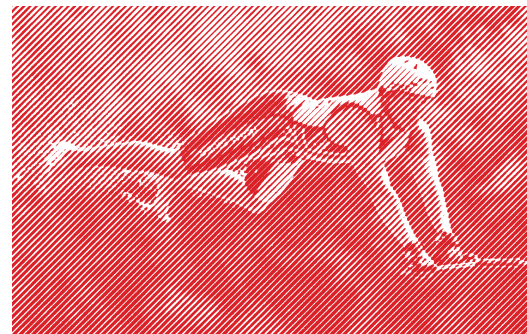
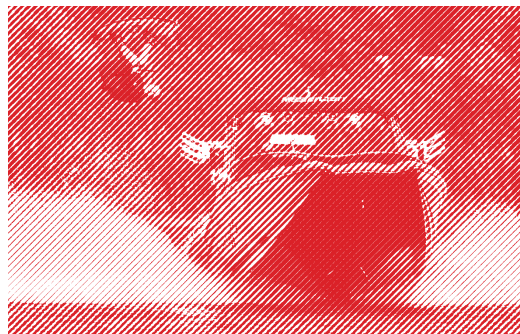


ANNUAL
REPORT
2016



A STATEMENT FROM THE CHAIRMAN

2016 HAS BEEN ANOTHER SUCCESSFUL YEAR COMPETITIVELY FOR BRITISH WATER SKI & WAKEBOARD



Dear Fellow Member,

2016 has been another successful year competitively for British Water Ski & Wakeboard, with our athletes continuing to win medals at World and European levels in all Disciplines.

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. It is essential therefore 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.

The business of sport has changed rapidly in recent years and water skiing and wakeboarding in all its various guises is no exception. New opportunities and threats continue to present themselves. The decisions that need to be taken are frequently complex, commercial, multi-disciplinary and high profile in nature.

Those entrusted with the responsibility to take these decisions need to be 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 flat to last year - the first time that we have not seen a decrease in membership numbers for several years.

Sport Strategy Funding

In recent years our income has been split almost exactly 50/50 between membership income and grant funding. The application process for the next four-year round of Sport England funding is currently underway and our 2017 Funding application, which was diligently completed by Patrick Donovan, was submitted on November 14th. As we go to press we are awaiting Sport England's response to this application.

Based on the feedback we have received from Sport England we are regarded as a prime example of how a Sports NGB should be structured and run. Positively, based on the level of funding for which we have been recommended to apply, we are hopeful that our funding levels for the next four-year cycle will remain largely unchanged, at a time when many sports will be seeing their funding support substantially reduced and in some cases by more than 50%.

In October 2016 Sport England and UK Sport published their new "Code for Sports Governance". Going forwards it will be mandatory that those sports applying for grant funding in the future comply with the three key pillars of the Code:

- Increased skills and diversity in decision making, with a target of at least 30 per cent gender diversity on boards.

- Greater transparency, for example publishing more information on the structure, strategy and financial position of the organisation.
- Constitutional arrangements that give boards the prime role in decision making.

The investment we have made in ensuring that our governance structure is fit for purpose, the diversity of our Board, together with the increased levels of transparency in all that we do means that BWSW already meets the 'Gold Standard' of the Code.

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 2017

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

I am always amazed at the diversity of knowledge required to ensure our sport works “on the ground”. Multi discipline, technical, involving boats and cables, judging programmes, software, coaching programmes, talent and sports science. Not to mention planning, green belt regulations, environmental matters and health and safety. But each season the sport rises to the challenge thanks to you.

Ongoing Success

Another season over and the last year of our current four year cycle of programmes complete. It has been another “big year” for us at HQ as we have taken a lead role in steering the sport through development projects to encourage increased participation, talent, widening our coaching structure and core support to benefit the sport for the long term future. Many of these programmes are supported by our key funding partner Sport England - it is increasingly clear that public funding is not a right but an investment that has to be earned. As we work on our plans for the next investment cycle we start in the knowledge that BWSW has a commendable track record of delivery, is well placed to influence and impact on the sport and has demonstrated that it is a credible governing body fit for the 21st century.



Challenging Times & Opportunities

It is however also a challenging time for sport as a whole with continued pressure on the public purse strings. Moving forward sports governing bodies will increasingly have to stand on their own two feet in the medium to longer term and become increasingly less reliant on grant funding. We are fortunate that we have historically developed diverse income streams and are not solely reliant on public funding unlike many governing bodies. Ten years ago our coaching courses generated circa £8K of income which has now been developed into a £90K income stream, with all surpluses being reinvested back into the development of the sport. Our aim over the next four year funding cycle will be to focus on further income generation through investment in products and services that are relevant to the wider industry and a broader range of qualifications that carry currency and recognition in both the voluntary and commercial sectors. We will also aim to expand our reach within areas of the sport where we currently have limited influence and expand our affiliate structure both in the UK and overseas.

Long Term Aims

So what are our long term aims? Quite simply a strategy which restates our aim to create a high quality, sustainable and enjoyable sporting infrastructure that attracts new, retains existing and re-engages former participants within the sport and develops the talent to deliver international success. A key aim is to run the sport effectively and efficiently – demonstrating strong governance, inclusion, sound use of resources whilst embracing change and innovative ways of working through IT investment. We will ensure that the organisation remains financially sound, that its funds are invested wisely and that we continue to diversify our income streams and maintain a high-performance culture that is tangible and measurable. While we are a sports governing body with a national role we also very much understand that we continue to operate as a membership association with 65 years of experience representing the needs and interests of our members, partners and affiliates.

Thanks to our staff team who work incredibly hard in what can often be a very challenging environment. However, finally also a very big thank you to you - a great team of parents, coaches, officials and volunteers who tirelessly give their time to coaching the young, managing clubs and running events in what is a very diverse and technical sport. 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 for delivering success.

Patrick Donovan
Chief Executive Officer

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

Its 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 2013-17 funding round saw £2m 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.





Cutting Edge



Inclusion



Cutting Edge



DEVELOPMENT UPDATE 2016

ENCOURAGING PEOPLE TO PARTICIPATE IN OUR SPORT IS AT THE CORE OF WHAT WE DO IN THE DEVELOPMENT TEAM

The Team

The remit of the BWSW Development Team covers a wide and varied area of work – all of which aim to increase participation, sustain membership, support clubs, maintain standards and provide opportunities in water skiing and wakeboarding. Through working with the BWSW network and external partner organisations, we are able to achieve this each year.

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
- Consolidate key partnerships to support our work
- Maintain the safeguarding standards of the organisation
- Work with new facilities to achieve affiliation and accreditation standards

Participation

Encouraging people to participate in our sport is at the core of what we do in the Development Team. Over the last four years, our work has been focused on achieving participation targets set out and agreed with our funding partner, Sport England. The key measure for regular participation is '1 x 30 minutes' per week throughout the season - this measure makes sustaining new participants in the sport vital to our role.

We have continued to work closely with our accredited cable and water ski sites and key affiliated sites to collate data on participation and, in turn, achieve our targets. Over the last four years, we have been successful in supporting the steady increase in water ski and wakeboard participation particularly in cable wakeboard in the 26+ age group.

Cutting Edge & Competition

Cutting Edge is our long standing participation programme for children and young people - introducing and keeping them in the sport. The programme continues to be a beneficial resource to our affiliated clubs and accredited sites and is integral to the offer and delivery at many sites. We are pleased to have introduced 5 new sites to the scheme this year and look forward to working with them and seeing their progress next season.

Case Study: Lound Water Ski Club

Lound Water Ski Club relaunched Cutting Edge this year having initially run the programme several years ago. The junior members loved the programme and showed incredible commitment to training with some sessions starting early in the morning and running all day. The club have pulled together with volunteering, coaching, boat driving and assessing. It has given real confidence to skiers of all ages and abilities and it is fantastic to celebrate all their achievements.

It is a pleasure every season to hear about the young skiers and riders who achieve their Bronze, Silver, Gold and Platinum awards.

Award Winners:

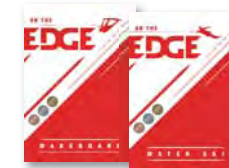
- Silver Award Winners: 20
- Gold Award Winners: 11
- Platinum Award Winners: 01

The annual Cutting Edge Boat Competition took place at Chuch Wilne Watersports Club in Derbyshire. The aim of the competition is to introduce young skiers and riders of all abilities to competition in a fun and supportive environment. This year's competition had 42 entrants from 5 regions making up teams from Yorkshire & Humberside and the East Midlands along with an Allstars team. The Yorkshire & Humberside Sharks team took the title of 'Team Champions' for the 3rd year in a row.

The competition was hosted on one lake for the second year running and was a success once again. We are pleased to have the Wake+Ski Boat UK team as a partner for the event ensuring that the boats, judging and technical aspects of the competition ran smoothly.

On the Edge

On the Edge is BWSW's adult participation programme which introduces new participants to our sport and re-engages lapsed participants. This is the 4th year that the project has been available to clubs and sites, and has been our most successful. We are happy to see 6 new sites taking part in the programme this year, which has brought our total number of participants in 2016 up to 248.



This year we have launched an On the Edge survey for participants to fill out, so we can get a better view of who is taking part and why, and using the results to hopefully improve upon the programme for next year.

Accreditation

The BWSW Accreditation Scheme intends to recognise and reward sites that are operating at a high standard and therefore raise the quality of experience for participants within our sport. The scheme continues to grow with an increase of five accredited sites for the 2016/17 season. We work closely with our accredited sites to ensure the scheme is mutually beneficial to us and to them.

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.

New Sites

This year we have seen a rise in potential new sites getting in contact for support and advice. It is great for us to be in contact with these sites from an early stage to advise them what a 'good' site looks like and guide them through the accreditation process.

We have supported a number of new sites with a variety of queries from finding potential water to funding applications and support with planning – we look forward to working with them in seasons to come.

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. We were delighted to awarded 7 bursaries for projects ranging from new wetsuits and equipment to promotional materials to open days.

We also launched a Summer Bursary fund which made bursaries of £250 available for one-off events that would introduce new participants to the sport. This saw 7 successful applications leading to 7 great events that took place around the country.

Case Study: Lagoon Wake Park – BWSW Kids Wake Jamboree

Lagoon Wake Park were awarded £250 to help run their Kids Wake Jamboree – a fun and relaxed competition aimed at getting new riders into the competition format. The 20 riders were split into Bronze, Silver, Gold and Junior Open categories based on their Cutting Edge Award level. It was a great event with 14 of the 20 riders having never competed before. The level of riding was fantastic with everyone showing what they had learnt over the summer.

Funding

Another key strand of our offer to clubs is support with funding applications. There are a number of funding opportunities available to clubs that just need to be taken advantage of. We have supported 10 clubs to successfully apply for external funding for various projects including subsidised sessions for children, new equipment, boats and capital funding.

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.

This year BWSW partnered with Industry Wake Parks to deliver the Grassroots Tour (GRT). BWSW offered administrative support, so that the tour could run more smoothly and have up to date rankings.

The team would particularly 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.

Natalie Masters & Laura Mumford
Development Team

DEVELOPMENT STATISTICS

• Club visits	25
• CSP relationships	24
• Cutting Edge & On the Edge sites	43
• On the Edge Participants	248
• Funding application support	10
• Sites delivering targets	12
• Club bursaries awarded	14
• Cutting Edge Competitors	42
• Partner organisations	12

Photo : Natalie Masters



Cutting Edge Boat Competition

PARTNERS & STATISTICS

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

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. Our development team continued to work hard in order to provide support to 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.

Our accreditation programme continues to focus on a quality offer from the facilities perspective and ability to provide a positive experience of the sport. It further sets standards for qualifications of 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 ensure 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)

The BWSW SBD programme has been under review for a number of seasons to ensure the highest standards are being delivered and to continue developing our programmes. In recent years we have re-vamped the SBD programme and ensured all current examiners attended re-training to maintain standards so that the level of teaching was consistent. Last season BWSW launched the SBD1 which is an entry level to boat driving. The SBD1 is the minimum recommended driving standard for a driver who will be towing water skiers, wakeboarders and inflatables on a lake or inland waterway in the British Isles. The SBD1 already seems to be showing a good level of interest to those new boaters needing an entry level to the SBD2.



With the large number of people taking our SBD qualifications and the success of these re-vamps, BWSW are continuing to progress our driving programmes and constantly review them

in order for us to ensure we are delivering the best that we can. Our over-riding aim is to encourage good minimum standards of boat driving within the sport in the absence of mandatory qualifications and maintain the integrity of our driving standards.

Affiliates & Development Statistics

British Water Ski & Wakeboard represents a broad range of diverse partners consisting of voluntary clubs, large commercial ski centres, cable sites, marinas, armed forces and educational establishments together with holiday based ski facilities in both the UK and overseas. The majority of our affiliates continue to be voluntary boat owning clubs however with the introduction of straight line cables we have seen a significant increase in new commercial cable sites being built around the UK. BWSW's 2013-17 strategy focusses on supporting the grassroots area of the sport and developing grassroots competition – the introduction and development of the straight line cable and the competitions that are run allows a fun and easier learning experience for someone new to the sport. The key is capturing these recreational participants and enticing them to join their governing body, be part of the 'family' and to ensure that we as a governing body remain relevant and representative.

Our Affiliates

- 72 Voluntary members based clubs
- 16 Commercial members based clubs
- 03 Armed Forces clubs
- 09 Accredited UK Ski Schools
- 10 accredited Overseas Ski Schools
- 07 Accredited Full Cable Tows
- 16 Accredited Straight Line Cables

Ski Boat Driver Qualifications

- 57 registered test centres
- 34 SBD1 licences were issued
- 348 SBD2 licences were issued
- 3 SBD3 licences were issued
- 322 ICC boat driving licences issued
- 45% of BWSW members hold an SBD Level 2
- 60% of BWSW members (aged over 16 years) who can actually take the SBD test hold an SBD2
- 99 members hold an SBD Level 3

Safeguarding

- 70 DBS Checks processed
- 103 Club Welfare Officers
- 82 Safeguarding and Protecting Children courses attended

Cutting Edge

- 43 Clubs actively delivering Cutting Edge
- 15 Clubs actively delivery On The Edge

MEMBERSHIP DEVELOPMENT

Members & Membership

As with many other organisations, we are faced with the challenge of providing tangible benefits to our members and membership retention is an ongoing issue. Recruiting new members is challenging especially with the increase in cable users outside of the member based clubs. There are many thousands of recreational users e.g. "pay and play" riders at cable tows 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.

The BWSW membership fees were frozen for the 2016 season however, BWSW actually enhanced the level of Personal Accident Insurance we offer to our members to now include physiotherapy. Each season we review our membership fees and benefits and compare these to other organisations of a similar size and structure to ensure what we offer is beneficial and attractive. Whilst assessing other sports, we find that what we offer and the fees we set for our membership subscriptions are very similar.

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 qualifications we offer and this just proves their worth – we aim to develop qualifications that have



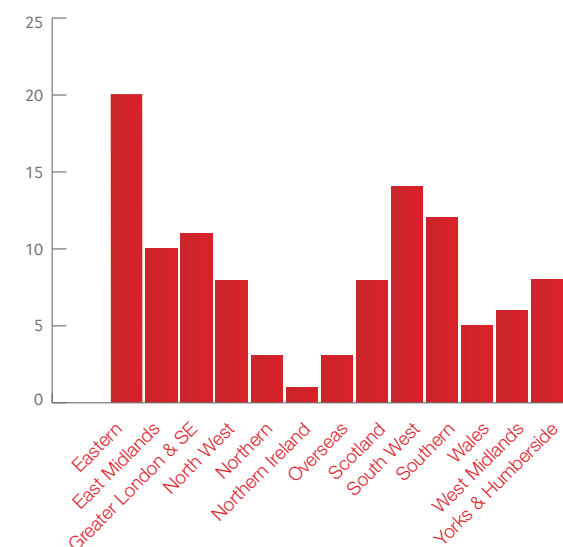
Photo by: Peregrine Lux

currency and recognition and are relevant to both the voluntary and commercial sector. Other reasons for member renewals is the emotional attachment they have with our sport – whether it be as an official or volunteer or simply wanting to join to support the sport they know and love.

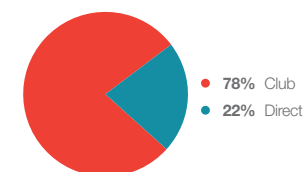
Our aim is to ensure that new participants have a positive first time experience of the sport so that they continue participating and support the sport. We rely on our coaches, clubs, volunteers and officials using their knowledge and experience to make the beginner feel comfortable, confident and most of all enjoy their first time on the water.



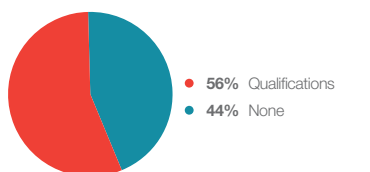
Number of Clubs & Ski Centres by Region



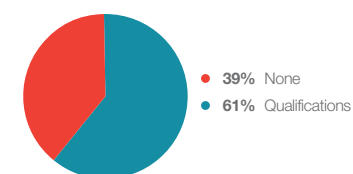
Membership Club V Direct



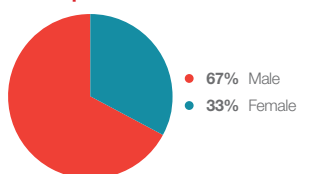
Club Member Qualifications



Direct Members Qualifications



Gender Comparison



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 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	2015	2016*	Coach Licensing	2015	2016*
BWSW Level 1	150	150	Licensed Coaches/Instructors/Operators	523	608
UKCC Level 2 Water Ski & Wakeboard	102	106	Licensed Coaches (New Syllabus)	281	385
UKCC Level 2 Cable Wakeboard	20	10	Licensed Instructors (Old Syllabus)	153	162
UKCC Level 3 Wakeboard	-	05	Licensed Straight-line Operators	88	100
UKCC Level 3 Water Ski	-	03	Licensed Main-Line Operators	36	36

* Estimated figures
- On hold for development

TALENT DEVELOPMENT PROGRAMME

The Talent Development Programme (TDP) has been successful this year in meeting strict Sport England targets. The clearly defined and measurable medal success target has been achieved with TDP athletes winning 15 medals at key E&A and World Championships so far in 2016. We still have hopes of adding to this tally as the Tournament Junior World Championships are in Chile in January 2017.

Additional targets are not as specifically related to elite performance but more on the future potential of the athlete, demonstrating the diversity of the programme. Year on year the number of talented athletes on the TDP increases. There are criteria for selection, so this is a tough target to reach and shows the talent at the introductory stage of the TDP. With increasing numbers of athletes, each adding to its status, the TDP clearly assists with guiding young athletes on the pathway to success and creating a sporting habit for life amongst those selected. We now have over eighty active athletes covering the three disciplines of Tournament, Cable Wakeboard and Boat Wakeboard. We are continually developing

our selection model and athlete profiling data, which is key to strengthening the selection process. Adding to this, we now have a robust talent spotting system linking with widely promoted and structured talent spotting days. Five athletes who came through BWSW's talent spotting system implemented during the last two years have represented their country at key E&A Championships already this year. BWSW are acutely aware that the sport needs to continually work on increasing numbers of participants and competitors. This as a key area to work on with the Discipline Committees over the next few years as the talented young athletes from this group will be in contention for places on the TDP.



BWSW believe the programme's format of training in groups at key centres of excellence in England is developing the stars of the future. All coaches involved on the TDP have progressed through the UKCC system, which is producing some of the best coaches in the world. Their knowledge is a key link in achieving results on the programme.

We have a strong off-water team who are educating each athlete on aspects ranging from correct warming up / cooling down to nutrition to fitness testing. Results are monitored and interventions applied when required. Additional sport science aspects such as flexibility, balance, coordination and mental preparation aim to develop a more rounded athlete ready to face the demands of the sport at the highest level. 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, with some UKCC qualified athletes acting as assistant coaches on camps.

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 on the TDP whose dedication and willingness to strive for success is clear to see. Parental and local 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. The TDP enters a new funding round in 2017 and we are developing the programme from the knowledge gained over the last four year cycle to produce a more robust structure moving forwards.

Richie Fazackerley
Talent Development Programme Lead



Photo by: Steve Soopp



Charlotte Wharton

GOLD MEDALS

Tournament

Jason Seels Jason Seels Jeremy Newby-Ricci • Joel Poland • Charlotte Wharton • Jack Critchley Joanne Porter Joanne Porter Tim Hazelwood Chantal Clements Janina Maher Janina Maher Janina Maher Juliet Thompson Team Claire Ellis Claire Ellis Claire Ellis Claire Ellis	Over 35 Mens Jump Over 35 Mens Overall Over 45 Mens Slalom Under 17 Boys Jump Under 21 Ladies Jump Under 21 Mens Jump Over 45 Ladies Jump Over 45 Ladies Overall Over 45 Mens Jump Over 55 Ladies Slalom Over 55 Ladies Tricks Over 55 Ladies Jump Over 55 Ladies Overall Over 65 Ladies Tricks Over 35 Team Overall Standing Ladies Slalom Standing Ladies Tricks Standing Ladies Jump Standing Ladies Overall	World 35+ Championships World 35+ Championships World 35+ Championships E&A Youth Championships E&A Under 21 Championships E&A Under 21 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 E&A 35+ Championships E&A 35+ Championships E&A Disabled Championships E&A Disabled Championships E&A Disabled Championships E&A Disabled Championships
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Barefoot

David Small David Small David Small Tom Heaps Tom Heaps Tom Heaps Tom Heaps Tom Heaps Tom Heaps	Open Jump Open Tricks Open Overall Junior Jump Junior Jump Junior Tricks Junior Slalom Junior Overall	World Championships World Championships World Championships World Championships E&A Championships E&A Championships E&A Championships E&A Championships
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Water Ski Racing

Hannah Bird Jake Frame	Junior Mens F2	E&A Championships E&A Championships
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Cable Wakeboard

Dale Crossley Steph Caller	Masters Men Masters Ladies	World Championships World Championships
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SILVER MEDALS

Tournament

Tim Hazelwood • Jack Critchley • Joel Poland • Joel Poland • Team • Charlotte Wharton • Team Joanne Porter Joanne Porter David Nutt Tim Hazelwood Carol Worship Mike Hornagold Snr	Over 45 Mens Jump Mens Open Jump Under 17 Boys Tricks Under 17 Boys Overall Under 17 Team Overall Under 21 Ladies Overall Under 21 Team Overall Over 45 Ladies Slalom Over 45 Ladies Tricks Over 45 Mens Slalom Over 45 Mens Overall Over 65 Ladies Slalom Over 65 Mens Tricks	World 35+ Championships E&A Open Championships E&A Youth Championships E&A Youth Championships E&A Youth Championships E&A Under 21 Championships E&A Youth 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

Boat Wakeboard & Wakeskate

• Luca Kidd Sarah Kingdom	Junior Men Masters Women	E&A Championships E&A Championships
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Barefoot

David Small David Field Combined Team	Open Slalom Senior Slalom Team Overall	World Championships E&A Championships E&A Championships
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Cable Wakeboard

Steph Caller	Masters Ladies	E&A Championships
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Water Ski Racing

Barry Gibson Lauren Bird Combined Team	Men F3 BKB Team Overall	E&A Championships E&A Championships E&A Championships
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BRONZE MEDALS

Tournament

Jason Seels Tim Hazelwood Janina Maher Janina Maher • Arron Davies • Robert Hazelwood • Charlotte Wharton • Sanchia Outram Tim Hazelwood Mike Hornagold Jnr Juliet Thompson Team	Over 35 Mens Tricks Over 45 Mens Overall Over 55 Ladies Tricks Over 55 Ladies Overall Under 17 Boys Slalom Under 17 Boys Overall Under 21 Ladies Slalom Under 21 Ladies Tricks Over 45 Mens Tricks Over 45 Mens Jump Over 65 Ladies Slalom Disabled Team Overall	World 35+ Championships World 35+ Championships World 35+ Championships World 35+ Championships E&A Youth Championships E&A Youth Championships E&A Under 21 Championships E&A Under 21 Championships E&A Under 21 Championships E&A 35+ Championships E&A 35+ Championships E&A 35+ Championships E&A Disabled Championships
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Boat Wakeboard & Wakeskate

Charlotte Bryant Emma Pickard • Team	Open Women Masters Women Team Overall	E&A Championships E&A Championships E&A Championships
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Barefoot

Tom Heaps	Open Jump	World Championships
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Water Ski Racing

Marisa Alongi	Womens F2	E&A Championships
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• Athlete supported by the Sport England funded Talent Development Programme

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 answer lies in understanding 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 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 2017. 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

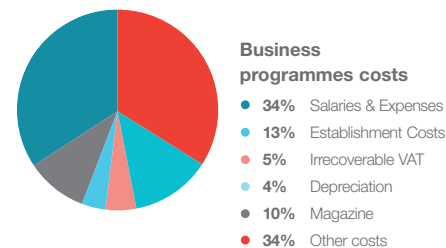
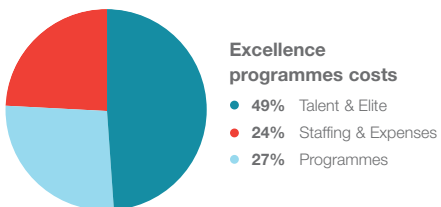
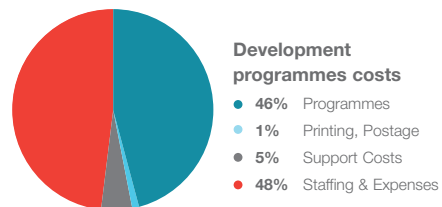
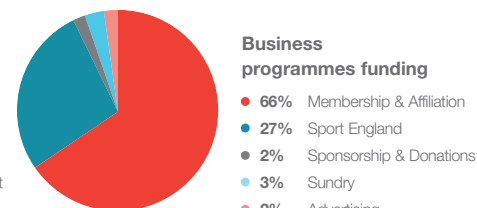
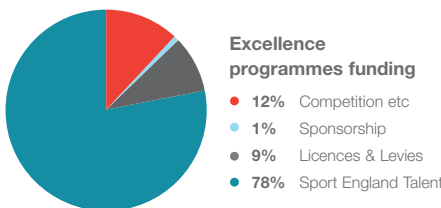
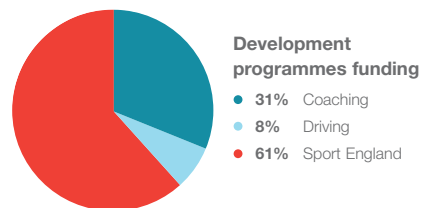
membership fees are not used to support Excellence - our teams are either self-funded or supported through specific grant funding programmes.

Season 2015/16

The accounts presented are for the period 1st April 2015 to 31st March 2016. The accounts show improved financial performance, with core activities delivering a surplus for the year of £25k (2015 – Surplus £21k).

Membership and affiliation fees are a primary income stream. Membership and affiliation income increased slightly as a result of an increased number of affiliated clubs and cable sites and a change in mix of membership offsetting the small decline in membership numbers. While member numbers have continued to fall, the rate of decline continues to slow.

The increase in the accreditation and affiliation of sites which are available and open for business demonstrates the increasing infrastructure and facilities which is driving the success we are seeing in increasing participation.



However we are not yet being as successful as we want in attracting these participants to join us as members.

During the year we benefitted from lower salary cost which more than offset the rise in other expenses.

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.

Development 2015/16

Grant funded development programmes continue to provide successful outcomes and assist with developing income streams such as our coaching courses which are a notable success. The Company has been successful in leveraging grant funded development activities and continued to develop BWSW self-funded development programmes such as driving and accreditation; coaching has achieved growth in candidate numbers albeit the mix in the current year of domestic vs international candidates has resulted in lower revenues. Coaching and driving continue to provide a steady income stream and we believe they are well positioned for growth in the next four year funding cycle.

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 £153k broadly comparable with the prior year of £163k.

Excellence 2015/16

Income to support Excellence activities (the disciplines of the sport) has declined 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, increasing 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 £15k (2015: £11k reduction).

Outlook

The Company has a current and revitalised 2012/20 corporate strategy, supported by a significantly increased level of grant support for the 2013/17 Sport England funding round together with an increased staff size.

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.

Sport England Partnership

Our application for the 2017/21 Sport England funding round was submitted in November 2016 and we will shortly receive a decision on our request for continued funding to enable us to continue to develop our sport, enhance the infrastructure needed and increase accessibility and participation.

While we believe our proposal will be viewed positively by Sport England the level of any future funding is not guaranteed. We are working with Sport England to ensure that they recognise the impact and success of our 2013/17 funded programmes. The Board hope that continued Sport England support will be agreed to accelerate the progress in delivering our sporting 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 and to avoid any over reliance on grant funding 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 we consider that 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, Kneeboard, Wakesurf and Recreational and Boat Owner). 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.

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.



Peter James
Treasurer

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 2016 and complies with the applicable requirements of section 427 of the Companies Act 2006.

MENZIES LLP
 Chartered Accountants & Statutory Auditor
 Heathrow Business Centre
 65 High Street
 Egham
 Surrey TW20 9EY

Date 1st December 2016

Menzies LLP

DIRECTORS' STATEMENT

The Directors have pleasure in presenting the summary financial information for the year ended 31 March 2016.

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 14th September 2016.

These summary financial statements have been signed by Patrick Donovan on behalf of the Directors on 1st December 2016.

Patrick Donovan

Patrick Donovan Director and Company Secretary

British Water Ski Federation Ltd - Financial Statement 2015/16

BRITISH WATER SKI FEDERATION LIMITED (A company limited by guarantee)
INCOME AND EXPENDITURE ACCOUNT - YEAR ENDED 31 MARCH 2016

	Unrestricted General	Lascelles Fund Restricted	World Class Restricted	Year Ended 31/03/2016	Year Ended 31/03/2015
	Activities	Activities	Activities	Total	Total
	£	£	£	£	£
Income					
BWSF income	776,262	-	-	776,262	787,704
Lascelles Fund	-	52	-	52	88
World Class Performance	-	-	12,831	12,831	930
World Class Talent	-	-	132,521	132,521	1,44,991
Total Incoming Resources	776,262	52	145,352	921,666	933,713
Expenditure					
BWSF expenses	-750,972	-	-	-750,972	-767,011
Lascelles Fund	-	-9,515	-	-9,515	-9,800
World Class Performance	-	-	-12,831	-12,831	-930
World Class Talent	-	-	-132,521	-132,521	-1,44,991
Total Resources Expended	-750,972	-9,515	-145,352	-905,839	-922,732
Net incoming/(outgoing) resources before taxation	25,290	-9,463	-	15,827	10,981
Tax on net outgoing resources	-166	-	-	-166	-151
Net incoming/(outgoing) resources after taxation	25,124	-9,463	-	15,661	10,830
Fund balance b/forward at 01/04/15	802,506	35,453	-	837,959	827,129
Fund balance c/forward at 31/03/16	827,630	25,990	-	853,620	837,959

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.

RESERVES POLICY

British Water Ski & Wakeboard maintains reserves equal to a minimum of 4 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 4 months, during which time the company's structure and major cost centres can be realigned.

BALANCE SHEET AS AT - YEAR ENDED 31 MARCH 2016

	31/03/2016	31/03/2015
	£	£
Fixed Assets		
Intangible Assets	78,916	90,190
Tangible Assets	452,378	448,278
	531,294	538,468
Current Assets		
Stock	2,156	11,024
Debtors	119,606	158,424
Bank balances and cash	544,916	447,648
	666,678	617,096
Less: Creditors:		
Amounts falling due within one year	-296,952	-262,305
Net Current Assets	369,726	354,791
Total Assets less Current Liabilities	901,020	893,259
Less: Creditors:		
Amounts falling due after more than one year	-47,400	-55,300
Net Assets	853,620	837,959
Funds		
Members Funds		
General Fund	827,630	802,506
Restricted Funds		
Lascelles Fund	25,990	35,453
World Class Performance Funds	-	-
	25,990	35,453
	853,620	837,959

BRITISH WATER SKI FEDERATION LIMITED (A company limited by guarantee)
DETAILED INCOME AND EXPENDITURE ACCOUNT - FOR THE YEAR ENDED 31 MARCH 2016

INCOME	Year Ended 31/03/16	Year Ended 31/03/15	EXPENDITURE (Continued)	Year Ended 31/03/16	Year Ended 31/03/15
	£	£		£	£
Business Income			Legal & Professional Fees	36,711	26,291
Membership & Affiliations	298,931	295,233	Audit Fees	9,212	7,280
Sport England Grant	123,405	122,154	Irrecoverable VAT	24,523	23,994
Sponsorship & Donations	9,000	16,068	Depreciation	18,663	19,357
Royalties	305	280	Bank Charges	5,657	5,368
Bank Interest Received	780	669	Meeting Costs	8,801	8,562
Social Functions & Presentations	3,631	4,367	Printing, Postage & Stationery	20,186	18,423
Sundry Income	2,051	2,418	General Expenses	15,616	5,021
Magazine Advertising Income	10,651	12,627	Publicity & Associations	4,401	3,681
IT Project Grant	7,900	7,900	IT Project	3,339	3,298
	456,654	461,716	Social Functions & Presentations	5,681	8,200
Total Business Income			Magazine Expenses	43,520	47,878
Development Income			Total Business Expenses	569,285	593,248
Coaching Programmes	86,588	96,117	Development Expenses		
Driving Programmes	20,626	21,331	Printing, Postage & Stationery	3,500	4,000
Sponsorship & Partners	-	-	Development Car costs & Leases	12,457	15,937
Sport England Grant	170,279	169,910	Development Programmes	109,010	104,122
	277,493	287,358	Total Development Expenses	124,967	124,059
Total Development Income			Excellence Expenses		
Excellence Income			Meeting Costs	171	-
Competition Income	22,777	17,609	Excellence Programmes	56,549	49,704
Licences & Levies	16,678	19,501	Total Excellence Expenses	56,720	49,704
Team Uniforms & Trackuits	160	1,520	Total Expenses	750,972	767,011
Sponsorship, Partners & Donations	2,500	-	Surplus/(Deficit) for the year on Ordinary Activities	25,290	20,693
	42,115	38,630	Surplus/(Deficit) before taxation	25,290	20,693
Total Excellence Income			Taxation	-166	-151
Total Income	776,262	787,704	Surplus/(Deficit) after tax	25,124	20,542
EXPENDITURE					
Business Expenses					
Salaries & Staff Expenses	269,998	318,530			
Establishment Costs	58,577	49,609			
Telephone	3,700	3,688			
Insurance	37,265	38,662			
Leasing Costs - Office Equipment	3,435	5,406			
	382,975	425,895			
Development Expenses					
Printing, Postage & Stationery	3,500	4,000			
Development Car costs & Leases	12,457	15,937			
Development Programmes	109,010	104,122			
	124,967	124,059			
Excellence Expenses					
Meeting Costs	171	-			
Excellence Programmes	56,549	49,704			
	56,720	49,704			
Total Expenses	750,972	767,011			
Surplus/(Deficit) for the year on Ordinary Activities	25,290	20,693			
Surplus/(Deficit) before taxation	25,290	20,693			
Taxation	-166	-151			
Surplus/(Deficit) after tax	25,124	20,542			

NOTES TO THE FINANCIAL STATEMENTS

Debtors	Year Ended 31/03/16	Year Ended 31/03/15	Year Ended 31/03/16	Year Ended 31/03/15
	£	£	£	£
Trade Debtors	50,164	66,648	Fixtures and Fittings	554,917
Prepayments and accrued income	69,442	91,776	Equipment	11,490
VAT Recoverable	-	-		
Total	119,606	158,424	Total	566,407
Creditors: amounts falling due within one year				
Trade Creditors	37,718	32,374	Freehold Land & Buildings	477,120
Other Creditors	753	-	Machinery	73,452
Corporation Tax	166	151		
PAYE	8,548	8,319		
Accruals and Deferred Income	239,927	220,854		
VAT Payable	9,840	607		
Total	296,952	262,305		
Tangible Fixed Assets				
Cost:				
As at 1st April 2015	71,847	59,950		
Additions	1,605	9,885		
	73,452	69,835		
As at 31st March 2016	477,120	477,120		
Accumulated Depreciation				
As at 1st April 2015	34,247	545		
Provision to 31st March 2016	6,300	1,090		
	40,547	1,635		
As at 31st March 2016	436,573	482,378		
Net Book Value				
As at 31st March 2016	1,605	14,200		
As at 31st March 2015	442,973	448,278		



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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