



THE BRITISH WATER SKI FEDERATION LIMITED
(A Company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31st MARCH 2019

Company Number: 00913182

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THE BRITISH WATER SKI FEDERATION LIMITED

(A Company limited by guarantee)

LEGAL AND ADMINISTRATIVE INFORMATION

DIRECTORS

P. Foley-Brickley (Chairman)
P. G. Donovan
S. F. Sopp
S. Waring
J. Parker
P. O. James
N. McGarry
M. Winter
C. Lobb
A. Lench

REGISTERED OFFICE

Unit 3 The Forum
Hanworth Lane
Chertsey
Surrey
KT16 9JX

COMPANY SECRETARY

P.G. Donovan

AUDITOR

Menzies LLP
Chartered Accountants
Ashcombe House
5 The Crescent
Leatherhead
Surrey
KT22 8DY

THE BRITISH WATER SKI FEDERATION LIMITED
(A Company limited by guarantee)

STRATEGIC REPORT OF THE BOARD FOR THE YEAR ENDED 31st MARCH 2019

The Directors ('the Board') submit their Annual Report and the Accounts of the Company for the year from 1st April 2018 to 31st March 2019.

PRINCIPAL ACTIVITY AND BUSINESS REVIEW

The Company's principal activity continued to be the governance of the sport of water skiing and wakeboarding which it manages through its club and membership structure.

There are current indications that the marked decline in membership over the last ten years or so, is slowing or even, this year, flattening, however this remains a key priority area for the Company and all members are urged to work with the Board, and to suggest appropriate initiatives, to bring in new members wherever possible so as to strengthen the Company's ability to promote the sport. The Company has seen an increase in the accreditation and affiliation of sites which demonstrates that the infrastructure and facilities in any event, to increase participation continues to be developed.

Funded programmes continue to provide positive outcomes and assist with developing income streams such as coaching and the development of other qualifications such as driving. The Company has been successful in leveraging grant funded development activities and continued to develop BWSW self-funded development programmes. Coaching course candidate numbers declined principally due to staff continuity issues and structural issues in a key overseas market. However, coaching and driving continue to provide additional non-grant income and contribute to our self-generated income streams and provide opportunities for growth.

The Sport England funded Talent programme is due to terminate in the current funding round as the funding for non-Olympic elite programmes will end. 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.

An ongoing aim is to diversify income streams with the current focus on qualifications where there are opportunities to access new markets including overseas. The staff resource, courses and qualifications are now in place to deliver growth and there are plans in place ongoing to invest in driving to revamp our qualifications.

The Company, which is a non-profit making concern, is subject to corporation tax on interest received and activities outside of the scope of the mutual trading of the association. The Company's financial plan is to ensure that it utilises its incoming cash resources in-line with its corporate strategy to achieve its objectives as the sport's governing body while maintaining appropriate reserves. An aim is to invest a minimum of 50% of any surplus back into the sport each season.

FINANCIAL REVIEW

The results for the period are shown in the Income Statement on page 11. In line with the plan approved by the Board the Company has a primary aim of remaining financially sound and to best provide for the sport. As such the Company aims to achieve a small surplus each financial year to provide for contingency and re-investment in the development and support of the sport. However, in any one year there may be additional surpluses or deficits due to the timing of investment in the sport compared to the income received. Where appropriate the Company may utilise brought forward accumulated reserves from previous years to enable sporting objectives to be achieved.

In addition, the Company has income of £798,892 (2018: £767,794) from 'General' activities and generated a small surplus of £23,033 (2018: a surplus of £97,884). Included within general activities are non-cash depreciation charges £21,289 (2018: £21,072) therefore before non-cash charges there is a cash surplus on general activities of £44,322 (2018: £118,956).

Income from 'General' activities includes:

- Membership of £303,857 (2018: £292,609);
- Sport England funding of £318,669, (2018: £261,122);
- Coaching and Driving income of £74,437 (2018: £121,249); and,
- Various other incomes of £101,929 (2018: £92,814).

In addition the Company has income of £69,212 (2018: £69,161) from "World Class" restricted activities, which funded the expenditure in the year. These activities relate to financial support for our competitive athletes representing Great Britain, this is primarily funded from Sport England funding (£66,940) and World Class Reserves.

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STRATEGIC REPORT OF THE BOARD FOR THE YEAR ENDED 31st MARCH 2019

Finally, the Lascelles fund has issued grants totalling £11,000 (2018: £10,750) which is utilising the brought forward reserves. Based on the recent level of awards the remaining reserves of £3,335 (2018: 14,317) will be fully utilised in the next two years unless additional donations or income is received.

The net assets of the Company amount to £995,348 (2018: £983,297).

KEY PERFORMANCE INDICATORS

The Company has a number of key performance indicators most of which are inextricably linked to our grant funding streams and four-year funding round or “Whole Sport Plan” for the period 2017-21 and our overall business activities. The financial KPIs are set out above in the financial review. Non-financial KPIs, which underpin our financial performance include:

Membership numbers - the number of affiliated clubs and sites and related income targets to support the sport and the work of the governing body in developing the sport. Following on from a period of clear membership decline, this has slowed. Whilst recession has been a factor in decline at clubs in the past there are indicators which highlight how changing consumer behaviour is impacting on the sport and how participants consume sport generally. Pay and play, whilst increasing access to more people has also impacted on the number who join our more traditional club network which requires an annual commitment.

Qualifications – the number of candidates accessing our coaching and driving qualifications, the development of qualifications across the sport. Qualifications remain an important self-generated income stream however after several years of successful growth and take up, coaching courses suffered a significant drop in the year. This decline was due to issues of staff continuity in the coaching role and an issue with mutual recognition of the UKCC Level 2 coaching award in a key overseas market (Greece). Both issues have now been resolved but led to a lower number of courses running in the financial year.

Talent – Breadth and scale of the talent pathway and the number of medal achievements at international titled events. Achieving these targets ensures our continued grant funding each financial year.

NON FINANCIAL KPIs

	2018/19 performance	2017/18 performance
Number of affiliates	145	136
Number of candidates on coaching course	70	122
Number of athletes on the talent programme	30	29
Number of Medal achievements	16	12

PRINCIPLE RISK AND UNCERTAINTIES

The Company has a risk register which is reviewed to identify and mitigate key risks.

The withdrawal of funding from UK Sport in 2012 for non-Olympic sports highlighted the risk of reliance on grant funding streams (which is typical of most sports governing bodies and the wider sector as a whole). However, the 2017/21 Sport England funding round saw continued (though decreased) funding and a contribution to core costs from this particular source to support the work of the governing body. The decrease in funding was primarily due to the staged termination of non-Olympic talent programmes within the current funding round (ends March 2020).

The Company recognises the risks associated with over reliance on grant funding streams and potential changes in the political and funding landscape and therefore plans accordingly as best it can. The Company is flexible in its approach to funded programmes and should be able to adapt quickly due to its scale within any notice period of termination. While many sports governing bodies are completely reliant on grant funding the Company has a good mix of income streams with membership and various qualifications securing additional income. As such the Board recognise the risks but is confident in its approach to risk mitigation.

THE BRITISH WATER SKI FEDERATION LIMITED
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STRATEGIC REPORT OF THE BOARD FOR THE YEAR ENDED 31st MARCH 2019

The Company maintains a strong relationship with one of its key stakeholders, Sport England, as a successful governing body that meets key targets, is realistic in its outlook and evidences strong assurance and governance processes. A commendable track record of delivery on key targets provides for a successful and credible investment partner. As such for the current 2017-21 funding round we are able to consolidate our position as a small but successful investment partner and are confident in our ability to attract continued investment in our core programmes. The Board recognises that grant funding is an investment and not a right and is very much focussed on delivering tangible results for the public funds invested.

FUTURE DEVELOPMENTS

The Company has a current and renewed 2012/20 corporate strategy, supported by key grant support for the 2017/21 Sport England 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.

The Sport England funding application for 2017/21 was highly successful and ensured continued funding to enable us to continue to develop our sport. A change in policy however has meant a reduced level of funding for our Talent Programme with funding for non-Olympic talent programmes to terminate within the current four-year funding period.

While our application was viewed positively by Sport England the level of future funding is not guaranteed and there is a need to demonstrate increased self-reliance and to develop and diversify our income streams. However, currently Sport England are also assisting the organisation with additional funding to support a revamp of our driving programme to develop products for a wider audience. The Board hope that continued Sport England support will accelerate the progress in delivering our sporting and business objectives.

The organisation's membership offer is continuously under review with an aim to revitalise our offer for what is a diverse community and a challenging environment that has seen membership of many sports governing bodies decline. Members join our organisation for both functional and emotive reasons and creating connections with our community and offering relevant products and services will be key to growing our membership. It is recognised that there are further opportunities in terms of products and services we can offer to ensure the development of new income streams and to avoid any over reliance on grant funding streams. An innovative approach together with investment will enable the development of a broad educational programme to supplement our existing range of courses and qualifications. A more business focussed approach with more ambitious targets for expanding our reach and network will also facilitate growth and income generation.

Based on the Company's major upgrade to both online and back office membership systems in 2012-13 the organisation is well placed in terms of having the tools at its disposal to capture, manage and communicate with its key stakeholders. A more comprehensive and consistent communications strategy will assist with this area of work and currently the organisation is investing more in its communications via external freelance support. A key aim is to improve the quality and consistency of its key membership offer the BWSW magazine which remains the longest running publication on the sport.

Overall the Board consider that the Company is delivering effectively today as a governing body though we recognise the need for continuous improvement. The aim however is to build on the foundations that have been established to date and by aligning the Company structure and committees with the disciplines (Racing, Wakeboard and Cable Wakeboard, Tournament, Cable Three Event, Barefoot, Wake Surf and Recreational and Boat Owner together with the Regions). The aim of the Company is to be innovative, flexible and relevant to its stakeholders.

The Company continues to follow a strategy which restates its aim to create a high quality, sustainable and enjoyable sporting infrastructure that attracts new, retains existing and re-engages former participants within the sport and develops the talent to deliver international success.

Signed by



P. Foley-Brickley
Chairman

This report was approved by the Board on 18th September 2019.

THE BRITISH WATER SKI FEDERATION LIMITED
(A Company limited by guarantee)

BOARD OF DIRECTORS REPORT FOR THE YEAR ENDED 31st MARCH 2019

The Directors present their report and the financial statements of the Company for the year ended 31st March 2019.

BUSINESS REVIEW AND FUTURE DEVELOPMENTS

Analysis of the development and performance of the business, its financial position and future developments is given in the strategic report on page 3 to 5.

GOING CONCERN

The 2018/19 financial year sees the Company post a small surplus, which is in line with its aim to invest its resources into supporting and developing the sport whilst remaining financially sound and providing for contingency. It has also been recognised that with a significant decrease in grant support for year 4 of the current funding round there is a need to build funds to support our ongoing development activities through this period. The Company continues to have a strong net asset position and cash reserves used to facilitate cashflow in what is a very seasonal business and for contingency planning. Looking forward the Company has committed funding from Sport England up to March 2021, in addition to its income from membership, affiliations and other development activities. The Board has approved the budget for the financial year ending 31st March 2020.

The level of activities and programmes that the business can support is partly dependent on the outcome of any particular Sport England funding round and subject to the achievement of key targets. While there has been a material reduction in funding overall (particularly in relation to Talent) the organisation continues to facilitate the development of the sport, enhance participation and increase our income from products and services to reduce our reliance on grant funding. However, should the funding be reduced or terminated at any stage the Directors can take necessary actions to mitigate programme costs.

As a result, the Directors are confident that the Company is a going concern for the foreseeable future.

DIRECTORS

The following Directors have held office since 1st April 2018:

P. Foley-Brickley (Chairman)
S. F. Sopp
P. O. James
P. G. Donovan
N. McGarry
M. Winter
S. Waring
C. Lobb
J. Parker
A. Lench

DIRECTORS' AND OFFICERS INDEMNITY INSURANCE

Subject to the provisions of the Companies Act 2006 (the Act), the Articles provide for the Directors and Officers of the Company to be appropriately indemnified. In accordance with section 233 of the Act the Company has arranged an appropriate Directors and Officers insurance policy to provide cover in respect of legal action against its Directors. The Company's Articles allow the Company to provide the Directors with funds to cover the costs incurred in defending with legal proceedings. The Company is therefore treated as providing an indemnity for its Directors and Company Secretary which is a qualifying third-party indemnity provision for the purposes of the Act.

FINANCIAL RISK MANAGEMENT

Cash flow risk

The Company has very seasonal cash flows.

- Membership income is primarily received in Q4 and Q1 at the beginning of the financial year.
- Sport England Grants are received quarterly.
- However, the costs incurred are biased towards Q1 and Q2 of the financial year, i.e. the summer season.

This seasonality is managed through careful budgeting which is reviewed and approved by the Board and utilising the cash reserves that the Company holds to mitigate the short term cash flow timing issues and seasonality of income and expenditure causes.

THE BRITISH WATER SKI FEDERATION LIMITED
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BOARD OF DIRECTORS REPORT FOR THE YEAR ENDED 31st MARCH 2019

STATEMENT OF DIRECTORS' RESPONSIBILITIES

Credit risk

The Company's credit risk is very low as the Company receives income primarily from membership in advance or from Sport England public funding therefore the risk of default is very low. Historically the Company has no history of bad debts.

Company law requires the Board to prepare financial statements for each financial year. Under that law the Board has elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under Company law the Board must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that year.

In preparing those financial statements, the Board is required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Board is responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Board is aware:

- There is no relevant audit information of which the Company's auditor is unaware; and
- The Board has taken all steps that it ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

AUDITOR

Although a small Company, an audit is undertaken to meet the terms and conditions of the Sports Council's grant funding.

Menzies LLP are deemed to be re-appointed under section 487(2) of the Companies Act 2006.

STRATEGIC REPORT

The Company has chosen in accordance with Section 414C(11) of the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 to set out within the Strategic Report the Company's Strategic Report Information Required by Schedule 7 of the Large and Medium Sized Companies and Groups (Accounts and Reports) Regulation 2008. This includes information that would have been included in the business review and details of the principal risks and uncertainties.

Registered Office:
Unit 3 The Forum
Hanworth Lane
Chertsey
Surrey
KT16 9JX

Signed by:

P. Foley-Brickley
Chairman

This report was approved by the Board on 18th September 2019.

**THE BRITISH WATER SKI FEDERATION LIMITED
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
THE BRITISH WATER SKI FEDERATION LIMITED
YEAR ENDED 31st MARCH 2019**

Opinion

We have audited the financial statements of The British Water Ski Federation Limited for the year ended 31 March 2019, which comprise the Income Statement, the Balance Sheet and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31st March 2019 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The Directors are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditors' Report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

**THE BRITISH WATER SKI FEDERATION LIMITED
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
THE BRITISH WATER SKI FEDERATION LIMITED
YEAR ENDED 31st MARCH 2019**

Other information continued

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Directors' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report and Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report including the Strategic Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Directors were not entitled to prepare the financial statements in accordance with the small companies regime.

**THE BRITISH WATER SKI FEDERATION LIMITED
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
THE BRITISH WATER SKI FEDERATION LIMITED
YEAR ENDED 31st MARCH 2019**

Responsibilities of Directors

As explained more fully in the Directors' Responsibilities Statement on page 7, the Directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' Report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

Use of our report

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Menzies LLP

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: *28 October 2019*

THE BRITISH WATER SKI FEDERATION LIMITED
(A Company limited by guarantee)
INCOME STATEMENT AND STATEMENT OF RETAINED EARNINGS FOR THE YEAR ENDED 31ST MARCH 2019

	Notes	Unrestricted	Lascelles Fund	World Class	Year ended 31 st March 2019	Year ended 31 st March 2018
		General Activities £	Restricted Activities £	Restricted Activities £	Total £	Total £
Income						
BWSF income (page 25)	3	798,892	-	-	798,892	767,794
Lascelles Fund	13	-	18	-	18	45
World Class Performance	14	-	-	2,272	2,272	3,044
World Class Talent	15	-	-	66,940	66,940	66,117
Total Incoming Resources		<u>798,892</u>	<u>18</u>	<u>69,212</u>	<u>868,122</u>	<u>837,000</u>
Expenditure						
BWSF expenses (page 26)	13	(775,485)	-	-	(775,485)	(669,670)
Lascelles Fund	14	-	(11,000)	-	(11,000)	(10,750)
World Class Performance	14	-	-	(2,272)	(2,272)	(3,044)
World Class Talent	15	-	-	(66,940)	(66,940)	(66,117)
Total Resources Expended		<u>(775,485)</u>	<u>(11,000)</u>	<u>(69,212)</u>	<u>(855,697)</u>	<u>(749,581)</u>
Net incoming/(outgoing) resources before taxation		<u>23,407</u>	<u>(10,982)</u>	<u>-</u>	<u>12,425</u>	<u>87,419</u>
Tax on net incoming/(outgoing) resources	6	(374)	-	-	(374)	(240)
Net incoming/(outgoing) resources after taxation		<u>23,033</u>	<u>(10,982)</u>	<u>-</u>	<u>12,051</u>	<u>87,179</u>
Fund balance b/forward at 1 st April 2018		968,980	14,317	-	983,297	896,118
Fund balance c/forward at 31 st March 2019	12	<u>992,013</u>	<u>3,335</u>	<u>-</u>	<u>995,348</u>	<u>983,297</u>

All of the activities of the Company are classed as continuing.
A statement of comprehensive income has not been prepared as there are no gains or losses other than those dealt with in the income statement.
The notes on pages 13 to 23 form part of these accounts.

THE BRITISH WATER SKI FEDERATION LIMITED
(A Company limited by guarantee)
Company registration number: 00913182
BALANCE SHEET AS AT 31st MARCH 2019

		<u>31/3/2019</u>		<u>31/3/2018</u>	
	Notes	£	£	£	£
Fixed Assets					
Intangible Assets	7		45,095		56,369
Tangible Assets	8		432,630		439,216
			477,725		495,585
Current Assets					
Debtors	9	99,614		106,482	
Bank balances and cash		736,531		641,034	
		836,145		747,516	
Less: Creditors: Amounts falling due within one year	10	(294,822)		(224,254)	
Net Current Assets			541,323		523,262
Total Assets less Current Liabilities			1,019,048		1,018,847
Less: Creditors: Amounts falling due after more than one year	11	(23,700)		(35,550)	
			(23,700)		(35,550)
Net Assets			£995,348		£983,297
Funds					
Members Funds					
General Fund	12		992,013		968,980
Restricted Funds					
Lascelles Fund	12/13		3,335		14,317
World Class Funds	14/15		-		-
			3,335		14,317
			£995,348		£983,297

The accounts are prepared in accordance with the provisions applicable to entities subject to the small entities regime.

Approved by the Board and authorised for issue on 18th September 2019

Director
P. Foley-Brickley

Company Registration Number: 00913182

Director
P.O. James

The notes on pages 13 to 23 form part of these accounts.

THE BRITISH WATER SKI FEDERATION LIMITED
(A Company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31st MARCH 2019

1. Accounting Policies

1.1 General Information

The principal activity of the Company during the year was the governance and development of the sport of water skiing and wakeboarding which it manages through its affiliate and membership structure.

The Company is a private company limited by guarantee registered number 00913182 and is incorporated and domiciled in England. The address of its registered office is Unit 3, The Forum, Hanworth Lane, Chertsey KT16 9JX.

The Company is a Public Benefit Entity, as defined within accounting standard FRS102 (as it is established to provide goods or services for the general public, community or social benefit rather than with a view to providing a financial return).

1.2 Statement of compliance with accounting standards

The individual financial statements of The British Water Ski Federation Limited have been prepared in compliance with United Kingdom Accounting Standards, including Financial Reporting Standard 102, The Financial Reporting Standard applicable in the United Kingdom and the Companies Act 2006. The principal accounting policies which have been consistently applied are set out below.

1.3 Basis of accounting

These financial statements are prepared on a going concern basis, under the historical cost convention.

The preparation of financial statements in conformity with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in note 2.

The financial statements are presented in Sterling (£).

1.4 Going Concern

The Company meets its day to day working capital requirements through its cash reserves. Given the size of the cash reserves and the committed Sport England funding and the projected membership income the Company's forecasts, taking account of reasonably possible changes in trading performance, show that the Company should be able to operate within the level of its cash reserves. Therefore, making enquiries, the Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. The Company therefore continues to adopt the going concern basis in preparing its financial statements

1.5 Cash flow statement exemption

The Board has taken advantage of the exemption in Financial Reporting Standard 102 from including a cash flow statement in the financial statements on the grounds that the Company is small.

THE BRITISH WATER SKI FEDERATION LIMITED
(A Company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31st MARCH 2019

1.6 Income

Income represents amounts receivable by the Federation principally in respect of subscriptions from members, sponsorship, donations and grant funding. Income is carried forward as deferred income where funding is for a specific event which is not due to occur until subsequent financial years.

During the year, 100% of income generated was attributable to UK operations. Subscriptions and grants received in advance in respect of future periods are accounted for as deferred income.

1.7 Financial Instruments

Financial instruments are classified and accounted for, according to the substance of the contractual arrangement, as financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the Company after deducting all of its liabilities.

1.8 Equipment

Equipment and other fixed assets costing more than £1,000 are capitalised. Any assets costing less than this are charged to the Income statement in the accounting period of purchase.

1.9 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost or valuation less depreciation. Depreciation is provided at rates calculated to write off the cost or valuation less estimated residual value of each asset over its expected useful life, as follows:

Plant & Machinery	10% Straight line.
Fixtures, fittings & equipment	10% Straight line.
Buildings	2/3 of HQ purchase price depreciated straight line over 50 years from purchase date of Oct 2009.

1.10 Intangible fixed assets and amortisation

Intangible fixed assets are stated at cost or valuation less amortisation. Amortisation is provided at rates calculated to write off the cost or valuation less estimated residual value of each asset over its expected useful life, as follows:

Database Project	10% Straight line.
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1.11 Stock

Stock is measured at the lower of cost and net realisable value. Net realisable value is the estimated selling price less costs to sell.

1.12 Grants

Revenue grants received are recognised in the Income Statement on an accruals basis as the related expenditure is incurred. Any unspent amounts are carried forward in deferred income. Grants related to capital items are amortised and recognised as income over the same period as the associated asset is written down. Any amounts in relation to future periods are carried forward as deferred income.

THE BRITISH WATER SKI FEDERATION LIMITED
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NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31st MARCH 2019

- 1.13 **Operating Leases**
Rentals applicable to operating leases are charged to the income and expense account over the period in which the cost is incurred.
- 1.14 **Foreign Currencies**
Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction. Exchange differences are taken into account in arriving at the operating profit.
- 1.15 **Pension costs**
The Company operates a defined contribution pension scheme for employees. The assets of the scheme are held separately from those of the Company. The annual contributions payable are charged to the income and expenditure account

2. Critical accounting estimates

The group's principal accounting policies are described in note 1. The application of these policies necessitates the use of estimates and judgements in a number of areas. Accordingly, the actual amounts may differ from these estimates. The main areas involving estimation are set out below:

Provision for slow moving and obsolete stock:

Stocks are branded retail items. These items are carried at the lower of cost and net realisable value. As a result it is necessary to consider the recoverability of the cost of the stock items and the associated provisioning required.

The provision is made based on a number of factors including the age of stocks, the risk of obsolescence and the expected future usage.

Useful economic life of long term assets

We have set out in the accounting policy for tangible and intangible assets in note 1 the useful economic lives which have been adopted. These lives are reviewed annually to ensure that they remain appropriate and that the remaining life is reasonable.

3. Income

	Year ended 31/3/2019 £	Year ended 31/3/2018 £
Membership & affiliations income	303,857	292,608
Coaching and driving income	74,437	112,519
Grant Income	318,669	261,122
Other services Income	<u>101,929</u>	<u>101,545</u>
<u>Total income</u>	<u>798,892</u>	<u>767,794</u>

THE BRITISH WATER SKI FEDERATION LIMITED
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NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31st MARCH 2019

4. Net incoming/(outgoing) resources is stated after charging the following:-

	Year ended 31/3/2019 £	Year ended 31/3/2018 £
Audit Services	7,810	8,140
Depreciation	10,015	9,797
Amortisation	11,274	11,275
Operating Lease Charges - Other	<u>8,068</u>	<u>2,942</u>

5. Directors and Employees

	Year ended 31/3/2019 £	Year ended 31/3/2018 £
Staff costs		
Wages and Salaries	239,448	204,343
National Insurance Costs	20,379	18,084
Pension costs	16,830	15,147
	<u>276,657</u>	<u>237,574</u>

Included within wages and salaries is £63,044 (2018 - £64,605) paid to one of the Directors of the Company (P. G. Donovan).

During the year 2018/19, one Director (P. G. Donovan) accrued benefits under a Company pension scheme.

The key management personnel are considered to be the Board of Directors. The remuneration paid to key management personnel is disclosed above.

Average number of employees during the year:	No.	No.
Administration	9	8
World Class	1	1
	<u>10</u>	<u>9</u>

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NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31st MARCH 2019

6. Taxation

(a) Analysis of charge in the year

	Year Ended 31/03/2019 £	Year Ended 31/03/2018 £
Current tax:		
In respect of the year:		
UK Corporation tax based on the results for the year at 19% (2018 - 19%)	374	240
Tax on profit on ordinary activities	<u>374</u>	<u>240</u>

Corporation tax is provided on income arising from bank deposits and any activities outside of the scope of the mutual trading of the association.

No deferred tax adjustment or provision arises.

(b) Factors affecting current tax charge

The tax assessed on the profit on ordinary activities for the year is calculated at the small Company rate of corporation tax in the UK of 19% (2018 - 19%).

	Year Ended 31/03/2019 £	Year Ended 31/03/2018 £
Net incoming resources on ordinary activities before taxation	<u>12,425</u>	<u>87,419</u>
Net incoming resources from ordinary activities by rate of tax	2,290	16,610
Net (income)/expenses not taxable/allowable for tax purposes	<u>(1,916)</u>	<u>(16,370)</u>
Total current tax expense	<u>374</u>	<u>240</u>

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NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31st MARCH 2019

7. Intangible Fixed Assets

	Database Project £
Cost:	
As at 1 st April 2018	112,738
Additions	-
As at 31 st March 2019	<u>112,738</u>
Accumulated Amortisation:	
As at 1 st April 2018	56,369
Amortisation	11,274
As at 31 st March 2019	<u>67,643</u>
Net Book Value:	
As at 31 st March 2019	<u>45,095</u>
As at 31 st March 2018	<u>56,369</u>

THE BRITISH WATER SKI FEDERATION LIMITED
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NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31ST MARCH 2019

8. Tangible Assets

	Plant & Machinery £	Freehold Land & Buildings £	Fixtures, Fittings & Equipment £	Total £
Cost:				
As at 1 st April 2018	23,952	477,120	17,254	518,326
Additions	-	-	3,429	3,429
As at 31 st March 2019	<u>23,952</u>	<u>477,120</u>	<u>20,683</u>	<u>521,755</u>
Accumulated Depreciation:				
As at 1 st April 2018	18,736	53,147	7,227	79,110
Depreciation	642	6,300	3,073	10,015
As at 31 st March 2019	<u>19,378</u>	<u>59,447</u>	<u>10,300</u>	<u>89,215</u>
Net Book Value:				
As at 31 st March 2019	<u>4,574</u>	<u>417,673</u>	<u>10,383</u>	<u>432,630</u>
As at 31 st March 2018	<u>5,216</u>	<u>423,973</u>	<u>10,027</u>	<u>439,216</u>

9. Debtors

	31/3/2019 £	31/3/2018 £
Trade Debtors	54,783	46,809
Prepayments and accrued income	<u>44,831</u>	<u>59,673</u>
Total	<u>99,614</u>	<u>106,482</u>

At the 31st March 2019 and 31st March 2018 there was no allowance for irrecoverable amounts as there was no indication of any doubtful debts or default. This has been determined by reference to past default experience.

THE BRITISH WATER SKI FEDERATION LIMITED
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NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31ST MARCH 2019

10. Creditors: Amounts Falling Due Within One Year

	31/3/2019	31/3/2018
	£	£
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
Total	294,822	224,254

11. Creditors: Amounts Falling Due Greater Than One Year

	31/3/2019	31/3/2018
	£	£
Deferred income	23,700	35,550
	23,700	35,550

Deferred income includes £NIL (2018 - £3,950) that relates to income receivable after five years.

12. Reserve funds

	General Fund	Lascelles Funds (Note 13)	World Class Performance (Note 14)	World Class Talent (Note 15)	Total 2019	Total 2018
	£	£	£	£	£	£
Balance brought forward	968,980	14,317	-	-	983,297	896,118
Net incoming/(outgoing) resources for the year	23,033	(10,982)	-	-	12,051	87,179
Balance carried forward	992,013	3,335	-	-	995,348	983,297

THE BRITISH WATER SKI FEDERATION LIMITED
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NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31st MARCH 2019

13. Lascelles Fund	Year ended 31/3/2019	Year ended 31/3/2018
	£	£
Interest Received	18	45
Grants Awarded	(11,000)	(10,750)
	<hr/>	<hr/>
Net outgoing resources	(10,982)	(10,705)
Balance as at 1 st April	14,317	25,022
	<hr/>	<hr/>
Balance as at 31st March	3,335	14,317
	<hr/> <hr/>	<hr/> <hr/>
14. World Class Performance Fund	Year ended 31/3/2019	Year ended 31/3/2018
	£	£
Deferred Income B/fwd 1 st April	2,923	5,967
Funds released to P&L account	2,272	(3,044)
	<hr/>	<hr/>
Deferred Income at 31st March	651	2,923
	<hr/> <hr/>	<hr/> <hr/>
Funds released to P&L account	2,272	3,044
Expenditure	(2,272)	(3,044)
	<hr/>	<hr/>
Net incoming resources	-	-
	<hr/> <hr/>	<hr/> <hr/>
15. World Class Talent Fund	Year ended 31/3/2019	Year ended 31/3/2018
	£	£
Deferred Income B/fwd 1 st April	39,921	42,310
Sport England Grant Funding	63,729	63,728
Sundry Income	-	-
Funds released to P&L account	(66,940)	(66,117)
	<hr/>	<hr/>
Deferred Income at 31st March	36,710	39,921
	<hr/> <hr/>	<hr/> <hr/>
Funds released to P&L account	66,940	66,117
Expenditure	(66,940)	(66,117)
	<hr/>	<hr/>
Net incoming resources	-	-
	<hr/> <hr/>	<hr/> <hr/>

THE BRITISH WATER SKI FEDERATION LIMITED
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NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31st MARCH 2019

16. Related Party Transactions

Transactions undertaken with related parties such as are required to be disclosed under FRS102 are as follows:

The Directors of the Company are all members of the Federation either directly or through membership of constituent water ski clubs and pay a small membership subscription.

The following Directors also hold an interest in the following clubs by virtue of being a Director/shareholder of the relevant organisation:

S Sopp (Wiremill WSC) and N McGarry (The Water Ski Academy); both are Chairmen of their respective clubs.

S Waring is the sole Director of Han-Sea Limited, trading as Wake and Ski Boats UK. The operator paid £420 (2018 £420) to the Company as affiliation fees.

17. Grant Funded Income & Expenditure

	Year ended 31/3/2019 £	Year ended 31/3/2018 £
Programme Support & Core - General Activities		
Sport England Grant Funding	318,670	261,122
Core Costs / Back Office £103,242	£103,242	
Coaching Programme £36,000	£36,000	
Development Programmes & Related Staffing £169,982	£169,982	
Driving Qualifications Project £9,446	£9,446	
	318,670	261,122
Programme Support - Restricted Activities		
Sport England Grant Funding £66,940 & UK Sport Reserves £2,272	£69,212	£69,161
	69,212	69,161
Talent Development	69,212	69,161
	69,212	69,161

All grant funded income was expended as detailed above on the agreed programmes and KPIs as detailed in the Company's 2017-21 Sport England funded Whole Sport Plan.

THE BRITISH WATER SKI FEDERATION LIMITED
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NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31st MARCH 2019

18. Commitments under Operating Leases

The total future minimum lease payments under non-cancellable operating leases are as follows:

	31/3/2019	31/3/2018
	£	£
Payable in 1 year	8,633	9,195
Payable in 2 to 5 years	15,235	23,867
	<hr/>	<hr/>
	23,867	33,062
	<hr/>	<hr/>

19. Company Status

The Company is limited by guarantee and has no share capital. Members' liability is limited by individual guarantees to a maximum of £1 each in accordance with the Articles of Association.

20. Control

The Company is under the control of the Board.

THE BRITISH WATER SKI FEDERATION LIMITED
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NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31st MARCH 2019

The following pages do not form part of the statutory financial statements which are the subject of the independent auditor's report on page 8.

THE BRITISH WATER SKI FEDERATION LIMITED
(A Company limited by guarantee)
DETAILED INCOME STATEMENT
GENERAL ACTIVITIES

INCOME	Year ended 31/3/2019	Year ended 31/3/2018
	£	£
Business Income		
Membership & Affiliations	303,857	292,609
Sport England Grant	103,242	108,440
Sponsorship & Donations	7,000	7,000
Royalties	-	172
Bank Interest Received	1,954	1,219
Social Functions & Presentations	4,221	3,984
Sundry Income	(63)	126
Magazine Advertising Income	10,821	10,000
IT Project Grant	7,900	7,900
Distribution & Carriage	(148)	146
	438,784	431,596
Development Income		
Coaching Programmes	53,329	97,029
Driving Programmes	21,108	24,220
Sponsorship & Partners	1,184	1,270
Sport England	215,427	152,682
	291,048	275,201
Excellence Income		
Competition Income	32,322	22,526
Licences & Levies	20,314	21,735
Sponsorship, Partners & Misc.	16,424	16,736
	69,060	60,997
Total Income	798,892	767,794

THE BRITISH WATER SKI FEDERATION LIMITED
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DETAILED STATEMENT

EXPENDITURE	Year ended 31/3/2019	Year ended 31/3/2018
	£	£
Business Expenses		
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
Legal & Professional Fees	24,629	32,065
Audit Fees & Services	7,810	8,140
Irrecoverable VAT	22,088	18,128
Depreciation	21,289	21,072
Bank Charges	5,262	3,625
Meeting Costs	10,726	5,988
Printing, Postage & Stationery	22,168	22,869
General Expenses	5,228	3,463
Publicity & Associations	4,378	6,456
Social Functions & Presentations	8,874	3,715
Magazine Expenses	48,445	44,944
	574,833	511,410
Development Expenses		
Printing, Postage & Stationery	7,878	4,481
Development Car Costs & Leases	6,956	5,986
Development Programmes	92,156	69,157
	106,990	79,624
Excellence Expenses		
Meeting Costs	1,513	2,454
Excellence Programmes	92,149	76,182
	93,662	78,636
Total Expenses	775,485	669,670
Surplus for the year on Ordinary Activities	23,407	98,124
Surplus before taxation	23,407	98,124
Taxation	(374)	(240)
Surplus after tax	23,033	97,884