



# ANNUAL REPORT 2019





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## 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

We face 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 and Wakeboard and our associated disciplines remains strong.

Our finances are stable and as a National Governing Body we are well regarded by Sport England for having a governance structure that meets their stringent requirements. 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.

However, while not in rapid decline, our membership numbers continue to fall and little by little this represents the greatest risk to our long term viability. 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, wake surf or barefoot; and secondly, on bringing our sport to the attention of a wider audience. Over the last two years 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. The Board has additionally appointed a third-party, at relatively low cost, to ensure that we get greater representation for our sport in national and local press as well as online. Our main membership focus over the next year will be to continue re-establish contact with participant clubs who have left BWSW over the years with the objective of bringing as many as we can back into the fold. This initiative has had reasonable success over the last 12 months and we have had good indications that more will re-join in 2020.

Finally, after 5 years in the role, I will be stepping down as Chairman after the AGM. It has been a privilege to serve in the role and there are many people I would like to thank for their support during my tenure, but in

particular my fellow Board members and especially Patrick Donovan 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 2020 and the future.

**Patric Foley-Brickley**  
Chairman





## CEO'S VIEW

### Volunteering in Sport

Volunteers make a vital contribution to community sport and have always played a key role in the sport and physical activity sector. Volunteering via sports governing bodies provides a staggering £4.9 billion of value and there are 1 million more members of sports clubs in the UK than members of political parties. 50,000 governing body affiliated clubs operate mostly as not for profits, staffed and supported by 1.9 million volunteers – more than the entire NHS workforce. Without volunteers, most sporting activity simply wouldn't happen at all.

### Partnerships

Sport is very much a people business and as such it is all about partnerships whether other sporting related organisations, our clubs, accredited cables, discipline committees and of course you - the great team of parents, coaches, officials and volunteers who tirelessly give their

time to coaching, managing clubs and running events. We are very fortunate to be a part of a very social, family orientated and dynamic, outdoor "destination sport" with a very active and committed community at its heart. It is simply this that drives our sport and makes it work from the playground to the podium.

### Teamwork

Sports governing bodies are not solely focussed on medals and participation numbers – they work across a very rich and broad area of activity. With a very small staff team our HQ supports and develops administrative and IT systems, financial processes, the development of qualifications and coaching structures, talent programmes and youth engagement initiatives. Safeguarding, anti-doping, safety recommendations and codes of practice, a very large part of our work is also supporting the very diverse volunteer structure across our

multi-discipline sport. It can be a very creative environment though always tempered by the finite resources of a relatively small sport and staff team. However, we are also incredibly fortunate to have a highly committed volunteer workforce and a core of key volunteers who invest their time, knowledge and skills in ensuring the sport works on the ground. I am always amazed at the work of these "honorary staff members" which includes everything from software development, technical innovation, fundraising to negotiating event sponsorship and partnerships with local councils. Many serve on our committees and act as officials, event organisers, fundraisers, trainers and mentors to ensure we have a skilled and valued workforce to support the needs of the sport. The value provided is immense and very worthy of recognition – where would we be as a sport without all of this input?

### Our Community

During the year we rolled out the first part of our volunteer workforce research – thanks to everyone who took the time to respond. BWSW is committed to supporting its volunteers by increasing the scale of this workforce, recognising the benefits of diversity, helping to support and train key volunteers and recognise and reward their contribution. We aim to gain a robust understanding of the sport's workforce, identify common themes and most importantly, this will inform the development of the support we offer and influence recruitment and retention.

**Patrick Donovan**  
Chief Executive Officer



## THANKS TO

*Finally, a note of thanks to our very impressive and skilled staff team who do an often difficult job in what can be a very challenging environment. Of course, thanks must also go to our key funding partner Sport England for recognising the potential, believing in our vision and providing key support. I very much hope that this document is able to capture not just the work that we do but also the very great commitment which I know everyone has within our organisation for delivering ongoing success.*

## OUR ORGANISATION

# WHO ARE WE?



### Serving 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. Our aim is to maintain a safe, enjoyable and exciting sport for everyone whilst continuing to grow participation through developing accessible entry pathways and good coaching standards to ensure that first time experience is memorable and positive.

**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?

As the governing body for your sport, we are the central source of information and guidance for our members and participants. Our staff team can assist and support on a range of subjects to our clubs and members. Whether finding an affiliated 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.

### Qualifications & Standards

Coaching, driving and cable operation – our range of certified qualifications have value and recognition within the wider sport with the success of our UK Coaching Certificate (UKCC) coaching pathway. Our ongoing coaching development has seen the introduction of the Straight Line Cable Operator qualification which acts as an entry level to the UKCC Cable Wakeboard coach licence. BWSW ensures our qualifications are regularly reviewed and developed to ensure we are maintaining high standards and promoting good practice within the sport whilst allowing progression for our coaches.

### Products & Services

BWSW offers a variety of products for members and affiliates. Our affiliation scheme caters for a range of sites – recent years have seen an increase in overseas commercial sites wishing to join our Accreditation scheme. BWSW provides a comprehensive membership package to include personal accident insurance, bespoke club liability insurance, the BWSW magazine four times a year, BWSW website, newsletters and social media platforms. Our online club and member portal provides website integration to renew and update membership, qualifications and to customise preferences and profiles.

### 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. Talent Development has allowed BWSW to support athlete progression and assist with athlete travel to compete at the elite level.

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

Coaching conference, 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, Campaigns & Safeguarding

Continued research is key to ensuring good practice and development of the sport – we support the quiet enjoyment of the sport whilst campaigning and researching to keep up to date with new developments and safety requirements. We assist with planning as well as environmental issues and provide guidance for our affiliates. BWSW is committed to ensuring that all young and vulnerable people

have a safe and positive experience. Our Ski Safe policy and procedures provides the tools to ensure that everyone understands their duty of care in relation to safeguarding.

### Training & Volunteer Support

We recognise that our sport would not operate without the huge input our officials, volunteers, coaches and club welfare officers have in supporting our diverse and technical sport. With youth engagement programmes such as Cutting Edge we provide an effective and fun introduction to the sport via our well trained and qualified coaches – a sport that offers a range of disciplines including facilities to cater for those with all types of disabilities, it really can meet the needs of any individual. A very social, family orientated and exciting sport with a strong community at its heart.

# WHAT DO WE DO?

# OUR MEMBERSHIP DIVERSITY

## Core Market

As with many small sports organisations, we are faced with the challenge of providing tangible benefits to our members and retaining these members for the long term. Recruiting and retaining new members is challenging especially with the change in modern lifestyles and the way participants consume sport in an ever evolving and diverse sporting marketplace. There are also many thousands of recreational users e.g. "pay and play" riders at cable tows and recreational boatowners who do not have formal links with the organisation. Building a strong relationship with these recreational users, demonstrating

value, and good communications are key to success in this area.

## Membership Sustainability

Our aim is to ensure a strong level of resilience in our core market for existing members but to also guarantee 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.

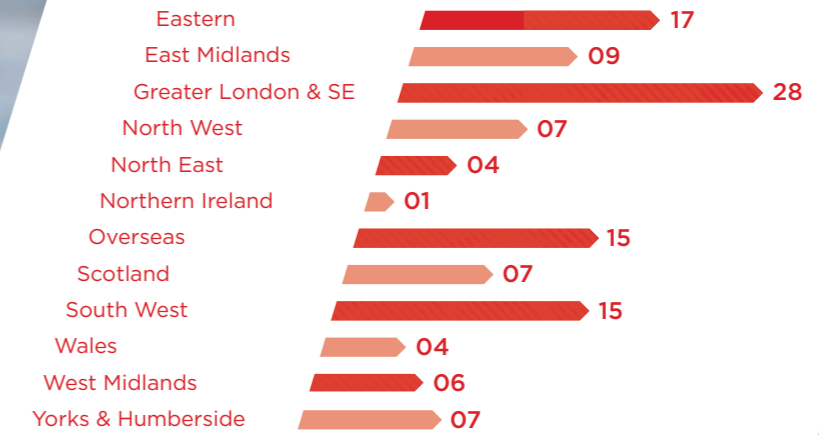
A social and family orientated sport, the emotional attachment many of our participants have is a strong reason for some to join to support the sport they know and love. Our products, services and tangible benefits are another reason – many therefore join for functional reasons e.g. to obtain a qualification. Our coaching and driving qualifications have been developed over the years to ensure that they are of high standard and meeting all safety requirements for both the voluntary and commercial sector – the success of these qualifications is recognised with nearly 50% of our members holding some form of BWSW qualification. Clearly, this is a huge driver for why

people join BWSW and continue to renew each season. We also offer a range of benefits as part of our membership package to include our Personal Accident Insurance which is reviewed each season to ensure we are offering something that demonstrates value. Following previous membership surveys, it was found that insurance and qualifications are two of the main motivating factors in joining BWSW and therefore, it is essential we focus on these as a priority each season. 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.

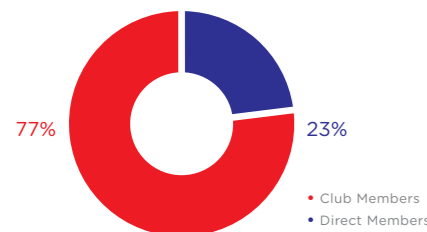
**Kylie Cooper**  
Operations Manager



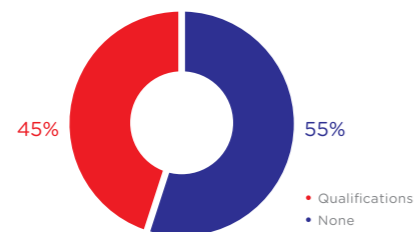
## Clubs and Centres by Region



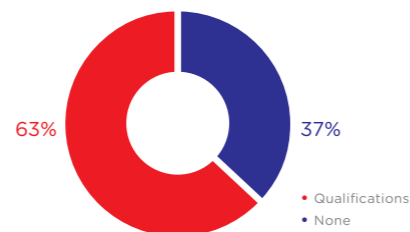
Club V Direct Membership



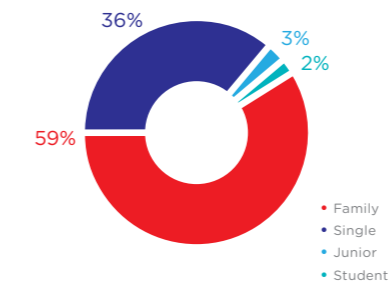
Club Member Qualifications



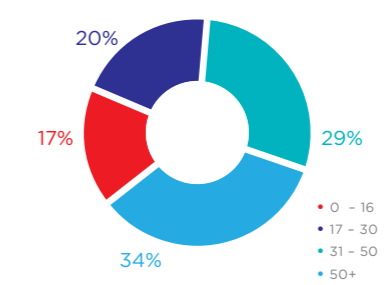
Direct Member Qualifications



Membership Plan Comparison



Member Age Comparison



Gender Comparison



# OUR PRIORITIES



## Participation

Getting people involved in a sport and supporting this journey is a fundamental aim of all National Governing Bodies. Ensuring all participants have a safe and enjoyable first and ongoing experience is essential to establishing a longer-term relationship. The mental well-being and health related benefits of our sport and the key role our affiliated clubs and sites have in this experience is not to be underestimated.

A person's first experience and ongoing relationship with the sport is greatly influenced in the early days by the quality of coaching a person receives and the experience an affiliated club provides. It is one of a number of reasons we strive to ensure all the voluntary and commercial affiliates under our umbrella

"tick" all the boxes. This is important in order that the public can have confidence that they will have a great first time and ongoing experience when they take that first step into our sport.

## Cutting Edge and the (New) Progressive Edge

The Cutting Edge progression programme has been a successful coaching tool for many years, developing participants through the pathway of their chosen discipline. For clubs and accredited sites Cutting Edge can be utilised for participant retention and is an excellent way of showing their commitment to developing participants of all ages.

Further development has been undertaken more recently for some disciplines within the

Cutting Edge programme. This has focussed on wakeboarding and the design and development of two separate pathways for the cable and boat disciplines, rather than the current combined award and will be known as Progressive Edge.

## Safeguarding – Club Welfare Officers

BWSW is firmly committed to safeguarding and the welfare of children and vulnerable adults in our sport. We have worked closely with the Child Protection In Sport Unit (CPSU) and NSPCC to develop robust policy and procedures, achieving the NSPCC & CPSU's National Advanced Standard for safeguarding in February 2016. We work closely with all our affiliates and statutory agencies to ensure that safeguarding is prioritised and to embed

safeguarding practices throughout our sport.

The role of the club welfare officer (CWO) is an essential position in any club or accredited site. Supporting this role is high on our list of priorities and we are regularly in discussions with the Child Protection in Sport Unit ensuring training and support is current.

## Affiliate Support

Our clubs are the heartbeat of the sport. They can, and are often, the first experience someone has of water skiing and wakeboarding and as such our role is to ensure they have what they need to fulfill the important role they play. This can range from help accessing funding to ensuring they have people involved in the club that have the required skills and training to fulfill the varied

roles that exist. These can be as committee members, coaches, club welfare officers among others. The support and training we can provide ensures clubs are operating at the standards expected.

## Partnerships

As the National Governing Body for our sport we are recognised by the key decision makers and funding bodies at national and local level.

It is important to recognise the role of Sport England as our funding partner and other organisations such as the Child Protection in Sport Unit and the English Federation of Disability sport for their ongoing support and guidance provided. It is very much a partnership with these organisations and others to ensure water skiing and

wakeboarding is enjoyed safely for as many people of all abilities and challenges.

## Our Network and Reach

Our qualifications, coaching in particular, are seen as the standard in other countries. Importantly, we have seen further sites overseas wish to work with BWSW to extend their reach and be seen as a place where people can experience the sport and feel confident that the standard of the facility and coaches are what is expected.

## Affiliate Growth and Diversification of Income

Affiliate growth is something we continue to develop as we are increasingly asked to look at new ways to develop our income streams and not be overly reliant upon traditional

sources. Continuing to be innovative with our qualifications has been a way to diversify these income streams. The Straight Line Operator qualification is one such new qualification we are currently developing along with others as we consider where there is a need in the market and importantly an opportunity to provide additional training to support this.

Further overseas accredited sites in Bulgaria and more recently Qatar are beginning to see the value in becoming part of the BWSW family. Importantly, it becomes another destination for members to travel to when they want to undertake the sport in warmer climates in the knowledge that the standards they experience at home are the same overseas.

## Business Development

The focus for business development in the year ahead has a number of objectives to widen our impact in areas where we can continue to bring people into sport. This is particularly important when it comes to engaging people with disabilities and those from communities that may not ordinarily think of our sport as being for them. It is our role to show them it is for everyone!

Finally, the role sport and physical activity can play in mental well-being is something we will also be pushing in the year ahead. After all, what could be better than water skiing and wakeboarding!

**Eliot Caton**  
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

British Water Ski & Wakeboard represents an ever changing and developing group of network affiliates which consist of voluntary clubs, approved centres, commercial clubs, armed forces and other affiliated partners such as travel companies based overseas and UK based businesses and authorities. Expansion overseas has enriched the process of developing our reach for more centres to access our qualifications and standards, and this continues to increase year on year.

Our network and the sport would not survive without the constant dedication of the voluntary workforce who supports the sport either as a judge, coach, homologator, competition driver or committees roles which allow the development of our athletes and participants to enjoy and compete in their chosen discipline.

## Approved Centres

Our accreditation scheme is a voluntary process that a centre can take ensuring their facility meets industry standards for operation and delivery as an enjoyable and safe experience for customers participating in our various disciplines.

Our approved centres are an ever-developing entity with new sports and activities being made available to the general public, increasing the exposure of our disciplines. A knowledge and visibility of the sport that was previously unavailable has come with the introduction of additional or unrelated activities to the centres. The accreditation process ensures that an approved centre meets certain safeguarding, health & safety and qualified staff standards that help obtain and retain customers, whether it be for new or existing clientele.

## Affiliation

The Affiliation to a National Governing Body is immensely important in any sport; being affiliated aids the sport's growth, development, future and its overall existence. This would not be possible without the constant efforts from our voluntary member clubs, commercial member clubs, coaches, volunteers, committee members and the participants at our network of affiliates.

The national governing body will always strive to support our clubs with resources, grant funding and maintaining standards to achieve a positive and enjoyable experience for participants and supporters of the sport. Alongside these benefits the importance of affiliation is led by the bespoke liability cover for our voluntary member clubs, giving a peace of mind that is encompassed within the terms of the cover.

## Ski Boat Driver (SBD) Programme

The SBD qualifications are the standard for towed water sports in the UK. In the absence of any mandatory boat driver licence in the UK we offer our own driving qualifications in order to bridge this gap and encourage good driving standards, safety and best practice.

The Ski Boat Driver Level 2 is designed for anyone who wishes to drive unassisted for water skiing, wakeboarding and/or other associated disciplines and is for many, the starting point on the ski boat driver pathway. It is considered the benchmark standard to drive at clubs throughout the UK on both Inland and coastal ski sites. Looking to the future engagement of participants, both our affiliates and BWSW will ensure standards continue to underpin the safe practice of the sport across the country.

We have a strong number of SBD centres throughout the country and we are expanding our reach overseas. This year saw the first installment of an SBD centre overseas in the guise of Xtreme Gene, Spain and we will focus for the coming season on increasing our overseas SBD centres to establish more growth with participants and ski boat drivers both in the UK and overseas.

**Keir Boissevain**  
Business Development Officer



## Our Affiliates

Voluntary Members Based Clubs	65
Commercial Members Based Clubs	16
Armed Forces Clubs	4
Accredited UK Ski Schools	8
Accredited Overseas Ski Schools	12
Accredited Full Size Cable Tows	5
Accredited Straight-Line Cables	8

## Ski Boat Driver Qualifications

Registered Test Centres	61
SBD Licences Issued	317
ICC Boat Driving Licences Issued	246
Members Hold an SBD Qualification	48%

## Cutting Edge

Clubs Actively Delivering Cutting Edge	58
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## Officials

Officials Supporting our Competitions	110
Officials receiving training and CPD	78

## Volunteer Survey

Active 10 years +	49%
Volunteer Coach Roles	44%
Volunteering Once Per Week +	43%
Very Satisfied Experience	65%
Very Rewarding Experience	74%
Aged 45 to 64 Years	48%
Female Volunteers	32%

## Board Diversity

Female Directors	30%
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# BWSW COACHING PROGRAMME

## The BWSW Coaching Programme has ongoing success in developing fun, safe and effective coaches

The BWSW coaching programme has ongoing success in developing fun, safe and effective coaches who continue to offer value to the industry. This includes our centres, participants and volunteers all of whom are the face of our sport.

The coach plays a key role in our sport, affecting a participant's enjoyment and success. Our coaching programme continues to influence the coaches who deliver high standards across the industry, increasing participant retention.

The coaching programme is delivered overseas each year and particularly within Greece due to their Government regulations. Our comprehensive range of qualifications are externally assessed by 1st4sport Qualifications and are on the Governments' Regulated Qualifications Framework (RQF). This provides our coaching programme with recognition throughout the athlete pathway from the beginner to the seasoned athlete.

Due to our coaching programme's reputation further countries are looking to utilise our programmes for coaches,

drivers and cable operators in the year ahead. As an organisation we continue to expand the reach of our qualifications and this will always be influenced by our wider remit and the goals of the organisation for which we are funded.

This focus has evolved and changed in recent years and moving forward our coaching programme will reflect this change and prioritise accordingly. A key to success is having qualified coaches in place to deliver fun, safe and effective coaching.

**Sam Geller**  
Qualifications & Training Coordinator

Coaching Programme Enrolments	2017	2018	2019 *
BWSW Level 1	127	96	60
UKCC Level 2 Water Ski & Wakeboard	102	83	47
UKCC Level 2 Cable Wakeboard	3	4	5

Coach Licensing	2017	2018	2019*
Licensed Coaches/Instructors/Operators	600	578	514
Licensed Coaches (New Syllabus)	385	414	352
Licensed Instructors (Old Syllabus)	162	118	143
Licensed Straight-line Operators	100	76	66
Licensed Main-line Operators	36	28	29

\* Estimated figures



# TALENT DEVELOPMENT PROGRAMME

The Talent Development Programme (TDP) assists with guiding young athletes on the pathway to success and creating a sporting habit for life amongst those selected. With the diminishing and ultimately finite financial resources available, the TDP continues to be the benchmark for young talented English athletes. Its success has always been evident, continually meeting stringent measures and targets set in collaboration with Sport England. These measures are broad and demonstrate the scope in which the TDP operates. Athletes on the TDP are the 'elite' of the young talent in England. Selection is based predominantly on European and World Championship medal winners and athletes selected for teams to represent GB. All are essentially self-training with the TDP offering grants and limited financial support to key titled events.

2019 was a successful season for the programme in terms of achieving pre-determined targets. TDP athletes won 12 medals at key European and World Championships. Over this

funding round, during the three-year period 2017-2019 TDP athletes have won a staggering 37 medals at 19 different titled events, across the three disciplines we support! This proves we have strength in depth and a number of athletes are stepping up age divisions and performing with success.

Two athletes on the TDP were selected for the inaugural World Beach Games, which took place in October in Doha, Qatar. The ANOC World Beach Games is a global multi-sport event that was created by ANOC (Association of National Olympic Committees) and launched in 2015. The Games are designed to connect new sports, new stars and a new generation of fans. All of the world's 206 National Olympic Committees have the opportunity to qualify for the ANOC World Beach Games guaranteeing that it is a truly global event, unlike any other. While some of the sports appear in the Olympic Games, all events on the programme are non-Olympic events meaning there are new opportunities for our athletes to engage in a major

Games, and a great opportunity to showcase the sport on a global scale. This is the closest our sport has been involved with the Olympic movement in recent times and was a very well-run event assisted by the IWWF. A number of venues are already bidding to host the next ANOC World Beach games, and the involvement of water skiing and wakeboarding in this event can only assist with potential inclusion to greater events in the future.

The current climate is a tough one and an ongoing challenge for all funded partners. 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 loss of Sport England financial support in 2020. 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. 2020 will be

a difficult year in terms of financially offering support to the talented athletes on squads and attending titled events. It is of primary importance that we maintain our presence at European and World Championships, as medal success in these events has historically been prevalent. The search for additional funding partners continues and BWSW are optimistic that athletes will make podiums at key events in 2020 and beyond.

The TDP has been the flagship programme for young talent in the sport and we will endeavor to continue working with talented athletes in the years ahead, regardless of the lack of future talent funding. The Talent Development Programme is a well-established part of BWSW and has a proven track record of delivering on targets. It is seen by BWSW as a key factor in the success of the athlete. I hope we can continue to assist talented athletes in the future!

**Richie Fazackerley**  
Talent Development Programme Lead





• Athletes supported by the Sport England funded Talent Development Programme

# WORLD & EUROPEAN MEDAL PODIUMS

	GOLD			SILVER			BRONZE		
TOURNAMENT	• Joel Poland	Under 21 Mens Slalom	World U21 Championships	Freddie Winter	Open Mens Slalom	World Open Championships	Will Asher	Open Mens Slalom	World Open Championships
	• Joel Poland	Under 21 Mens Jump	World U21 Championships	• Joel Poland	Under 21 Mens Tricks	World U21 Championships	• Joel Poland	Open Mens Jump	World Open Championships
	• Joel Poland	Under 21 Mens Overall	World U21 Championships	Paul Hammersley	Over 55 Mens Jump	European 35+ Championships	• Joel Poland	Open Mens Overall	World Open Championships
	• Team	Under 21 Team Overall	World U21 Championships	Paul Hammersley	Over 55 Mens Overall	European 35+ Championships	Freddie Winter	Open Mens Slalom	European Open Championships
	• Tom Parkin	Under 14 Boys Jump	European Youth Championships	David Hawley	Over 65 Mens Tricks	European 35+ Championships	Jack Critchley	Open Mens Jump	European Open Championships
	Chris Singleton	Over 45 Mens Jump	European 35+ Championships	David Hawley	Over 65 Mens Jump	European 35+ Championships	• Arron Davies	Under 21 Mens Slalom	European U21 Championships
	Hilary Winter	Over 55 Ladies Slalom	European 35+ Championships	David Hawley	Over 65 Mens Overall	European 35+ Championships	• Robert Hazelwood	Under 21 Mens Tricks	European U21 Championships
	Tim Hazelwood	Over 55 Mens Jump	European 35+ Championships				• Danny Jays	Under 17 Boys Slalom	European Youth Championships
	Tim Hazelwood	Over 55 Mens Overall	European 35+ Championships				Chris Singleton	Over 45 Mens Overall	European 35+ Championships
	Team	Over 35 Team Overall	European 35+ Championships				Tim Hazelwood	Over 55 Mens Tricks	European 35+ Championships
Claire Ellis	Standing Ladies Slalom	World Disabled Championships				Mark Beard	Over 55 Mens Jump	European 35+ Championships	
Claire Ellis	Standing Ladies Trick	World Disabled Championships				Mark Beard	Over 55 Mens Overall	European 35+ Championships	
Claire Ellis	Standing Ladies Jump	World Disabled Championships				Marta Wright	Seated Ladies Trick	World Disabled Championships	
Claire Ellis	Standing Ladies Overall	World Disabled Championships				Marta Wright	Seated Ladies Jump	World Disabled Championships	
Claire Ellis	Disabled Supreme Champion	World Disabled Championships				Marta Wright	Seated Ladies Overall	World Disabled Championships	
						Team	Disabled Overall	World Disabled Championships	
BARE FOOT							Simon Raine	Senior Tricks	European Championships
RACING							Jake Frame	Mens F2	World Championships
BOAT WAKE BOARD	Emma Pickard	Over 30 Masters Women	European Championships	Sarah Kingdom	Over 40 Masters Women	European Championships			
CABLE WAKE BOARD				Dale Crossley	Over 30 Masters Men	European Championships	Karen Bornhoft	Over 40 Veteran Ladies	European Championships
							• Team	Team Overall	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

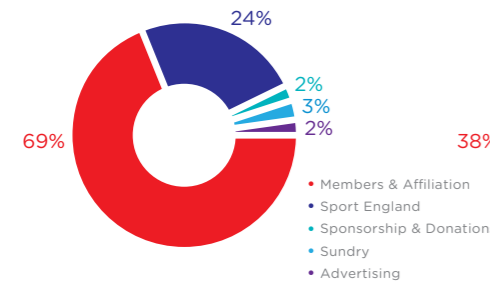
The key to understanding our funding lies in knowing where our money comes from and how it is used to support the many activities involved in running our sport. As is the case in most organisations we have more demands for funding than we are able to support. The British Water Ski Federation Limited has four significant sources of funding; membership and affiliations, coaching and driving courses, competition and licence income together with Sport England grants. 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.

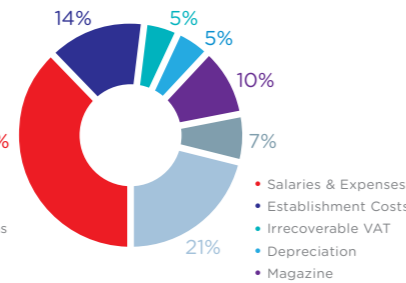
Our budgets are structured to ensure that we support these priorities through the three core activity areas; Business, Development and Excellence.

## 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



Business income

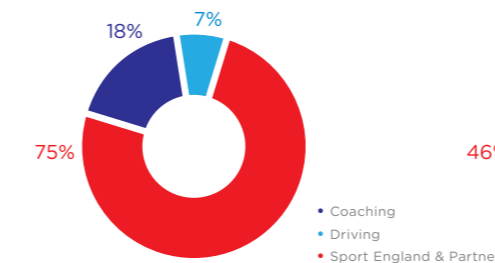


Business expenses

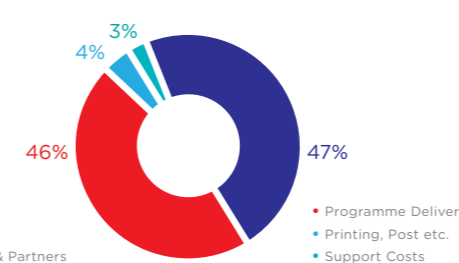
shown how the various grants and membership income is utilised to support the three core areas of Business, Development and Excellence. Our overall staffing costs are allocated to these three key areas of the organisation also. It is important to point out that membership fees are not used to support Excellence - our teams are either self-funded or supported through specific restricted grant funded programmes.

## Sport England Funding 2017/21

BWSW has had a highly successful talent programme for many funding cycles but a change in policy has meant a very reduced level of funding for our Talent Programme with funding for non-Olympic / non Commonwealth Games talent programmes terminating within the current four year cycle.



Development income



Development expenses

While we remain a long term funded partner of Sport England any 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. More marketable products and services such as qualifications and kite marks are an area of focus as we aim to increase the ratio of business income to grant funding to support our activities.

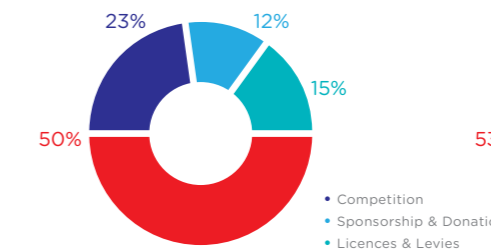
## Membership

The organisation's membership scheme is continuously under review with an aim to revitalise our offer for what is a diverse community and a challenging environment. The way people consume sport plus changing lifestyles means that many traditional membership based sports have seen an erosion of membership numbers. 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.

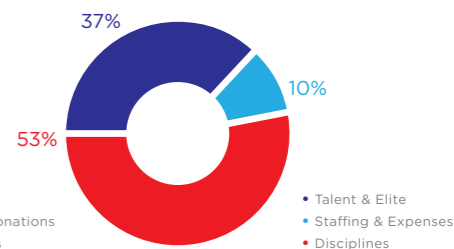
It is recognised that there are further opportunities in terms of products and services we can offer to ensure the development of new income streams and to avoid any over reliance on grant funding streams. An innovative approach together with investment will enable the development of a broad educational 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 of the Company is to be innovative, flexible and relevant to its stakeholders, servicing its existing members and extending its reach into new areas where the sport is offered whether in the UK or overseas.



Excellence income



Excellence expenses



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.

# BUSINESS AND FINANCE



## Financial Year 2018/19

The accounts presented are for the period 1st April 2018 to 31st March 2019. The accounts show a reasonable financial performance, with core activities delivering a surplus for the year of £23k (2018 – Surplus £98k). The surplus in the current year is a typical level of surplus we would aim for to balance the need to build reserve funds whilst also investing as much of our income back into the sport while remaining financially viable.

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. 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 clubs and cable sites and both club and individual memberships was slightly up at £304k. Underlying membership numbers have now remained relatively flat for the last three years.

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 increased to £575k (2018: £511k), with the most significant factor relating to salary costs as our staffing levels have had a varying profile.

## Development 2018/19

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 course income at £53k is significantly down on the 2018 figure (£97k) with staffing changes and a recognition issue in a key overseas market impacting on the number of candidates.

Coaching and driving continue to provide a useful income stream however and opportunities for growth with overall development income in the year of £291k. Our development programmes continued to deliver a significant net income of £184k slightly down on the prior year of £196k.

## Excellence 2018/19

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. Changes in income and increased expenditure reflected the patterns of varying activity each season in relation to events both in the UK and overseas.



## 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 robust 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

## 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** – 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 2019 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 2019

## Directors' Statement

The Directors have pleasure in presenting the summary financial information for the year ended 31 March 2019. 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 18th September 2019. These summary financial statements have been signed by Patrick Donovan on behalf of the Directors on 1st December 2019.

# British Water Ski Federation Ltd - Financial Statement 2018/19

## BRITISH WATER SKI FEDERATION LIMITED (A company limited by guarantee) INCOME AND EXPENDITURE ACCOUNT - YEAR ENDED 31 MARCH 2019

	Unrestricted	Lascelles Fund	World Class	Year Ended	Year Ended
	General Activities	Restricted Activities	Restricted Activities	31/03/2019	31/03/2018
	£	£	£	Total	Total
				£	£
<b>Income</b>					
BWSF Income	798,892	-	-	798,892	767,794
Lascelles Fund	-	18	-	18	45
World Class Performance	-	-	2,272	2,272	3,044
World Class Talent	-	-	66,940	66,940	66,117
<b>Total Incoming Resources</b>	<b>798,892</b>	<b>18</b>	<b>69,212</b>	<b>868,122</b>	<b>837,000</b>
<b>Expenditure</b>					
BWSF Expenses	-775,485	-	-	-775,485	-669,670
Lascelles Fund	-	-11,000	-	-11,000	-10,750
World Class Performance	-	-	-2,272	-2,272	-3,044
World Class Talent	-	-	-66,940	-66,940	-66,117
<b>Total Resources Expended</b>	<b>-775,485</b>	<b>-11,000</b>	<b>-69,212</b>	<b>-855,697</b>	<b>-749,581</b>
<b>Net incoming/(outgoing) resources before taxation</b>	<b>23,407</b>	<b>-10,982</b>	<b>-</b>	<b>12,425</b>	<b>87,149</b>
Tax on net incoming/(outgoing) resources	-374	-	-	-374	-240
<b>Net incoming/(outgoing) resources after taxation</b>	<b>23,033</b>	<b>-10,982</b>	<b>-</b>	<b>12,051</b>	<b>87,179</b>
Fund balance b/forward at 01/04/2018	968,980	14,317	-	983,297	896,118
Fund balance c/forward at 31/03/2019	<b>992,013</b>	<b>3,335</b>	<b>-</b>	<b>995,348</b>	<b>983,297</b>

### 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 2019

	31/03/2019		31/03/2018	
	£	£	£	£
<b>Fixed Assets</b>				
Intangible Assets		45,095		56,369
Tangible Assets		432,630		439,216
		<b>477,725</b>		<b>495,585</b>
<b>Current Assets</b>				
Stock		-		-
Debtors		99,614		106,482
Bank balances and cash		736,531		641,034
		<b>836,145</b>		<b>747,516</b>
<b>Less: Creditors:</b>				
Amounts falling due within one year		<b>-294,822</b>		<b>-224,254</b>
<b>Net Current Assets</b>		<b>541,323</b>		<b>523,262</b>
<b>Total Assets less Current Liabilities</b>		1,019,048		1,018,847
<b>Less: Creditors:</b>				
Amounts falling due after more than one year		-23,700		-35,550
		-23,700		-35,550
<b>Net Assets</b>		<b>995,348</b>		<b>983,297</b>
<b>Funds</b>				
<b>Members Funds</b>				
General Fund		992,013		968,980
<b>Restricted Funds</b>				
Lascelles Fund		3,335		14,317
World Class Performance Funds		-		-
		<b>3,335</b>		<b>14,317</b>
		<b>995,348</b>		<b>983,297</b>

### 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 2019

INCOME	Year Ended	Year Ended	EXPENDITURE (Continued)	Year Ended	Year Ended
	31/03/2019	31/03/2018		31/03/2019	31/03/2018
	£	£		£	£
<b>Business Income</b>					
Membership & Affiliations	303,857	292,609	Legal & Professional Fees	24,629	32,065
Sport England Grant	103,242	108,440	Audit Fees & Services	7,810	8,140
Sponsorship & Donations	7,000	7,000	Irrecoverable VAT	22,088	18,128
Royalties	-	172	Depreciation	21,289	21,072
Bank Interest Received	1,954	1,219	Bank Charges	5,262	3,625
Social Functions & Presentations	4,221	3,984	Meeting Costs	10,726	5,988
Sundry Income	-63	126	Printing, Postage & Stationery	22,168	22,869
Magazine Advertising Income	10,821	10,000	General Expenses	5,228	3,463
IT Project Grant	7,900	7,900	Publicity & Associations	4,378	6,456
Distribution & Carriage	-148	146	Social Functions & Presentations	8,874	3,715
			Magazine Expenses	48,445	44,944
<b>Total Business Income</b>	<b>438,784</b>	<b>431,596</b>	<b>Total Business Expenses</b>	<b>574,833</b>	<b>511,410</b>
<b>Development Income</b>			<b>Development Expenses</b>		
Coaching Programmes	53,329	97,029	Printing, Postage & Stationery	7,878	4,481
Driving Programmes	21,108	24,220	Development Car Costs & Leases	6,956	5,986
Sponsorship & Partners	1,184	1,270	Development Programmes	92,156	69,157
Sport England Grant	215,427	152,682			
			<b>Total Development Expenses</b>	<b>106,990</b>	<b>79,624</b>
<b>Total Development Income</b>	<b>291,048</b>	<b>275,201</b>	<b>Excellence Expenses</b>		
<b>Excellence Income</b>			Meeting Costs	1,513	2,454
Competition Income	32,322	22,526	Excellence Programmes	92,149	76,182
Licences & Levies	20,314	21,735			
Sponsorship, Partners & Misc	16,424	16,736	<b>Total Excellence Expenses</b>	<b>93,662</b>	<b>78,636</b>
			<b>Total Expenses</b>	<b>775,485</b>	<b>669,670</b>
<b>Total Excellence Income</b>	<b>69,060</b>	<b>60,997</b>	<b>Surplus for the year on Ordinary Activities</b>	<b>23,407</b>	<b>98,124</b>
<b>Total Income</b>	<b>798,892</b>	<b>767,794</b>	<b>Surplus before taxation</b>	<b>23,407</b>	<b>98,124</b>
<b>EXPENDITURE</b>	<b>Year Ended</b>	<b>Year Ended</b>	<b>Taxation</b>	<b>-374</b>	<b>-240</b>
	<b>31/03/2019</b>	<b>31/03/2018</b>	<b>Surplus after tax</b>	<b>23,033</b>	<b>97,884</b>
	£	£			
<b>Business Expenses</b>					
Salaries & Staff Expenses	278,672	233,977			
Establishment Costs	69,669	58,019			
Telephone	11,267	6,901			
Insurance	32,035	39,104			
Leasing Costs - Office Equipment	2,293	2,944			

## NOTES TO THE FINANCIAL STATEMENTS

Debtors	31/03/2019	31/03/2018		
	£	£		
Trade Debtors	54,783	46,809		
Prepayments and Accrued Income	44,831	59,673		
VAT Recoverable	-	-		
<b>Total</b>	<b>99,614</b>	<b>106,482</b>		
<b>Creditors: amounts falling due within one year</b>	<b>31/03/2019</b>	<b>31/03/2018</b>		
	£	£		
Trade Creditors	40,140	33,272		
Other Creditors	445	445		
Corporation Tax	374	240		
PAYE	3,605	6,525		
Accruals and Deferred Income	236,268	176,193		
VAT Payable	13,990	7,579		
<b>Total</b>	<b>294,822</b>	<b>224,254</b>		
<b>Tangible Fixed Assets</b>	<b>Plant &amp; Machinery</b>	<b>Freehold Land &amp; Buildings</b>	<b>Fixtures Fittings &amp; Equipment</b>	<b>Total</b>
	£	£	£	£
<b>Cost:</b>				
As at 1st April 2018	23,952	477,120	17,254	518,326
Additions	-	-	3,429	3,429
<b>As at 31st March 2019</b>	<b>23,952</b>	<b>477,120</b>	<b>20,683</b>	<b>521,755</b>
<b>Accumulated Depreciation</b>				
As at 1st April 2018	18,736	53,147	7,227	79,110
Depreciation	642	6,300	3,073	10,015
<b>As at 31st March 2019</b>	<b>19,378</b>	<b>59,447</b>	<b>10,300</b>	<b>89,215</b>
<b>Net Book Value</b>				
As at 31st March 2019	<b>4,574</b>	<b>417,673</b>	<b>10,383</b>	<b>432,630</b>
<b>As at 31st March 2018</b>	<b>5,216</b>	<b>423,973</b>	<b>10,027</b>	<b>439,216</b>

# 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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