which time the company's structure and major cost centres can be realigned.

BRITISH WATER SKI FEDERATION LIMITED (A company limited by guarantee)
DETAILED INCOME AND EXPENDITURE ACCOUNT - FOR THE YEAR ENDED 31 MARCH 2017

INCOME	Year Ended 31/03/2017	Year Ended 31/03/2016	EXPENDITURE (Continued)	Year Ended 31/03/2017	Year Ended 31/03/2016
	£	£		£	£
Business Income					
Membership & Affiliations	291,896	298,931	Legal & Professional Fees	47,726	36,711
Sport England Grant	126,301	123,405	Audit Fees	7,940	9,212
Sponsorship & Donations	7,200	9,000	Irrecoverable VAT	26,141	24,523
Royalties	312	305	Depreciation on Tangible Fixed Assets	9,600	7,390
Bank Interest Received	490	780	Amortisation on Intangible Fixed Assets	11,273	11,273
Social Functions & Presentations	6,642	3,631	Bank Charges	4,586	5,657
Sundry Income	778	2,051	Meeting Costs	3,797	8,801
Magazine Advertising Income	11,655	10,651	Printing, Postage & Stationery	17,697	20,186
IT Project Grant	7,900	7,900	General Expenses	5,314	15,616
Total Business Income	453,174	456,654	Publicity & Associations	4,789	4,401
Development Income			IT Project	7,443	3,339
Coaching Programmes	95,558	86,588	Social Functions & Presentations	4,348	5,681
Driving Programmes	23,599	20,626	Magazine Expenses	42,908	43,520
Sponsorship & Partners	160	-	Total Business Expenses	580,574	569,285
Sport England Grant	176,277	170,279	Development Expenses		
Total Development Income	295,594	277,493	Printing, Postage & Stationery	1,250	3,500
Excellence Income			Development Car Costs & Leases	13,679	12,457
Competition Income	30,933	22,777	Development Programmes	89,408	109,010
Licences & Levies	23,608	16,678	Total Development Expenses	104,337	124,967
Team Uniforms & Tracksuits	-	160	Excellence Expenses		
Sponsorship, Partners & Donations	-	2,500	Meeting Costs	2,710	171
Total Excellence Income	54,541	42,115	Excellence Programmes	72,117	56,549
Total Income	803,309	776,262	Total Excellence Expenses	74,827	56,720
EXPENDITURE	Year Ended 31/03/2017	Year Ended 31/03/2016	Total Expenses	759,738	750,972
	£	£	Surplus for the year on Ordinary Activities	43,570	25,290
Business Expenses			Surplus before taxation	43,570	25,290
Salaries & Staff Expenses	284,634	269,998	Taxation	-104	-166
Establishment Costs	53,353	58,577	Surplus after tax	43,466	25,124
Telephone	4,373	3,700			
Insurance	42,332	37,265			
Leasing Costs - Office Equipment	2,320	3,435			

NOTES TO THE FINANCIAL STATEMENTS

			Year Ended 31/03/2017 £	Year Ended 31/03/2016 £
Debtors				
Trade Debtors			64,691	50,164
Prepayments and Accrued Income			55,149	69,442
VAT Recoverable			-	-
Total			119,840	119,606
Creditors: amounts falling due within one year			31/03/2017	31/03/2016
			£	£
Trade Creditors			18,735	37,718
Other Creditors			612	753
Corporation Tax			104	166
PAYE			7,261	8,548
Accruals and Deferred Income			232,309	239,927
VAT Payable			5,691	9,840
Total			264,713	296,952

Tangible Fixed Assets	Plant & Machinery	Freehold Land & Buildings	Fixtures Fittings & Equipment	Total
	£	£	£	£
Cost:				
As at 1st April 2016	73,452	477,120	15,835	566,407
Additions	4,815	-	1,419	6,234
As at 31st March 2017	78,267	477,120	17,254	572,641
Accumulated Depreciation				
As at 1st April 2016	71,847	40,547	1,635	114,029
Provision to 31st March 2017	562	6,300	2,738	9,600
As at 31st March 2017	72,409	46,847	4,372	123,628
Net Book Value				
As at 31st March 2017	5,859	430,273	12,882	449,013
As at 31st March 2016	1,605	436,573	14,200	452,378



AND THE CHAIRMAN SAYS...

BWSW - INNOVATIVE PROGRAMMES, CONNECTING WITH YOUTH LIFESTYLE, DELIVERING TALENT AND SUPPORTING A PROGRESSIVE AND DYNAMIC SPORT.

British Water Ski & Wakeboard

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