



ANNUAL REPORT 2018





CONGRATULATIONS!

If you are reading this document then you have a connection with a great and ongoing British sporting success story.





CHAIR'S VIEW

Welcome to all our Clubs, Members and Participants

Our sport faces many challenges, but at a time when even those sports traditionally in the mainstream of participation and spectator interest are seeing dramatically reduced levels of active membership and attendance, driven by an abundance of easily accessible alternative sporting and entertainment options, the core of British Water Ski & Wakeboard and our associated disciplines remains strong.

Our membership remains relatively stable and our finances are in good shape. As a Governing Body we are well regarded by Sport England for having a governance structure that meets their stringent requirements and we continue to focus our limited budget on providing an infrastructure that supports and adds value to our

member clubs and participants, ensuring that we can all continue to participate in a safe and enjoyable environment. Maintaining and increasing membership is a key objective for the Board and while there is no "magic bullet" that will bring our membership numbers back up to the heady days of 30 years ago, we need to focus firstly on ensuring that we retain the members that we do have by providing a service that adds value to both individual participants and the clubs at which we ski, wakeboard, kneeboard, wakesurf or barefoot; and secondly, on bringing our sport to the attention of a wider audience.

Over the last year we have refined the way in which we use social media to promote our activities and while it is early days, the initial indicators show that we are making some progress on this front.

Our main membership focus over the next year will be to re-establish contact with participant clubs who have left BWSW over the years, with a view to demonstrating that we can add significant value, with the objective of bringing as many as we can back into the fold. It can take up to 10 years to establish a new site or facility with a huge associated investment in both time and cost, while we may be able to re-join an established club within a few months. Our sport relies hugely on our CEO Patrick Donovan and his very small number of staff at HQ and I would like to thank Patrick and his team for the sterling work that they do on our behalf.

Finally, I would like to thank the hundreds of volunteers, who coach, drive boats, operate cables, judge competitions, marshal jetties, sit on committees and boards, run clubs and support our teams, without whom the organisation and existence of our sport would not be possible.

I wish you all the best for 2019.

Patric Foley-Brickley
Chairman



CEO'S VIEW

A Diverse Landscape

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, scoring software, coaching methodology, talent and sports science. Not to mention planning, green belt regulations, environmental matters and health and safety. Each season the sport rises to the challenge thanks to you.

Delivering Success

Another season over and the second year of our current four year cycle of funded programmes complete. Another ambitious year for us at HQ as we have taken a lead role in steering the sport through development projects to encourage increased participation, talent, further refining our coaching offer and core support to benefit the sport for the long term. We continue to ensure that our accredited sites remain prominent access points for newcomers to the sport delivering a quality first time

experience in a safe and welcoming environment, this being key to retention within the sport.

Many of our programmes are supported by our key 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 two years of the 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 partner fit for public investment. Thank you to everyone who has contributed in our efforts to meet our targets and demonstrate value.

Challenging Times & Opportunities

It is however also a challenging time for the sporting sector as a whole; sports governing bodies increasingly have to stand on their own two feet and become 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 organisations. Our coaching programme is now a key income stream, with all surpluses being reinvested back into the development of our valued workforce. We continue to refine and develop our qualifications to provide more marketable products for the wider sport.

Our aim is to focus on longer term income generation through investment in products and services that are relevant to the wider industry and carry currency and recognition in both the voluntary and commercial sectors. We will also 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.

Challenging plans but essential to meet the needs of the organisation in an increasingly uncertain world, a complex funding landscape and set against a backdrop of changing patterns of consumer behaviour across sport as a whole.

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, diversity and 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. While we are a sports governing body with a national role we also very much understand and are humbled by the fact that we continue to operate as a grass roots membership association with a history of over 65 years representing the changing 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 diverse and challenging environment. 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



OUR ORGANISATION

WHO ARE WE?



Serving the Sport

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.

British Water Ski & Wakeboard is your national governing body and membership organisation funded by its members for the benefit of its members

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 access, planning and the development of new facilities.

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 youth engagement programmes such as Cutting Edge we provide, 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.

WHAT DO WE DO?

OUR PRIORITIES



Participation

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

Cutting Edge & Competition

Our Cutting Edge skills progression programme – which celebrated its 10 year anniversary this year, continues to impact upon our centres, coaches and participants. The programme, utilised as a retention tool for children and young people in the sport and as an aid for our coaches, has been of continual benefit to our affiliated clubs and accredited sites (both voluntary and commercial). The scheme enables a simplistic learning pathway for what can be a technical sport, segmented into easy to follow steps which aids the development and progressive learning process. A rewards programme encourages ongoing achievement and our annual competition aims at introducing newcomers to a fun, relaxed and family friendly event format.

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. We provide support for our Club Welfare Officers and aim to ensure they have the tools and confidence to carry out their role effectively. Each Club Welfare Officer receives 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.

Our Development Bursary Scheme offers grants of up to £500 to any affiliated volunteer club for projects that would attract new members, retain existing members and/or help with skills progression at the club – for example, a coaching day with an experienced licensed coach.

Clubs have also been successful with some external grant applications, with applicants receiving significant funding awards to replace aging competition technical equipment and to update aging facilities/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, the 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 Active Holidays.

Affiliate Growth

We have key targets set to broaden the range of affiliates and expand outside of our traditional environment. We have had some success already in this area and now have affiliated ski schools in Greece and Croatia and have further interest from centres in other countries. Our aims in this area are twofold, diversify our sources of income and 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 back in the UK.

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 organisation’s reliance on increasingly tentative grant income streams.

Keir Boissevain
Business Development Officer

Sam Haslam
Head Of Business Development

PARTNERSHIPS AND STATISTICS

A diverse range of partners consisting of voluntary clubs, large commercial ski centres, cable sites, marinas, armed forces & educational establishments

Our Network

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 great experience for all, 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.

Approved Centres

Our Accreditation Scheme is our kite mark scheme that aims to recognise sites that are operating at a high standard and provide a quality experience for the customer. It exemplifies industry standards for qualified staff and overall facility management including 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.

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.

Ski Boat Driver (SBD) Programme

Our Ski Boat Driver awards remain the standard for driving for towed water sports in the UK. 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 requires a greater level of competence in more diverse settings to include estuaries and coastal waters – accompanied with the issue of the European International Certificate of Competence for pleasure craft users.

The SBD3 award rewards drivers who demonstrate the level of skill expected at a commercial facility - demonstrated through driving slalom skiers, wakeboarders and beginners on the boom.

As a business we intend to invest in this programme, together with our key stakeholder Sport England, to make our driving products more marketable and more widely available products for a wider audience.



Our Affiliates

Voluntary Members Based Clubs	71
Commercial Members Based Clubs	19
Armed Forces Clubs	6
Accredited Ski Schools	13
Accredited Overseas Ski Schools	9
Accredited Full Size Cable Tows	7
Accredited Straight-Line Cables	20

Ski Boat Driver Qualifications

Registered Test Centres	62
SBD1 Licences Issued	10
SBD2 Licences Issued	305
SBD3 Licences Issued	2
ICC Licences Issued	224
% Members Holding an SBD2 (>16yrs)	58%
Members with an SBD3	88

Safeguarding & Protecting

Active Club Welfare Officers	124
DBS Checks Processed	146
Individuals Receiving Safeguarding Training	107

Cutting Edge

Centres Delivering Cutting Edge	52
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Officials

Officials Supporting our Competitions	132
Officials Receiving Training and CPD	74

Board Diversity

% of Female Directors	30%
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OUR MEMBERSHIP 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 boat owners 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.

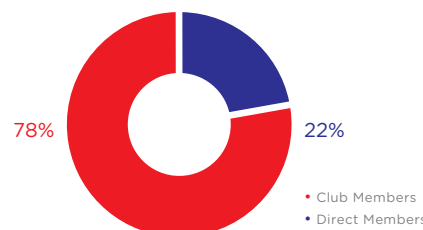
So What Makes Membership Sustainable?

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.

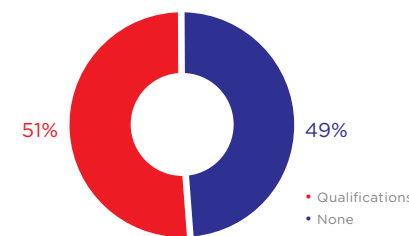
With just under half our members holding some form of BWSW qualification it is clear that this is one of the main reasons our members renew. We pride ourselves on the diverse range of qualifications we offer – we aim to develop qualifications that have currency and recognition and are relevant to both 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.

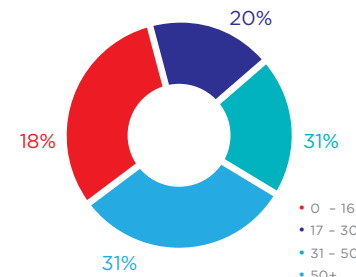
Club V Direct Membership



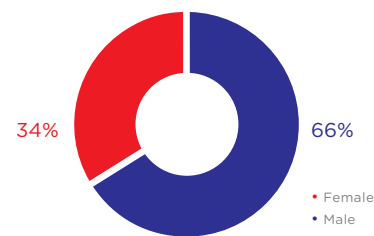
Club Member Qualifications



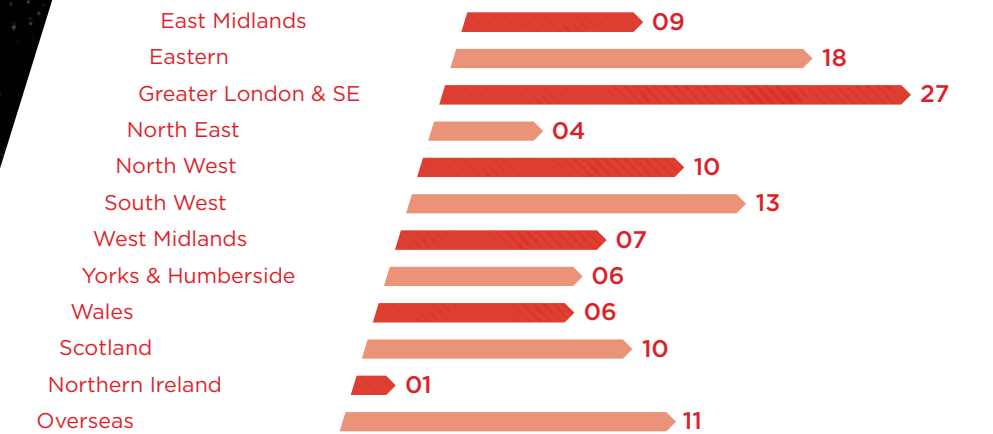
Member Age Comparison



Gender Comparison



Clubs and Centres by Region



BWSW COACHING PROGRAMME

Our Coaching Programme continues to strengthen and impact upon our centres, participants and newcomers to the sport

The take up of courses remains strong and the programme, which focuses on developing fun, safe and effective coaches, continues to offer value to the centres, participants and industry as a whole.

As a facilities driven sport where the coach plays such an active role with every participant, the coaching programme is in a strong position to influence and make an impact - affecting behavioural change which promotes best practice and ensures continued participant involvement within the sport.

The programme has been successful internationally with a number of foreign coaches choosing to qualify and upskill with BWSW. Our courses are particularly popular within Greece due to a strong reputation of continually meeting the strict government regulations and the development needs of the coaches.

Additionally we work with holiday providers such as Neilson Active Holidays who have adopted our coaching framework. This assists in ensuring a good first time experience of the sport for British holiday makers 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 performance 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 on the governments Regulated Qualifications Framework (RQF), our courses provide currency and recognition across all aspects of the sport from voluntary clubs to paid employment.

Coaching Programme Enrolments	2016	2017	2018 *
BWSW Level 1	127	120	121
UKCC Level 2 Water Ski & Wakeboard	102	97	90
UKCC Level 2 Cable Wakeboard	03	14	05

Coach Licensing	2016	2017	2018*
Licensed Coaches/Instructors/Operators	573	585	601
Licensed Coaches (New Syllabus)	372	409	412
Licensed Instructors (Old Syllabus)	147	124	115
Licensed Straight-line Operators	93	95	95
Licensed Main-line Operators	31	31	30

* Estimated figures



TALENT DEVELOPMENT PROGRAMME

2018 was a successful season for the Talent Development Programme (TDP) in terms of achieving pre-determined targets. Considering the difficult funding landscape the TDP finds itself in, all involved with the programme continue to show dedication and a high level of commitment to achieve considering the diminishing level of financial support available. Tough decisions are constantly made with Sport England's final round of funding handed to the programme and we are preparing for the loss of funding from our main partner 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 planned termination of support despite our commendable long term track record on delivering impressive results and meeting medal targets.

However, BWSW are optimistic that a TDP can be run similar to its current format for at least one more year until the funds expire. Having made the initial decision last year to slim down the number of athletes on the programme from 86 down to less than 30, linked to

a lower level of financial resource for each athlete, the TDP continues to be the flagship programme for young talent in the sport. Athletes on the TDP are the 'elite' in England with selection based predominantly on European and World Championship medal winners along with athletes selected for British teams. All are essentially self-training with the TDP offering grants and limited financial support to key titled events. 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 during the main funded period, with athletes and support staff missing the interaction and team bonding approach!

TDP athletes have been successful this year in pushing towards Sport England targets and have won 13 medals at key European and World Championships so far in 2018. We still have hopes of adding to this tally, as the Cable Wakeboard World Championships are in February 2019 in Argentina 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. This season alone, six TDP athletes have been selected for Open Teams in titled events, demonstrating the level of talent we have through the age categories. 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 programme. This list of measures highlights the diversity the TDP needs to help achieve its targets.

One exciting development in 2018 was the launch of Tournament talent coaching days. The TDP linked with the 'Friends of Tournament' fundraising initiative to organise 7 coaching days with a total of 36 skiers attending at venues spread across the country. The primary aim was to give keen young skiers quality coaching for the day by highly qualified and recognised coaches. Further to this, each skier received a Tournament Competitors Licence and encouragement to enter novice competitions. BWSW are acutely aware that the sport needs

to continually work on increasing the 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 Talent Development Programme is a well-established part of BWSW and has a proven track record of delivering on targets. The TDP helps guide young athletes on the pathway to success and creates a sporting habit for life amongst those selected. The programme forms a benchmark for young talented English athletes. Its success continues to be 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. I hope we can continue to run a successful programme in the future!

Richie Fazackerley
Talent Development
Programme Lead





• Athlete supported by the Sport England funded Talent Development Programme

WORLD & EUROPEAN MEDAL PODIUMS

	GOLD	SILVER	BRONZE
TOURNAMENT	<ul style="list-style-type: none"> Joel Poland Under 21 Mens Jump European U21 Champs Joel Poland Under 21 Mens Overall European U21 Champs Team Under 21 Team Overall European U21 Champs Mark Beard Over 55 Mens Jump European 35+ Champs Philippa Shedd MBE Over 55 Ladies Slalom World 35+ Championships Tim Hazelwood Over 55 Mens Jump World 35+ Championships 	<ul style="list-style-type: none"> Freddie Winter Open Mens Slalom European Open Champs Joel Poland Open Mens Overall European Open Champs Tom Parkin Under 14 Boys Jump European Youth Champs Robert Hazelwood Under 21 Mens Jump European U21 Champs Robert Hazelwood Under 21 Mens Overall European U21 Champs Philippa Shedd MBE Over 55 Ladies Overall World 35+ Championships Philippa Shedd MBE Over 55 Ladies Tricks World 35+ Championships Philippa Shedd MBE Over 55 Ladies Jump World 35+ Championships Tim Hazelwood Over 55 Mens Overall World 35+ Championships Team 35+ Team Overall World 35+ Championships 	<ul style="list-style-type: none"> Team Open Team Overall European Open Champs Robert Hazelwood Under 21 Mens Slalom European U21 Champs Robert Hazelwood Under 21 Mens Tricks European U21 Champs Mark Beard Over 55 Overall European 35+ Champs Chris Singleton Over 45 Mens Jump World 35+ Championships
BARE FOOT	<ul style="list-style-type: none"> David Small Mens Slalom World Championships David Small Mens Jump World Championships David Small Mens Overall World Championships 		
RACING	<ul style="list-style-type: none"> Anna Rose Cox Eurokids A European Championships Jake Frame Men F2 European Championships Simon Dowling Men F3 European Championships 	<ul style="list-style-type: none"> Bradley Green Junior European Championships Jack Lynch Men F2 European Championships Marisa Alongi Ladies F1 European Championships Rod Hawkins Masters European Championships Team GB Team Trophy European Championships 	<ul style="list-style-type: none"> Lauren Bird Junior European Championships Samantha Clark Ladies F1 European Championships Dan List Masters European Championships
BOAT WAKEBOARD	<ul style="list-style-type: none"> Luca Kidd Junior Men World Championships Luca Kidd Junior Men European Championships 		<ul style="list-style-type: none"> Sarah Partridge Masters Women World Championships Mitchell Wise Junior Men European Championships Melissa Lock Junior Women European Championships Sarah Kingdom Masters Women European Championships
CABLE WAKEBOARD		<ul style="list-style-type: none"> Steph Caller Masters Ladies European 30+ Champs 	<ul style="list-style-type: none"> Luke Carrick U15 Boys European Championships Dale Crossley Over 30s Masters Men European Championships



BUSINESS AND FINANCE

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.

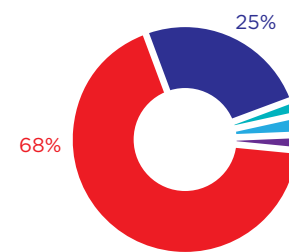
Our Funding

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 and licence income together with 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

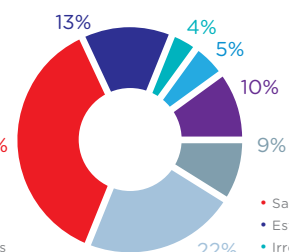
Plan is produced which sets out the priorities for the current year. Our budgets are structured to ensure that we support these priorities through the three core activity areas; Business, Development and Excellence.

Overview

The pie charts show how the three core areas are funded and how these funds are used to underpin our various core activities. These charts include the restricted activities of the Lascelles Memorial Trust and the World Class programmes (principally Talent) as part of broader Excellence activities. 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



- Members & Affiliation
- Sport England
- Sponsorship & Donations
- Sundry
- Advertising



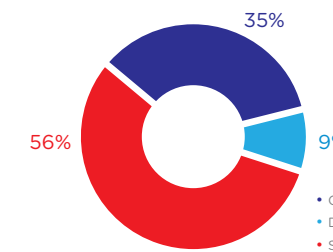
- Salaries & Expenses
- Establishment Costs
- Irrecoverable VAT
- Depreciation
- Magazine
- Insurance Costs
- Other Costs

and membership income is utilised to support the three core areas of Business, Development and Excellence.

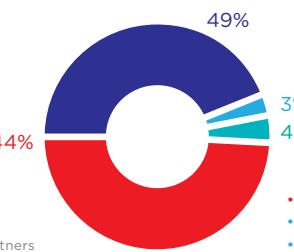
Our overall staffing costs are allocated to these three key areas of the organisation also. It is important to point out that membership fees are not used to support Excellence - our teams are either self-funded or supported through specific restricted grant funded programmes.

Sport England Funding 2017/21

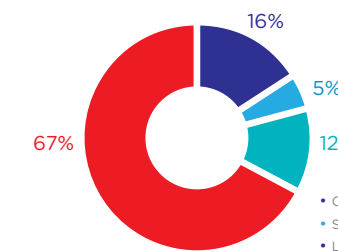
The Sport England funding application for 2017/21 was highly successful and ensured continued support to enable us to continue to develop our sport. A change in policy however has meant a reduced level of funding for our Talent Programme with funding for non-



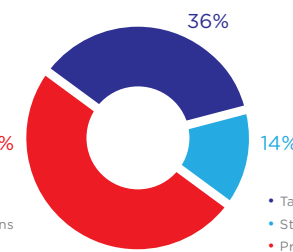
- Coaching
- Driving
- Sport England & Partners



- Programme Delivery
- Printing, Post etc.
- Support Costs
- Salary & Expenses



- Competition
- Sponsorship & Donations
- Licences & Levies
- Sport England Talent



- Talent & Elite
- Staffing & Expenses
- Programmes

Olympic talent programmes to terminate within the current four year cycle.

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 a revamp of our driving programme to develop 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 continuously 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 the Board consider that the Company is delivering effectively today as a governing body though we recognise the need for



continuous improvement and in particular to stabilise and increase the membership base. The aim however is to build on the foundations that have been established to date and by aligning the Company structure and committees with the disciplines (Racing, Wakeboard and Cable Wakeboard, Tournament, Cable Three Event, Barefoot, Wake Surf, 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.

BUSINESS AND FINANCE



Season 2017/18

The accounts presented are for the period 1st April 2017 to 31st March 2018. The accounts show improved financial performance, with core activities delivering a surplus for the year of £98k (2017 – Surplus £44k). The Surplus in the current year is more significant than we have seen in other years however this will be needed as our grant funding is significantly reducing in the final year of this funding period.

Furthermore 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 £293k. Underlying member numbers have declined very slightly though the rate continues to 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 reduced by approximately 12% to £511k (2017: £581k), with the most significant reduction relating to salary costs as our staffing levels have had to be reduced with the lower level of Sport England funding.

Development 2017/18

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 greater number of international coaching courses which did not recur during 2017/18.

Coaching and driving continue to provide a steady income stream and opportunities for growth with overall development income in the year of £275k. The development programmes continued to deliver a significant net income of £196k slightly up on the prior year of £191k.

Excellence 2017/18

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 £18k (2016: £20k 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. We recognise that we operate across a diverse and challenging environment in an increasingly complex world.

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.

Peter James
Treasurer

Funding Sources

- **Membership** – annual affiliation fees and membership subscriptions.
- **Sport England** – exchequer and lottery funding supporting specific programmes and core activity – primarily development, talent and HQ core costs.
- **Partners** – for example advertisers in our Water Ski & Wakeboard magazine.
- **Sponsors** – organisations and individuals who support specific events or activities.
- **Licence Holders** – 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.

Auditor's Statement

To the Directors of the British Water Ski Federation Ltd – We have examined the summary financial statements set out on pages 26/27.

Responsibilities

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 2018 and complies with the applicable requirements of section 427 of the Companies Act 2006.

Janice Matthews FCA (Senior Statutory Auditor)
for and on behalf of **Menzies LLP**
Chartered Accountants Statutory Auditor
Ashcombe House, 5 The Crescent
Leatherhead, Surrey, KT22 8DY
Date 1st December 2018

Directors' Statement

The Directors have pleasure in presenting the summary financial information for the year ended 31 March 2018. 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 6th September 2018. These summary financial statements have been signed by Patrick Donovan on behalf of the Directors on 1st December 2018.

British Water Ski Federation Ltd - Financial Statement 2017/18

BRITISH WATER SKI FEDERATION LIMITED (A company limited by guarantee) INCOME AND EXPENDITURE ACCOUNT - YEAR ENDED 31 MARCH 2018

	Unrestricted	Lascelles Fund	World Class	Year Ended	Year Ended
	General Activities	Restricted Activities	Restricted Activities	31/03/2018	31/03/2017
	£	£	£	Total	Total
	£	£	£	£	£
Income					
BWSF Income	767,794	-	-	767,794	803,309
Lascelles Fund	-	45	-	45	10,031
World Class Performance	-	-	3,044	3,044	1,000
World Class Talent	-	-	66,117	66,117	129,287
Total Incoming Resources	767,794	45	69,161	837,000	943,627
Expenditure					
BWSF Expenses	-669,670	-	-	-669,670	-759,738
Lascelles Fund	-	-10,750	-	-10,750	-11,000
World Class Performance	-	-	-3,044	-3,044	-1,000
World Class Talent	-	-	-66,117	-66,117	-129,287
Total Resources Expended	-669,670	-10,750	-69,161	749,581	-901,025
Net incoming/(outgoing) resources before taxation	98,124	-10,705	-	87,419	42,602
Tax on net incoming/(outgoing) resources	-240	-	-	-240	-104
Net incoming/(outgoing) resources after taxation	97,884	-10,705	-	87,179	42,498
Fund balance b/forward at 01/04/2017	871,096	25,022	-	896,118	853,620
Fund balance c/forward at 31/03/2018	968,980	14,317	-	983,297	896,118

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 2018

	31/03/2018		31/03/2017	
	£	£	£	£
Fixed Assets				
Intangible Assets		56,369		67,642
Tangible Assets		439,216		449,013
		495,585		516,655
Current Assets				
Stock		-		-
Debtors		106,482		120,455
Bank balances and cash		641,034		563,221
		747,516		683,676
Less: Creditors:				
Amounts falling due within one year		<u>-224,254</u>		<u>-264,713</u>
Net Current Assets		523,262		418,963
Total Assets less Current Liabilities		1,018,847		935,618
Less: Creditors:				
Amounts falling due after more than one year		<u>-35,550</u>		<u>-39,500</u>
		983,297		896,118
Net Assets		983,297		896,118
Funds				
Members Funds				
General Fund		968,980		871,096
Restricted Funds				
Lascelles Fund		14,317		25,022
World Class Performance Funds		-		-
		14,317		25,022
		983,297		896,118

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 2018

INCOME	Year Ended 31/03/2018	Year Ended 31/03/2017	EXPENDITURE (Continued)	Year Ended 31/03/2018	Year Ended 31/03/2017
	£	£		£	£
Business Income					
Membership & Affiliations	292,609	291,896	Legal & Professional Fees	32,065	47,726
Sport England Grant	108,440	126,301	Audit Fees	8,140	7,940
Sponsorship & Donations	7,000	7,200	Irrecoverable VAT	18,128	26,141
Royalties	172	312	Depreciation on Tangible Fixed Assets	21,072	20,873
Bank Interest Received	1,219	490	Bank Charges	3,625	4,586
Social Functions & Presentations	3,984	6,642	Meeting Costs	5,988	3,797
Sundry Income	126	778	Printing, Postage & Stationery	22,869	17,697
Magazine Advertising Income	10,000	11,655	General Expenses	3,463	5,314
IT Project Grant	7,900	7,900	Publicity & Associations	6,456	4,789
Distribution & Carriage	146	-	IT Project	-	7,443
			Social Functions & Presentations	3,715	4,348
Total Business Income	431,596	453,174	Magazine Expenses	44,944	42,908
Development Income			Total Business Expenses	511,410	580,574
Coaching Programmes	97,029	95,558	Development Expenses		
Driving Programmes	24,220	23,599	Printing, Postage & Stationery	4,481	1,250
Sponsorship & Partners	1,270	160	Development Car Costs & Leases	5,986	13,679
Sport England Grant	152,682	176,277	Development Programmes	69,157	89,408
			Total Development Expenses	79,624	104,337
Total Development Income	275,201	295,594	Excellence Expenses		
Excellence Income			Meeting Costs	2,454	2,710
Competition Income	22,526	30,933	Excellence Programmes	76,182	72,117
Licences & Levies	21,735	23,608	Total Excellence Expenses	78,636	74,827
Sponsorship, Partners & Donations	16,736	-	Total Expenses	669,670	759,738
			Surplus for the year on Ordinary Activities	98,124	43,570
Total Excellence Income	60,997	54,541	Surplus before taxation	98,124	43,570
Total Income	767,794	803,309	Taxation	-240	-104
EXPENDITURE	Year Ended 31/03/2018	Year Ended 31/03/2017	Surplus after tax	97,884	43,466
	£	£			
Business Expenses					
Salaries & Staff Expenses	233,977	284,634			
Establishment Costs	58,019	53,353			
Telephone	6,901	4,373			
Insurance	39,104	42,332			
Leasing Costs - Office Equipment	2,944	2,320			

NOTES TO THE FINANCIAL STATEMENTS

Debtors	31/03/2018	31/03/2017		
	£	£		£
Trade Debtors	46,809	64,691		
Prepayments and Accrued Income	59,673	55,754		
VAT Recoverable	-	-		
Total	106,482	120,445		
Creditors: amounts falling due within one year	31/03/2018	31/03/2017		
	£	£		
Trade Creditors	33,272	18,735		
Other Creditors	445	613		
Corporation Tax	240	104		
PAYE	6,525	7,261		
Accruals and Deferred Income	176,193	232,309		
VAT Payable	7,579	5,691		
Total	224,254	264,713		
Tangible Fixed Assets	Plant & Machinery	Freehold Land & Buildings	Fixtures Fittings & Equipment	Total
	£	£	£	£
Cost:				
As at 1st April 2017	78,267	477,120	17,254	572,641
Additions	-	-	-	-
Disposal	-54,315	-	-	-54,315
As at 31st March 2018	23,952	477,120	17,254	518,326
Accumulated Depreciation				
As at 1st April 2017	72,409	46,847	4,372	123,628
Provision to 31st March 2018	642	6,300	2,855	9,797
Depreciation on Disposal	-54,315	-	-	-54,315
As at 31st March 2018	18,736	53,147	7,227	79,110
Net Book Value				
As at 31st March 2018	5,216	423,973	10,027	439,216
As at 31st March 2017	5,858	430,273	12,882	449,013

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



British Water Ski & Wakeboard, Unit 3, The Forum, Hanworth Lane, Chertsey, KT16 9JX

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