

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



British Water Ski & Wakeboard is an operational brand of The British Water Ski & Wakeboard Federation Limited
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**ANNUAL
REPORT
2021**





CONGRATULATIONS!

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





CHAIR'S REPORT

The 70th anniversary year of BWSW has ended as a stellar one for UK water skiing and wakeboarding with, as we go to press, Joel Poland's overall World Waterski Championships gold and world record. How fitting that Will Asher with a slalom bronze and Rob Hazelwood with 4th in overall, both nephews of last UK overall winner Mike Hazelwood in 1977, were part of the British charge this year. All rounded off by team silver for team GB, pushing water skiing power house, the USA, into bronze position.

Great too that 1975 jump world record holder and inspiration to so many GB skiers, Paul Seaton, was in the audience at the awards ceremony to see Joel get his overall gold medal.

Too often it seems that some want to argue the glass is half empty rather than half full in the various disciplines of our sport - at this event the superb coverage from the Waterski Broadcasting Company showed we have a scalable product across all our disciplines, capable of reaching a far wider public.

All those involved with BWSW over past years should feel proud of getting us to 2022 with such a positive forward view and with so many up and coming talented youngsters in the sport

with the potential to emulate the feats described above – again across all our disciplines and despite the serious impediments of the pandemic, particularly in the international arena. This report may seem quite Waterski focused. Eased restrictions will mean much more to report on our other disciplines in 2022. There is no doubt though that the efforts of 2021 will have created a raft of future dividends.

On another extremely positive note, we have exceeded, in 2021, 2019 membership levels thus reversing a decline over many years. This is really, really good news. We will repeat our club awards scheme for those who have increased their membership over 2019 levels by seeking grant applications in spring 2022. Without a strong membership and participation base BWSW has no credibility with our external funders. Similarly, without sufficient funding from both membership fees and Sport England, BWSW has reduced ability to promote the sport. E-membership has had a modest start but the 320 members to-date are an important addition to our reach, enabling us to capture the data of potential members and long term participants. If facilities could make it a standard part of participant sign up it would be tremendously helpful. E-membership is free and whilst it carries no normal privileges of membership it presents a great opportunity

to build engagement in the sport. We will also do an award next year for the most successful E-membership recruiter. No apologies for playing the broken vinyl on membership. Every additional member gives us the ability to do more and the reverse for every opportunity passed up. By huge HQ effort we managed to suffer only a small financial deficit in the year ended 31 March 2021. Obviously your board is subject to the serious strictures of company law, in terms of preserving solvency, but the target has to be to put BWSW in a position to spend, rather than to conserve, money. It will be no coincidence that the best performing team at the recent World Waterski Championships was Canada which has the best funding for its athletes. Well done to Boat Wakeboard for setting up an approved small lottery scheme to seek to match the huge achievements of Friends of Tournament in funding athletes. Hugely positive also to see Boat Wakeboard hold the first Wakesurf nationals.

Congratulations again to our head of communications, Jane Peel, who has leveraged her contacts and used our contract with national news agency, PA Media Group, to such great effect. Our exposure on BBC regional television following the Waterski Nationals would of course never have happened without huge proactivity. Well done to Harley Coster

for being our overnight media sensation on that occasion. We now have a great profile raising base and, via Jane, can reach every national and regional tv, radio and serious media outlet, in the UK, at the press of a button. Everyone should think of ways to exploit this opportunity to promote their discipline.

Despite these successes, it is also important to focus on some of the problems. No 1 continues to be the inability to obtain any level of third party insurance cover for Racing for 2022 and beyond, despite every effort having been made. A big thank you to all within and outside the discipline who have spent so much time seeking to resolve this. The endeavour continues but the marine insurance market remains highly contracted and the signpost to the way out of this currently remains obscured from view. Well done though to Racing for organising events in 2021.

The implications of the contracting marine insurance market permeates all of our sport. For example, we understand that clubs are often unable to obtain over £1m for third party boat and driver cover. This only goes to emphasise the need for rigorously observed written risk assessments and appropriate warnings at member facilities. We are in the course of reviewing the current safety guidance

with external lawyers with a view to giving facilities pointers to assist them in meeting their operational challenges in 2022.

When going to press we have no firm indication of how our Sport England grant funding application will resolve itself. However, our relationship with Sport England is a strong one and whilst, in particular, no minority, non-Olympic, sport is immune from the expenditure constraints of a money cautious treasury, the success of HQ in maintaining our relationship is hugely important to BWSW. We will keep you posted on this. We hope to get sufficient funding to recruit a second development officer. Fingers firmly crossed.

So on to 2022. As that well known philosopher B. Lightyear once wisely intoned, "To infinity and beyond!"

Martin Winter
Chair





CEO'S VIEW

British Water Ski & Wakeboard (BWSW) has always had a very strong sense of purpose as an organisation and has a very broad sense as to who we are and what we do. We play a unique role in a dynamic outdoor sporting landscape and for 70 years have innovatively helped to support and develop the sport into the rich multi-discipline offering that it represents today.

Our Primary Aims

- To remain financially sound and to best provide for the immediate needs and longer term future of the wider sport.
- To actively demonstrate sound governance and assurance; to be fit for purpose for the 21st century.
- To run the sport efficiently and effectively whilst demonstrating value to our key stakeholders.
- 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.
- Commitment to improve inequality of access and participation in our sport through our existing facilities and new partners in diverse, urban communities.
- Support a skilled and valued workforce in both voluntary and commercial settings.

- Raise awareness and profile of the sport and provide a coordinated voice to an existing and wider audience through a variety of channels.
- Commitment to play an ongoing active role in Sport England strategy – to contribute towards the positive impact of sport on our wider community.

We achieve these aims through the three key management areas of:

- **Development**
- **Excellence**
- **Business Administration & Finance**

One of the things we do at BWSW is keep our eyes keenly on the changing funding landscape – funding plays a key role in ensuring we can support our core activities and provide support to our clubs, centres, members and participants. Clearly within the new Sport England strategy for sport there has been a major shift in emphasis towards the important and more complex theme of “tackling inequality” and removing barriers to access physical activity and the benefits this can provide. BWSW has a strong understanding of the positive impact of community sport and physical activity and the benefits of early physical literacy and the building of lifetime

sporting habits. We also recognise that while for many of us sport and physical activity is a normal part of everyday life and routine that this is not a level playing field. Factors and barriers that impact include income demographic, gender, age, disability and long-term health conditions as well as ethnicity and culture. We understand the acute compound effects that multiple demographic characteristics can have on levels of activity and access to sport in particular groups.

We have an important role to play in community sport and a very real need to continuously introduce our dynamic sport to new and non-traditional audiences to ensure future sustainability. Water skiing and wakeboarding provides a great deal more than just physical activity; a great “destination sport” it is much more than a trip to the local leisure centre. Our sport inspires volunteering, creates communities, lifetime friendships, provides pathways that link grassroots sport to the elite level, education and opportunity together with a “blue sky” release from the pressures of everyday urban life. Life changing, inspirational, character building and exhilarating – we are all part of a sport that has a very wide and positive impact that transcends the sporting landscape.

It is clear that grant funding is not a right but an investment that has to be earned. 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 strong governing body fit for purpose and eligible for continued public funding. We remain confident that we will attract continued investment to support our primary aims and wider programmes; our 5 year funding submission outlines a strong sense of direction and an attractive outdoor sporting offer that can innovatively connect with new audiences.

We very much value our partnership with our key stakeholder Sport England and of course with you.

Thank you to everyone who has contributed so much in so many ways during the season; in particular huge thanks to our impressive staff team who have been under immense strain during the pandemic and who continue to work tirelessly to keep the wheels on the track.

Patrick Donovan / Chief Executive Officer



STRATEGY PURPOSE & MISSION

OUR ORGANISATION

WHO ARE WE?

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



Serving the Sport

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

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 - maintaining standards, providing safety guidelines, offering support. Our staff team can assist our clubs and members on a range of subjects. 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.

BWSW continues to create new courses and qualifications to provide different pathways of learning. BWSW regularly reviews and develops our qualifications to ensure standards are maintained whilst promoting good practice within the sport and allowing progression for our coaches. Our driving qualifications have been developed to include additional specialised modules in order for individuals to progress and ensure they are qualified in more specific areas.

Products & Services

BWSW offers a variety of products and services for members and affiliates to meet the needs of our dynamic sport. 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 benefits scheme. Our online club and member portal provides website integration to renew and update membership, qualifications and to customise preferences and profiles.

Communication

Understanding the people and community of our sport is crucial in communicating effectively. Regular communication with our members is essential in ensuring we are updating all participants of the goings-on of the sport. Regular newsletters are sent to full subscribing members in addition to our newly subscribed E-members. We have focused on developing our social media channels across all communication platforms to ensure regular and relevant content is updated in a timely

manner. We appreciate that our diverse membership audience have a preference in terms of how they wish to be contacted, so offering a variety of communication methods is key to ensuring we are communicating with all membership groups 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. BWSW continues to adapt our existing entry pathways as well as creating new schemes and promotions to ensure we are offering as many accessible avenues to our sport. BWSW supports club development, helps clubs to source and apply for funding where appropriate e.g. facilities and supports commercial centres through our accreditation scheme. 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 who participate in water skiing and wakeboarding have a safe and positive experience and our One Voice safeguarding policy sets out the key principles as well as providing best practice guidance. We continue to review policies regularly and create new guidelines for the safe operation and development of the sport.

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 and Progressive Edge, we provide an effective and fun introduction to the sport via our skilled and qualified coaches – a sport that offers a range of disciplines including specialist facilities to cater for those with all types of disabilities, it really can meet the needs of any individual.

WHAT DO WE DO?

OUR MEMBERSHIP, PARTICIPANTS & DIVERSITY

Our members

Water skiing and wakeboarding is a sport for all. At BWSW we strongly believe that everyone, whatever their background or ability, should feel welcome and have an equal opportunity to get out on the water. We are committed to making our sport in all its forms more inclusive and diverse. Our multi-discipline sport can provide challenges, specifically in catering to the needs of all our individual members. Our aim is to ensure that our membership package, service

and support is valued and recognised by those who participate in our sport and join our membership scheme.

Retaining existing and recruiting new members are equally important tasks that BWSW continues to face each year. Following a significant decline in membership in 2020 due to COVID-19, this year has seen an increase in participation and recovery of membership numbers. Outdoor sport creates a getaway for our participants – we are able to contribute as a dynamic

destination sport to provide that feeling of escapism. A sport that some may not have thought to consider before, or for previous members who lapsed for one reason or another, they have been encouraged to join us on the water once again. We have seen many beginners trying the sport for the first time, young and older.

Our sport is diverse in what it offers. The various disciplines it has to offer are a clear indicator of this and the introduction of new disciplines such

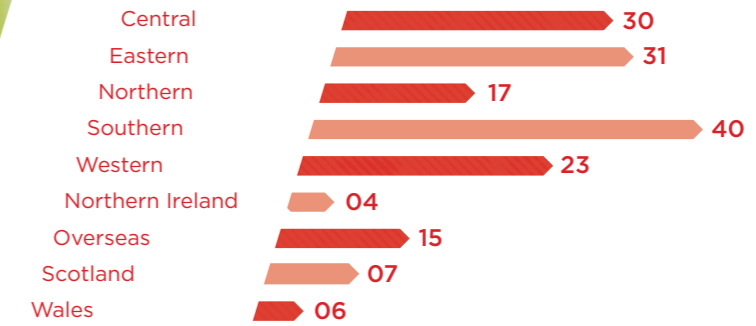
as wakesurfing. Also, the different entry routes our clubs can offer via our progression pathways or specific ladies' days for example. There is also a great range of adaptive equipment available to serve those with individual or disability needs.

Recreational Users

There are 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.



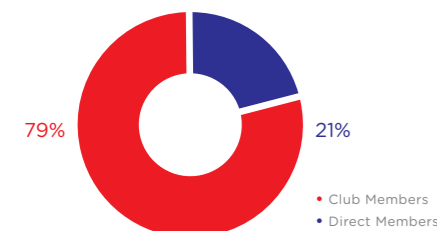
Facilities by Area



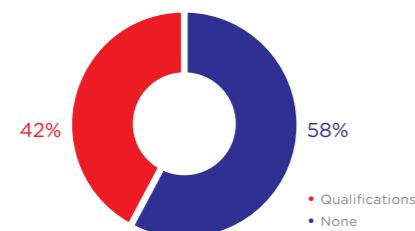
Membership Numbers



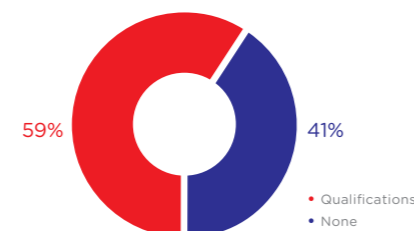
Club V Direct Membership



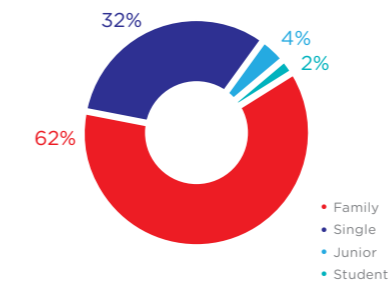
Club Member Qualifications



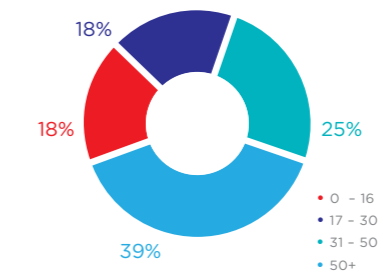
Direct Member Qualifications



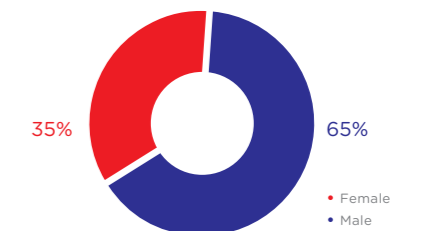
Membership Plan Comparison



Member Age Comparison



Gender Comparison



OUR MEMBERSHIP, PARTICIPANTS & DIVERSITY

Building a strong relationship with these recreational users, demonstrating value and good communications are key to success in this area. Communicating with these recreational / casual users is a key focus for us and something we are continuously re-visiting.

We introduced an E-member category to our membership offer to recreational participants to sign up to receive newsletters – the purpose of this is to communicate with our non-member participants further in order to create a greater awareness of our sport and encouragement to entice regular participation and in time, membership.

As stated, our sport is adaptable and inclusive and can cater to a diverse number of participants; our aim is to ensure we evidence this on our website and in any literature sent so that any individual not yet participating can feel welcomed regardless of their gender, race or age. We have spent time this season collating diverse imagery and, more importantly, videos to promote our sport to a wider audience and ensure the perception of our sport is that it meets the needs of any individual. We also ran a diversity awareness month, sharing stories, information and knowledge of our sport. We ran a diversity survey to fully understand our current audience and their perceptions of our sport. As part of our diversity

awareness month, we collaborated with our clubs to promote ladies' days, worked alongside our partners such as Active Partners and other sporting communities to combine our knowledge and share ideas on how we can continue to promote diversity in sport. We will continue to encourage anyone to our sport whatever their age, gender, sexuality, ethnicity, ability etc. There are no exceptions, and we will continue to evidence this and welcome everyone from all backgrounds and sectors. Understanding our audience, promoting diversity and catering to the needs of everyone will help us in expanding our network and encouraging new and more participants and take up of our membership offer.

Membership Sustainability

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 positive first time experience on the water is essential in retaining newcomers within the sport and to ensure continued activity as well as easily accessible pathways. Ensuring we then continue to communicate effectively with these new beginners and promote our sport and what it has to offer is key to ensuring these participants, in time, progress to full members.

A social and family oriented 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 such as obtaining a qualification. Our coaching and driving qualifications have been developed over the years to ensure that they are of a high standard and meet 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 motivator for why people join BWSW and continue to renew each season. We also offer a range of benefits as part of our membership package, including 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 factors in joining BWSW. Therefore, it is essential we focus on these as a priority each season. BWSW continues to regularly revise our membership package and what it has to offer to demonstrate value for our members.

Kylie Cooper
Operations Manager



BUSINESS DEVELOPMENT

OUR PRIORITIES



2021 Summary

Following a difficult season for all in 2020, the 2021 season has seen a positive improvement and a bit more of a 'back to normality' feel to it. The clubs and centres in full swing with strong participation numbers, potentially abetted by disruption faced by people wanting to go abroad.

With the hope that things will improve further for the 2022 season, the main focus will, once again, be to increase the number of affiliates within our network of voluntary clubs and commercial centres, improve on qualifications take up and increase the number of courses delivered, together with improving the diversity in participation.

Participation

With continued impact on people holidaying abroad, this has provided the opportunity for participants to take part more frequently in the sport, meaning clubs / centres saw higher levels of attendance throughout the season - with returning participants falling in love with water skiing and wakeboarding again, or new participants wanting to experience our great outdoor sport for perhaps the first time.

Increasing participation is always a key focus for BWSW. With a new Sport England funding round comes new challenges and opportunities, with a prioritised focus on tackling inequality in sport.

Therefore, it is of upmost importance to have new initiatives to remove barriers to access and improve diversity in the sport which will increase participation at centres / clubs and develop a more inclusive perspective for people wanting to participate in water skiing and wakeboarding.

Cutting Edge and Progressive Edge

BWSW Sport England funded programmes
Progressive Edge: the updated progression pathway for Wakeboard, Cable Wakeboard and new to our range of discipline pathways, Wakesurf. This was finally introduced and made readily available for our centres and clubs to utilise. Following previous setbacks

to the release of this new progression and awards structure, we had a promising uptake from centres / clubs during the 2021 season.

Cutting Edge: the Water Ski, Adaptive Waterski, Barefoot and Kneeboard progression pathways have maintained a consistent level of use and importance over the years. Our affiliates and coaches can utilise the Cutting Edge / Progressive Edge pathways as a coaching tool to structure sessions and progress new participants.

Safeguarding

Club Welfare Officer - 'Time to Listen'
The welfare officers at any club / centre have a great responsibility to maintain standards of

safeguarding and provide a much needed source of support for any person that may have experienced or is experiencing a safeguarding issue. It is a responsibility that not everyone wants to have but is a vitally important role. The Child Protection in Sport Unit (CPSU) has developed Time to Listen, a workshop specifically developed for Club Welfare Officers (CWOs) to help them carry out their safeguarding role and responsibilities to young people and vulnerable adults.

The workshop is an important tool that can assist any existing or new CWO with their safeguarding responsibilities. We will be working on promoting the course and 'signposting' the course to current and future CWOs.

Youth involvement and understanding

We started a safeguarding youth involvement scheme last year with a competition to create a logo. As an initiative it is thoroughly integral to raising awareness among young members and participants so that they have a better understanding and knowledge of safeguarding. Part of the youth involvement scheme will be to obtain a young person's perspective and experiences to positively impact the understanding and perception of safeguarding issues, particularly among their peers. There will also be continued efforts to promote youth understanding of safeguarding, with resources readily available.

Affiliate Support

To ensure operating standards can be at / reach the greatest potential levels expected

in the sport, BWSW provides support and training which is available for all affiliated clubs / centres. These operating standards are seen as the main opportunity to provide participants with a safe and fun experience, with the clubs / centres being a quality access point to experience water skiing and wakeboarding for the first time.

Partnerships

It is important to recognise the role Sport England plays as a funding partner of the national governing body, helping with initiatives, grants, support and more, which all assists with the development of the sport. Also recognising other organisations that have an influence in the sport, such as the Child Protection in Sport Unit and the Activity Alliance 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 to help remove any barriers to participation.

Inequality and Inclusion

As a sport we are entering a new period of development with a key aim to get more people active and involved in sport, tackling inequality and continuing wider engagement to improve diversity within water skiing and wakeboarding. There is underrepresentation from diverse communities within our participation, coach and volunteer workforce and wider leadership which requires measures to reduce any barriers that may be affecting their involvement.



Greater diversity in sport is so important to achieve and can only assist with growing the sport, hopefully meaning more people competing at the highest level or just participating recreationally. Wanting to be healthy and active is an initial influence an individual has to start participating in a new sport, but ensuring a quality first time experience, in any discipline, can be essential for an individual's continued involvement.

Affiliate Growth and Diversification of Income

Growth of affiliates: targeting new centres and clubs to be affiliated / accredited to BWSW is essential following the impact of the past couple of years and remains a top priority for development. Overseas is a key area for expanding our network. Because of the pandemic we have not established any new centres, however providers overseas see the benefits of being an accredited centre. After the impact that has been felt by all holiday industries, providing a safe fun experience is seen as an excellent opportunity for overseas operators to attract holiday makers to their available activities. There are also opportunities in new and established locations like Greece and in the Middle East where these countries are making concerted efforts to improve what sports are available country wide and not just on a local basis.

Developing our income streams and developing innovative ways to utilise our resources, such as our operating standards, qualifications and courses are a key priority.

Business Development

As sport will always be an important means to enjoy a healthy and active life, water skiing and wakeboarding (and associated disciplines) can provide any participant, whether new or experienced, with a fulfilling and rewarding activity.

With an increased focus towards business development objectives involving wider audience reach and tackling inequality, the primary target is still to engage with and bring new participants into the sport and this is a key priority for the year ahead. People who have not previously participated or are otherwise unaware of our sport will be regarded as a high priority to get involved in the sport. We aim to work with supporting partners such as Active Partnerships and develop initiatives and work hard to reduce barriers to inclusion and to improve diversity within the sport.

Keir Boissevain
Business Development Officer

BUSINESS DEVELOPMENT



PARTNERSHIPS AND STATISTICS

Our Network

British Water Ski & Wakeboard is built upon our solid network of affiliated voluntary clubs, commercial members clubs, accredited centres and other affiliated partners. Without our affiliates we could not function or successfully deliver the sport and BWSW guidance to establish a strong structure for members and participants.

Expanding our network of affiliates and introducing new overseas affiliates from varying countries has been difficult over the past couple of seasons with the continuing pandemic. Building on our current network is still a fundamental

priority for next season and seasons to come but understanding that time may be needed for the industry to recover, especially overseas where stability is needed before we see a growth in affiliations. Returning affiliates is a key starting point to strengthening our network and bringing in new affiliates to expand it.

There is still a firm belief that additional support and coach training where it is needed, will improve access points to the sport, which will increase participant numbers because of a quality first time experience. In doing so, clubs / centres will see a benefit in affiliating.

Ski Boat Driver (SBD) Programme

The SBD programme is the stronghold of the BWSW qualifications suite. Offering our own training and awards allows us to educate and qualify boat drivers to tow water skiers and wakeboarders safely and effectively on inland or coastal waters.

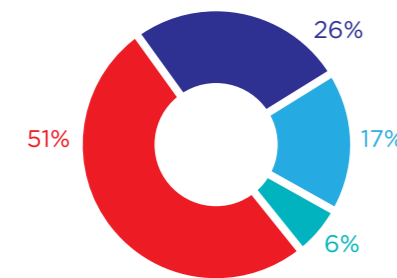
The SBD3 award has been developed for drivers to demonstrate the level of skill expected at a commercial facility and a higher level for discipline competency which is demonstrated through driving slalom skiers, wakeboarders, wakesurfers,

beginners on the boom and towing inflatables. SBD3 courses will be more readily available for the 2022 season.

Keir Boissevain
Business Development Officer



Facilities Comparison



- Voluntary clubs
- Commercial:
 - Boat (Ski and Wake schools)
 - Straight line cable systems
 - Full cable systems

Our Affiliates

Voluntary members based clubs	55
Commercial members based clubs	12
Armed Forces clubs	3
Accredited Sites	27

Ski Boat Driver Qualifications

Registered test centres	53
SBD1 licences issued	51
SBD2 licences issued	261
ICC boat driving licences issued	235
Members who hold an SBD qualification	45%

Officials

Officials supporting our competitions	80
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Cutting Edge/Progressive Edge

Clubs actively delivering	69
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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	25%
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BWSW COACHING PROGRAMME

The coach continues to play a key role in our sport, ensuring the first-time experience captures a love for the sport, maintaining the participant's safety at all times and developing their ability to progress. Our coaching programme, now starting to build momentum again after COVID, continues to influence those who would like to deliver coaching to a higher standard. The main focus of the courses is workforce retention but also giving coaches the skills to develop their knowledge moving forward and the ability to progress their coaching to a higher level.

A key focus for us in the past 12 months but also in the future is to increase our diversity figures. Ensuring that we have more female role models, including our female coaches will help us grow our 20% figure as shown below. We hope to continue to be able to offer part-funded female only coaching courses, such as the one we ran this year. Courses like this help diversify our coaching workforce and hopefully increase female participation over the coming years.

Due to our coaching programme's reputation other countries, companies and individuals are looking to utilise our programmes for coaches, drivers, and

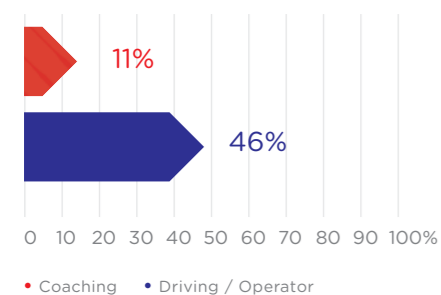
cable operators. As the restrictions on travel are already easing, we are putting new plans in place to deliver training overseas. As an organisation we continue to extend the reach of our qualifications, and this will always be influenced by our wider remit and the goals of the organisation for which we are funded.

Our current qualifications are endorsed by UKCC. In the future, in line with Sport England's Coaching Plan for England, we may see our current Level 2 qualifications become endorsed by the Professional Standards (CIMSPA). This means that our qualifications are always being adapted and developed

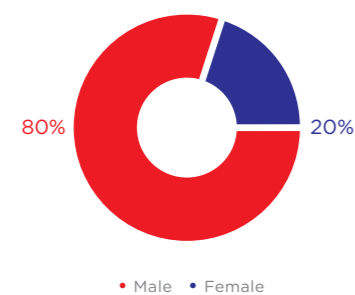
to meet the latest standards. The content and style of the coaching programme may evolve in future years. We will always continue to monitor, maintain, and develop our coaching programmes to ensure that we are delivering the best programmes which provide currency and wider recognition within the industry. Regardless of how our coaching programmes may adapt, we will continue to have qualified coaches in place to deliver fun, safe, and effective coaching all with the common aim of growing and diversifying our sport.

Sam Geller
Qualifications & Training Coordinator

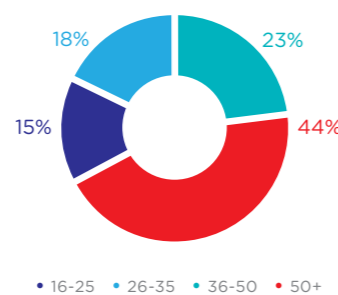
Coaching or Driving / Operator Qualified



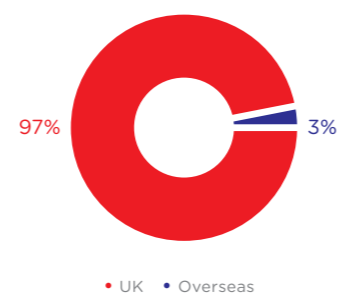
Coach Gender Comparison



Coach Age Groups



UK & Overseas Coaches



WORLD & EUROPEAN MEDALS



Talent Programme

While our Talent Programme and the international calendar were severely disrupted during the 2021 season due to the ongoing impact of the pandemic, there were, nonetheless, some notable performances from Team GB as detailed in the medals table below of major international events.

Aside from the medals, the seven time Overall World Barefoot Champion, David Small, was named Male Barefoot Skier of the Decade and of the last Quarter Century by the world governing body, the IWWF. Claire Ellis, who has more than 20 world titles and records, was named Female Disabled Skier of the Decade. The IWWF also honoured two time racing World Champion, Kim Lumley, and British wakeboard official, Colin Hart, by inducting them into the IWWF Hall of Fame.

Season 2021 saw the first time in over 30 years that water skiing and wakeboarding was not in receipt of any elite funding for talent, with the sport not eligible for funding streams which are now limited to Olympic and Commonwealth Games sports. However, as a sports governing body (NGB), the compliance requirements to be recognised as such continue; the most recent being the new UK Anti-Doping Framework. The framework aims to ensure that, as an NGB, our organisation is putting in place a comprehensive set of steps

that will help to mitigate the risk of doping within our sport, and that we are compliant with the Policy. Moving forward, anti-doping compliance is not only a condition of eligibility to receive any form of public funding (to include non-elite funding) but, more importantly, acts as an opportunity for all of sport to cement the commitment to keeping sport clean. We continue to work on this area of meeting the various requirements over the winter in readiness to roll out new processes and a new educational programme in 2022.

1ST GOLD

WATERSKI

Joel Poland	Open Men's Overall	World Open Championships 2021
Freddie Winter	Open Men's Slalom	The Masters (USA) 2021

CABLE SKI

Ryan Cahill	Men's Jump S1	E&A Cable Ski Championships 2021
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2ND SILVER

WATERSKI

Joel Poland	Open Men's Jump	World Open Championships 2021
Team	Open Team Overall	World Open Championships 2021
Katie Nutt	U21 Women's Slalom	E&A U21 Championships 2021
Benjamin Turp	U21 Men's Slalom	E&A U21 Championships 2020
Benjamin Turp	U21 Men's Slalom	E&A U21 Championships 2021
Kelly Atkins	35+ Women's Jump	E&A 35+ Championships 2021
Kelly Atkins	35+ Women's Overall	E&A 35+ Championships 2021
Glenn Campbell	35+ Men's Slalom	E&A 35+ Championships 2021
Mark Beard	55+ Men's Jump	E&A 35+ Championships 2021
Joel Poland	Men's Jump	The Masters (USA) 2021
Will Asher	Men's Slalom	The Masters (USA) 2021

CABLE SKI

Stuart Marston	Men's Jump S1	E&A Cable Ski Championships 2021
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3RD BRONZE

WATERSKI

William Asher	Open Men's Slalom	World Open Championships 2021
Katie Nutt	U21 Women's Slalom	E&A U21 Championships 2020
Kelly Atkins	35+ Women's Tricks	E&A 35+ Championships 2021
Jack Critchley	Men's Jump	The Masters (USA) 2021

CABLE SKI

Ryan Cahill	Men's Overall S1	E&A Cable Ski Championships 2021
GB Team	Team Overall S1	E&A Cable Ski Championships 2021



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 with most organisations we have more demands for funding than we are able to support.

BWSW 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 strategy. As a result of the COVID-19 challenges the current funding round now covers a five year funding period ending in March 2022

with Sport England providing an additional year of funding for the year ending 31 March 2022 at the same level as they provided for the year to 31 March 2021.

From our overall strategy an operational plan is produced which sets out the priorities for the current period. Our budgets are structured to ensure that we support these priorities through the three core activity areas; Business, Development and Excellence. In the year to 31 March 2021 the operational plan was totally rewritten with much greater focus on supporting the sport through the COVID-19 pandemic while managing our costs in light of the significant drop in income.



Overview

The finance 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 Fund memorial awards and the World Class programmes (principally Talent) as part of broader Excellence, discipline 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 and membership income is utilised to support the three core areas of Business, Development and Excellence. Our staffing costs are also

allocated to these three key areas of the organisation to include Talent.

As a result of COVID-19 challenges, the motorised insurance issues and operational limitations faced by ski racing we have seen a significant drop in membership in 2020. As a result, we have had to make a number of difficult decisions in respect of managing our costs and reducing our staff head count to mitigate the shortfall in membership and discipline income.

Through these actions we have been able to minimise the potential deficit which will enable BWSW to invest and support our sport as we look to recover members and encourage them to return to BWSW and the water in 2021/22. 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 and donations created by individual disciplines.

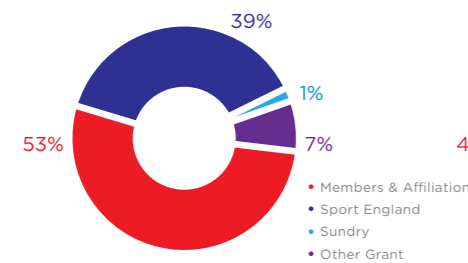
Sport England Funding 2017/22

BWSW has historically had a highly successful talent programme for many funding cycles but a change in Sport England policy has meant an initial very reduced level of funding for the programme with funding for non-Olympic / non-Commonwealth Games talent programmes now terminated.

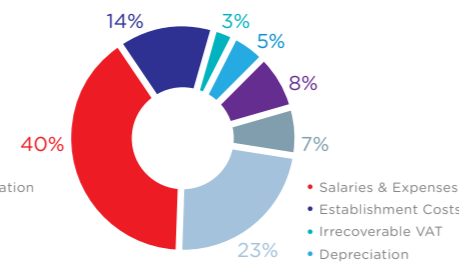
While we remain a long term funded partner of Sport England, any level of future funding is not guaranteed and there is a need to demonstrate increased self-reliance and to develop and diversify our income streams.

Beyond membership, more marketable products and services such as qualifications and training are an area of focus as we aim to increase the ratio of self-generated business income to grant funding to support our activities.

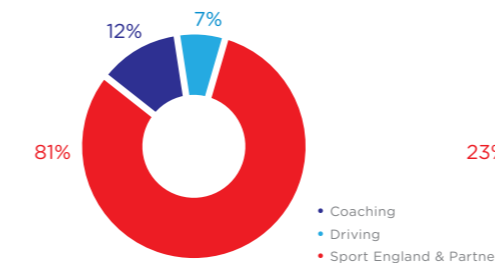
In 2020 in the face of the COVID-19 challenges Sport England very much stepped up to the plate, making available significant funds and resources in support of all funded sports. They have enabled existing grant funding to be used more flexibly, made available emergency funding for those sports where it is critical and most importantly for our sport, they have committed to an additional year of funding at the current level for the year ending March 2022, ahead of the next five year funding round for 2022/27 .



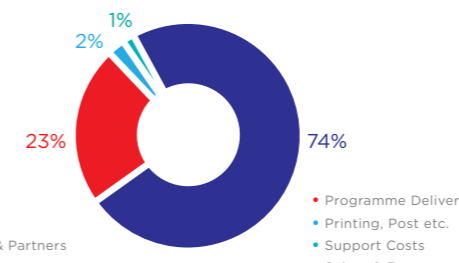
Business income



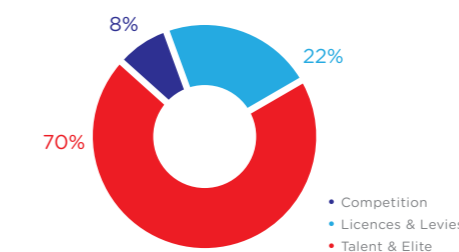
Business expenses



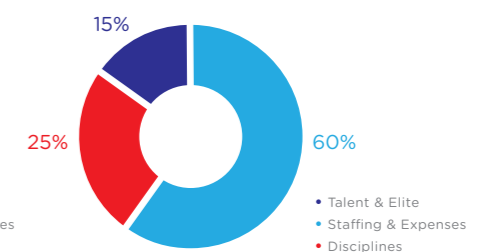
Development income



Development expenses



Excellence income



Excellence expenses

BUSINESS AND FINANCE

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.

Members join BWSW for both functional and emotive reasons creating connections with our community. 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. In addition, a more business focused approach with more ambitious targets for expanding our reach and network will also facilitate growth and income generation in partnership with commercial pay and play accredited sites.

We have established incentives to support all water ski and wakeboard sites / clubs in promoting participation in our sport and encouraging members to join us, which we believe will be at the core of developing our sport.

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 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.

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 re-engages former participants within the sport and develops the talent to deliver international success. Commitment to improve inequality of access to and participation in our sport through our existing facilities and new partners in diverse, urban communities will also be key to our strategy.

During 2020 and into 2021 our sport, along with all other aspects of life, has faced severe disruption and challenges as a result of the COVID-19 pandemic. However, we are very pleased that many of our members have been able to benefit from getting on the water this summer and have continued as members of BWSW.

As a result, ahead of the 2021 season BWSW actively looked to re-engage with those members who did not maintain their membership in 2020 with a view to getting these individuals back on to the water, enjoying our sport and re-joining as members of BWSW. This has been pretty successful with membership appearing to be recovering in 2021/22 to just over the 2019/20 levels.



BUSINESS AND FINANCE

Financial Year 2020/21

The accounts presented are for the period 1st April 2020 to 31st March 2021. The accounts show a reasonable financial performance given the impact of COVID-19, with core activities delivering a small deficit for the year of £7k (2019/20 – deficit £5k). Included within general activities are non-cash depreciation charges of £22k therefore before non-cash charges there is a cash surplus on general activities of £15k (2019/20 – Surplus £17k). We do aim to balance the need to build reserve funds while 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, seasonal 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 significantly down at £211k (2019/20 – £299k)

as a result of COVID-19. However pleasingly this appears to have recovered to the levels seen in 2019/20 in the current financial year, underlying membership numbers show no indication of material growth though there remains a solid, core membership within the sport.

The number of accredited commercial sites which account for a great deal of throughput within the sport demonstrates an 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 decreased significantly to £407k (2019/20 – £476k), with the most significant factor relating to staff salaries and magazine costs. Legal and professional fees saw a significant increase as a result of undertaking a periodic review of guidance and insurance related matters.

Development 2020/21

Grant funded programmes continue to provide successful outcomes and assist with developing income streams such as coaching courses and driving awards. The company

has been successful in leveraging grant funded initiatives and continued to promote BWSW self-funded development programmes such as Cutting Edge, Progressive Edge and accreditation.

Coaching course income at £17k is significantly down on the 2019/20 figure (£44k) due to COVID-19 meaning courses could not be held combined with ongoing softness in demand and a qualification recognition issue in a key overseas market impacting on the number of candidates. Coaching and driving continue to provide a useful self-generated income stream as we get back on the water post COVID-19 however development income in the year was down significantly at £145k (2019/20: £253k). Our development programmes continued to deliver a net income of £1k albeit very significantly down on the prior year of £92k.

Excellence 2020/2021

Income to support Excellence activities (the disciplines of the sport) has continually declined since 2012 due to the termination of various elite funding streams in recent years. In the current year this was amplified by COVID-19 meaning that there was no significant discipline activity. COVID-19 aside the decline reflects the challenges faced by the disciplines in raising mainstream income and commercial

sponsorship outside of grant funding. Non-Olympic status, lack of wider public profile and scale remain major challenges in this area. Excellence income showed a significant decrease in the self-generated income from the disciplines albeit it was offset by an equal drop in costs as there were no events held.

Outlook

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.

BWSW 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 streams.

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 & Wakeboard Federation Limited – We have examined the extracted summary financial statements set out on Pages 30/31.

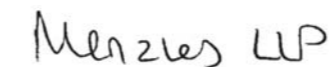
Responsibilities

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 non-consolidated financial statements with the full annual financial statements and the Directors' and Strategic Reports.

Our report on the company's full annual financial statements describes the basis of our opinion on those financial statements and on the Directors' and Strategic Reports.

Opinion

In our opinion, the summary financial statements are consistent with the full annual financial statements and the Directors' and Strategic Reports of The British Water Ski and Wakeboard Federation Limited for the year ended 31 March 2021.



Janice Matthews FCA (Senior Statutory Auditor)
for and on behalf of MENZIES LLP

Chartered Accountants & Statutory Auditor
Centrum House, 36 Station Road,
Egham, Surrey, TW20 9LF
Statutory Auditor Date: 10th December 2021

Directors' Statement

The Directors have pleasure in presenting the summary financial information for the year ended 31 March 2021. 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 25th November 2021. These summary financial statements have been signed by Patrick Donovan on behalf of the Directors on 10th December 2021.



The British Water Ski & Wakeboard Federation Limited

Financial Statement - 2020/21

THE BRITISH WATER SKI & WAKEBOARD FEDERATION LIMITED (A company limited by guarantee)
INCOME AND EXPENDITURE ACCOUNT - YEAR ENDED 31 MARCH 2021

	Unrestricted	Lascelles Fund	World Class	Year Ended	Year Ended
	General Activities	Restricted Activities	Restricted Activities	31/03/2021	31/03/2020
	£	£	£	Total	Total
				£	£
Income					
BWSWF Income	550,276	-	-	550,276	736,749
Lascelles Fund	-	6,511	-	6,511	17
World Class Performance	-	-	-	-	-
World Class Talent	-	-	12,098	12,098	67,481
Total Incoming Resources	550,276	6,511	12,098	568,885	804,247
Expenditure					
BWSWF Expenses	-556,744	-	-	-556,744	-741,088
Lascelles Fund	-	-3,000	-	-3,000	-750
World Class Performance	-	-	-	-	-
World Class Talent	-	-	-12,098	-12,098	-67,481
Total Resources Expended	-556,744	-3,000	-12,098	-571,842	-809,319
Net (outgoing) / incoming resources before taxation	-6,468	3,551	-	-2,957	-5,072
Tax on net incoming / (outgoing) resources	-396	-	-	-396	-360
Net (outgoing) / incoming resources after taxation	-6,864	3,551	-	-3,353	-5,432
Fund balance b/forward at 01/04/2020	987,314	2,602	-	989,916	995,348
Fund balance c/forward at 31/03/2021	980,450	6,113	-	986,563	989,916

NOTES TO THE ACCOUNTS

The financial statements in this report are summary reports based on the Management Reports and Financial Statements of The British Water Ski & Wakeboard 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 2021

	31/03/2021		31/03/2020	
	£	£	£	£
Fixed Assets				
Intangible Assets		22,547		33,821
Tangible Assets		413,705		424,787
		436,252		458,608
Current Assets				
Stock		-		-
Debtors	62,081		114,844	
Bank balances and cash	747,109		632,186	
	809,190		747,030	
Less: Creditors:				
Amounts falling due within one year	-250,979		-199,922	
Net Current Assets		558,211		547,108
Total Assets less Current Liabilities		994,463		1,005,716
Less: Creditors:				
Amounts falling due after more than one year	-7,900		-15,800	
		-7,900		-15,800
Net Assets		986,563		989,916
Funds				
Members Funds				
General Fund		980,450		987,314
Restricted Funds				
Lascelles Fund		6,113		2,602
World Class Performance Funds		-		-
		6,113		2,602
		986,563		989,916

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.

THE BRITISH WATER SKI & WAKEBOARD FEDERATION LIMITED (A company limited by guarantee)
DETAILED INCOME AND EXPENDITURE ACCOUNT - FOR THE YEAR ENDED 31 MARCH 2021

INCOME	Year Ended	Year Ended	EXPENDITURE (Continued)	Year Ended	Year Ended
	31/03/2021	31/03/2020		31/03/2021	31/03/2020
	£	£		£	£
Business Income					
Membership & Affiliations	211,076	299,282	Legal & Professional Fees	47,704	22,871
Sport England Grant	156,398	100,480	Audit Fees & Services	10,190	8,765
Other Grant	21,164	-	Irrecoverable VAT	11,122	19,014
Bank Interest Received	1,582	2,373	Depreciation	22,356	22,106
Social Functions & Presentations	-	6,650	Bank Charges	2,877	5,127
Sundry Income	280	736	Meeting Costs	-	9,050
Magazine Advertising Income	1,445	8,055	Printing, Postage & Stationery	15,729	23,149
IT Project Grant	7,900	7,900	General Expenses	559	4,541
			Publicity & Associations	4,933	4,251
			Social Functions & Presentations	-	7,399
			Magazine Expenses	32,114	56,112
Total Business Income	399,845	425,476	Total Business Expenses	407,161	475,687
Development Income			Development Expenses		
Coaching Programmes	16,852	43,905	Salaries & Staff Expenses	106,966	93,201
Driving Programmes	10,797	18,719	Printing, Postage & Stationery	3,100	5,190
Sponsorship & Partners	-	1,274	Development Car Costs & Leases	1,925	4,956
Sport England Grant	117,561	189,448	Development Programmes	32,474	57,526
			Total Development Expenses	144,495	160,873
Total Development Income	145,210	253,346	Excellence Expenses		
Excellence Income			Excellence Programmes	5,090	104,528
Competition Income	1,415	35,950	Total Excellence Expenses	5,090	104,528
Licences & Levies	3,806	21,977	Total Expenses	556,746	741,088
			Deficit for the year on Ordinary Activities	-6,470	-4,339
Total Excellence Income	5,221	57,927	Deficit before taxation	-6,470	-4,339
Total Income	550,276	736,749	Taxation	-396	-360
EXPENDITURE	Year Ended	Year Ended	Deficit after tax	-6,866	-4,699
	31/03/2021	31/03/2020			
	£	£			
Business Expenses					
Salaries & Staff Expenses	162,958	192,824			
Establishment Costs	57,936	64,251			
Telephone	6,841	6,236			
Insurance	28,107	27,072			
Leasing Costs - Office Equipment	3,725	2,919			

NOTES TO THE FINANCIAL STATEMENTS

Debtors	31/03/2021	31/03/2020		
	£	£		
Trade Debtors	4,855	67,836		
Prepayments and Accrued Income	58,659	47,008		
Other Debtors	567	-		
Total	62,081	114,844		
Creditors: amounts falling due within one year	31/03/2021	31/03/2020		
	£	£		
Trade Creditors	19,149	29,213		
Other Creditors	4,242	445		
Corporation Tax PAYE	301	360		
Accruals and Deferred Income	6,165	5,916		
VAT Payable	221,122	160,449		
	-	3,539		
Total	250,979	199,922		
Tangible Fixed Assets	Plant & Machinery	Freehold Land & Buildings	Fixtures & Fittings & Equipment	Total
	£	£	£	£
Cost:				
As at 1st April 2020	23,952	477,120	23,673	524,745
Additions	-	-	-	-
As at 31st March 2021	23,952	477,120	23,673	524,745
Accumulated Depreciation				
As at 1st April 2020	20,020	65,747	14,191	99,958
Depreciation	642	6,300	4,410	11,082
As at 31st March 2021	20,662	72,047	18,331	111,040
Net Book Value				
As at 31st March 2021	3,290	405,073	5,342	413,705
As at 31st March 2020	3,932	411,373	9,482	424,787