

OUR VISION & AIMS



Us - Strategic Plan for 2022-27

Us - Introduction

WHO WE ARE AND WHAT WE WANT TO ACHIEVE

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

Water skiing and wakeboarding is a social, family orientated and dynamic sport. At BWSW we are dedicated to ensuring our sport is accessible and open to all. Being out on the water is good for the soul, not only are you giving your body much needed exercise you are also doing something which is fun, thrilling, rewarding and provides for a great sense of release from everyday life pressures.

There are so many benefits not only to your physical but also your mental health, being out on the water builds confidence and offers a different kind of “blue sky” escapism and sense of outdoor freedom. We want more people from all backgrounds and abilities to make the most of what our dynamic outdoor sport has to offer. And if you are already involved in our sport we want you to continue to have a rewarding experience and encourage others to do likewise.

Us - our five-year strategy for water skiing and wakeboarding is at the heart of our partnership working with our facilities, participants, the wider community and key stakeholders. It will guide our work, define the roles and responsibilities of all those delivering the key ambitions stated within our plan.

We are primarily a volunteer led sport that is also publicly funded and we work to a set of core values to enable and support our mission. We will continually review and evaluate the impact we are having. We will work with a greater range of partners to access their resources and support, to influence and affect change within the sport sector as a Sport England funded System Partner. A System Partner plays a connecting, influencing or governing role within the sport and physical activity sector and is therefore well placed to create the conditions for positive change to help more people engage and reap the benefits of being active.

We are ambitious, committed to delivering success, we want the sport to thrive and we'd like to invite you on board...



Us - Our Strategy

A five-year plan to support, develop and celebrate a great destination sport across England, Wales, Scotland and Northern Ireland.

Our purpose

We have always had a very strong sense of purpose as an organisation and play a unique role in a dynamic outdoor sporting landscape. For over 70 years we have innovatively helped to support and develop the sport into the multi-discipline offering that it represents today.

Our ambitions

8 key ambitions about people and places, strengthening the delivery of a very unique offer that transcends traditional sport and meets the needs of an audience who connect with outdoor lifestyle activity.



Core themes

4 core themes that are at the heart of our ambitions:

1. Equality, diversity and inclusion (EDI)

Committed to ensuring everyone is able to access and enjoy our sport, regardless of their identity, background, ability or circumstances

2. Partnership working and community

Working across the home countries bringing people together to enjoy and support the sport, raising the profile of the sport within our local communities

3. Well-being and the great outdoors

Well-being, release and a positive experience within a supportive culture and community

4. Environmental social governance

Committed to a sustainable future, reducing our impact on the environment and taking action to change behaviours which contribute to climate change



Ambition One

Grow and Retain Participation



Anyone who has tried water skiing and wakeboarding will know it is an exciting and exhilarating sport. Our existing participants have told us that they also take part for a wide range of other reasons. These include health and fitness benefits, to access the social side of the sport, for a sense of escapism, to fulfil a simple desire to be outdoors and because whole families and groups of friends can participate together.

We aim to...

- Develop and share better insight about our existing and potential participants and use this to inform strategies, programmes and activities for growth and retention.
- Encourage younger people to have a first-time positive experience of the sport and have a safe, fun and satisfying experience where they want to come back for more.
- Utilise innovative and targeted programmes and activities designed to increase and retain participation by priority groups including children and young people, schools, universities and colleges, families, disabled people, women and girls and lapsed participants.
- Make our sport more accessible so anyone whatever their ability and those with a disability have greater opportunities to experience the sport.
- Promote participation with other opportunities to be involved such as volunteering, coaching, driving and officiating roles.
- Improve access to information on where to ski and ride, available on-site services and facilities, accessibility and specialised coaching.



Ambition Two

Support Our Facilities and Delivery Partners



Our goal is to develop the support that we provide to our facilities to offer a safe, sustainable and inclusive experience of a great outdoor sport. We want to promote long-term change by improving our existing facilities and increasing the overall number of affiliated facilities. Also, reducing the barriers to participation, improving accessibility, to be more inclusive and work better with more delivery partners to increase our reach and influence.

We are also committed to promoting a greater understanding of environmental issues and encouraging a sustainable development of the sport with minimal environmental impact.

We aim to...

- Develop a more strategic approach to the development of existing and new facilities based on evidence and data such as latent demand, taking account of demography and recognising the great opportunity for growth in outdoor activity.
- Increase the number of facilities affiliated to the governing body and support a quality experience of the sport within a safe, inclusive culture and environment.
- Support our clubs and centres to improve, with better support for our coaches and workforce, promoting better governance, safety and welfare.
- Improve and develop the services we provide our facilities and delivery partners. Ensure they receive a better service and value for their affiliation / accreditation, enable them to benefit from being more inclusive and accessible.
- Build on the resources we offer in terms of safety, safeguarding, environmental matters and other areas of expertise for our facilities to utilise.
- Act as an advocate for our clubs and centres in their local communities, delivering and promoting the sport to a wider audience to increase more diverse participation.
- Support access to funding and resources for projects that impact on accessibility at clubs and centres and build local connections with new local audiences and groups.
- Improve the understanding and knowledge of our clubs and centres regarding the environmental footprint of the sport and how they can become more environmentally sustainable.



Ambition Three

Provide High Standards of Welfare and Safety



We very much recognise the need for high standards of welfare and safety across a broad range of people and operation of the sport in various settings. Safeguarding represents a core commitment to support participation taking place within a safe, inclusive culture and environment. As a water-based sport with the participants towed at considerable speed we recognise the need for safe operation and good practice. Safety and the perception of safety within the sport is key to providing an enjoyable experience of what is a dynamic outdoor sporting environment.

We aim to...

- Maintain our safeguarding standards and ongoing compliance with outside agencies. Continue our commitment to ongoing development and provision of policies, best practice guidance and central support in line with national legislation.
- Provide opportunities for training and development of both our professional and volunteer workforce in relation to good practice.
- Ensure our facilities meet the requirements of affiliation in relation to safeguarding and having the personnel in place on the ground to identify and deal with concerns.
- Provide opportunities for physical and mental well-being through a supportive and positive experience of the sport from the playground to the podium.
- Regularly review and promote all of our safety recommendations and codes of practice utilising external advice and expertise.
- In the absence of any mandatory qualifications, legislation or licensing scheme continue to develop, provide and manage a range of qualifications appropriate for both the voluntary, commercial and recreational sector.
- Develop our coaching, operating, event organiser and officiating workforce to encourage high standards of safety and to encourage good practice. Ensure that risk assessment and safety are part of the everyday operation of the sport.



Ambition Four

Tackle Inequality by Delivering an Inclusive Sport



We are determined to increase the accessibility of our sport by removing barriers and addressing the issues that prevent people participating in water skiing and wakeboarding. In doing so, we will develop an inclusive culture both internally and externally, thus ensuring that everyone has a positive experience. We will challenge inequalities, and direct resources and support to overcome those challenges and grow participation. Our data shows that the majority of people who participate in our sport are male, middle or older aged, non-disabled and of higher socio-economic class. BWSW wants to support our existing participants but also increase opportunities to attract in particular women, disabled people and people from ethnically diverse communities. We will do this by understanding the issues that hinder or prevent their participation and provide greater training, education and resources to address them.

We aim to...

- Inspire and promote best practice in EDI including the development and delivery of a revised Diversity and Inclusion Action Plan (DIAP) which includes targets reflecting the sport and society.
- Accredit to the new Inclusion in Sport process.
- Review our outreach and development programmes to assess their ability to engage under-represented groups.
- Develop resources including training and education to enable our clubs and coaches to become more inclusive.
- Identify and build relationships with key strategic and delivery partners, particularly those focused on equality and diversity.
- Regularly review and evaluate our EDI work to ensure it remains relevant and effective.
- Begin a communications drive, embed and promote EDI in all published materials including our website, reports, newsletters and provide regular, ongoing communication to celebrate best practice, promote diverse role models and improve learning..



Ambition Five

Support a Skilled and Valued Workforce

Our workforce is critical to our success as a sport and as a governing body. We are heavily reliant on the passion and enthusiasm of our staff, board, volunteers and facilities to provide opportunities for people to participate and enjoy water skiing and wakeboarding. We need to support and develop our workforce further by ensuring they have the appropriate skills and experience to help deliver our strategy and continue to offer accessible opportunities for a diversity of people to participate in our sport. However, we also need to ensure that our internal culture and behaviours are inclusive and supportive and that we provide welcoming and positive environments for everyone.

We aim to...

- Develop and deliver a high-quality People Plan to support the ambitions in our strategy.
- Review our recruitment and employment policies and processes to eliminate disadvantage and promote inclusivity.
- Regularly collect and review EDI data on our members, Board, staff and volunteers to inform what we need to prioritise and where to provide additional support and resources.
- Conduct regular skills audits for our staff and volunteers to equip them with the appropriate qualifications and training to fulfil the aims of our strategy.
- Provide ongoing EDI learning and training opportunities for all staff, coaches and volunteers.
- Encourage diversity of opinion and provide opportunities to listen and learn from each other.
- Help and support our network of coaches, facilities and operators to better understand and connect with their local audiences and increase participation from different groups and individuals.



Ambition Six

Raise Awareness and Profile of the Sport

As a relatively niche, non-Olympic sport, we do not receive the media attention of other more mainstream sports. However, we have a very proud record of achievement in World and European Championships across all of our disciplines and our talented athletes are the flag bearers for the sport. We want to support and see this level of excellence continue and grow. We are also aware that we need to continue to showcase the success of our medal winners and use them as role models to inspire the next generation of champions coming through the sport.

We aim to...

- Achieve success and beat the world, recognising that national success in an international context is what fires the imagination of the wider public and can provide welcome press and wider media exposure.
- Continue to invest in modern press distribution services to improve promotion and reach, celebrating and publicising our medal successes within local and national media. Showcase the success of our elite athletes as positive role models to inspire the next generation.
- Increase the use of social media platforms as a more efficient approach to expanding our reach in order to engage with new and younger audiences. Raise our profile as a great outdoor sporting community that provides for self-expression and self-identity, recognising that there is a latent demand and motivation for outdoor lifestyle sport.
- Provide a coordinated voice that promotes the opportunities to get involved with an outdoor sporting community. Working alongside our network of centres and clubs to support the work they are doing and providing additional awareness of their facilities.
- Improve access to a directory of information on where to ski and ride, available on-site services and facilities, accessibility and specialised coaching.
- Utilise the inspiring imagery and videography which we capture from our sport, as a promotional tool across all platforms. Ensure our imagery reflects a diverse audience and a welcoming environment and culture for what is a dynamic sport for all.



Ambition Seven

Demonstrate Value and Improved Member Services



Our aim is to ensure that our membership package, offer and service demonstrates value. Membership retention is key, in order for our sport to continue to succeed, we must demonstrate value in order to retain our current members but also offer something which is attractive and beneficial to encourage new members to commit to joining.

We aim to...

- Continue to review our membership offer each season, ensuring that our membership schemes offer value and are relevant to our audience. Build and develop relationships with providers who can offer discounts and benefits as part of our membership package to add value.
- Work more closely with our partners, facilities, workforce and ambassadors within the sport so they can also support promoting the benefits of our membership package and encourage take up. Provide clear messaging and a clearer understanding of what it means to be a member of BWSW.
- Review our current customer relationship management (CRM) system and research alternative solutions; understanding that technology has developed significantly since our last investment and we must continue our commitment to modern systems. Improved use of digital to deliver membership services.
- Improve our insight into the member journey, recognising that members join for both emotive and functional reasons e.g. to acquire a qualification. Continue to operate our CRM effectively, capturing data and profiles of each member in order to better understand our audience. Conduct more regular and comprehensive exit surveys to improve our understanding through feedback.
- Provide a variety of communication preferences to aid tailored and effective communications with our audiences. Understand that everyone is unique and our multi-discipline audience will have their own preferences as to how and on which subject matter they wish to be contacted.
- Provide a greener approach to our communications such as opting out of direct mail. Review our printing for courses and events and opportunities to move to more training online.



Ambition Eight

Run the Sport Effectively Demonstrating Strong Governance and Assurance



We aspire to achieve excellence in all that we do. We are committed to continuous improvement and will never shy away from making tough decisions and changes for the good of the sport and our community. We work to ensure strong governance and assurance; to be fit for purpose for the 21st century and we are focused on key areas such as safeguarding, welfare, equality and diversity. We value our status as an investment partner and by maintaining strong levels of assurance we are able to access funding to support the achievement of the ambitions within this strategy.

We aim to...

- Remain compliant and regularly review the way we govern our sport and the processes and procedures we have in place. This helps us to protect and develop the people in our community and provide for a safe and positive experience of the sport for all.
- Work with national partners such as the Child Protection in Sport Unit, Sporting Equals, Activity Alliance and UK Anti-Doping amongst others to access expertise and guidance to continuously develop our learning to impact on and develop what we do.
- Remain financially sound and to best provide for the immediate needs and longer-term future of the wider sport. In an increasingly complex world, we need to run the sport efficiently and effectively whilst demonstrating value to our key stakeholders.
- Ensure we have effective structures that will enable all those involved in the sport to work in partnership to deliver our ambitions. Where there is delegation of management responsibility e.g. to our committees, ensure there is oversight, accountability and performance monitoring.
- Cascade the good governance principles within the UK Code for Sports Governance beyond the Board by ensuring good governance flows throughout the organisation's extended structure, membership and affiliates where appropriate. Develop clear action and implementation plans in this respect.
- Be recognised externally for our governance standards, achieving and maintaining compliance with the Code, and other major sporting standards and frameworks.



Us – Get Involved!



Have your say, get involved and follow our progress

Us – we will implement the strategy by incorporating it into the work programmes of staff, our committees, key volunteers and the Board. Overall responsibility for the strategy lies with the Board. We'll keep you updated on developments, successes and news via our magazine, on our website and social media.

Join us on this journey, we're up for the challenge to make a positive impact on all aspects of the sport across our core membership base, casual participants, facilities and partners.

Share your feedback

Let us know what you think of our strategy and any ideas you may have to support the delivery of our key ambitions. Get in touch with us here:

www.bsw.org.uk/forms/Us-strategy-feedback-form

