



THE BRITISH WATER SKI & WAKEBOARD FEDERATION LIMITED
(Previously known as THE BRITISH WATER SKI FEDERATION LIMITED)
(A Company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31st MARCH 2021

Company Number: 00913182

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

LEGAL AND ADMINISTRATIVE INFORMATION

DIRECTORS

P. G. Donovan
S. F. Sopp
S. Waring
P. O. James
M. Winter
C. Lobb
A. Lench (resigned 21 January 2021)
N. P. Fellows
M. Curtis

REGISTERED OFFICE

Unit 3 The Forum
Hanworth Lane
Chertsey
Surrey
KT16 9JX

COMPANY SECRETARY

P.G. Donovan

AUDITOR

Menzies LLP
Chartered Accountants
Centrum House
36 Station Road
Egham
Surrey
TW20 9LF

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

STRATEGIC REPORT OF THE BOARD FOR THE YEAR ENDED 31st MARCH 2021

The Directors ('the Board') submit their Annual Report and the Accounts of the Company for the year from 1st April 2020 to 31st March 2021.

PRINCIPAL ACTIVITY AND BUSINESS REVIEW

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

The 2020-21 season membership was severely affected due to very exceptional circumstances arising as a result of COVID-19. A further major challenge for the financial year and ongoing remains the continued hardening of the marine insurance market and in particular the issue of obtaining effective insurance for the Water Ski Racing discipline. This currently remains unresolved despite strenuous efforts. A positive has been the fact that as an outdoor sport, our network of affiliated clubs and centres were able to open earlier and operate with fewer restrictions than indoor sport. The organisation worked hard to promote the safe operation of the sport through regular updates to its guidance and raising awareness of ongoing changes to Government COVID-19 restrictions for grassroots sport.

During the 2020-21 financial year there was a reduction in the number of affiliated clubs and centres with some unable to operate and many facing financial difficulties. In addition, our funded programmes were severely restricted which impacted on the development of self-generated income streams such as coaching and driving. The Company was successful in leveraging grant funding and the opportunity of an extension to the standard four-year grant funding cycle. An exceptional fifth year of funding support via our key stakeholder Sport England, very much aided financial stability in what was an exceptionally difficult and uncertain period.

During the financial year the Board adopted a position of careful cost management, with reduced exposure to staffing overhead costs, focusing on essential spend and a budget revamp to provide core stability and to support recovery. As such the financial year end position represents a good overall result, aided by better than originally anticipated membership numbers for the season. Membership remains a key priority area for the Company and all members are urged to work with the Board to bring in new members wherever possible to strengthen the Company's ability to recover and promote the sport. An ongoing aim is to rebuild income streams with the current focus on membership and qualifications where there are opportunities to recover lost business including overseas. Recovery and growth remain key priorities.

The Company, which is non-profit making, is subject to corporation tax on interest received and activities outside of the scope of its mutual trading. 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 a sports governing body while maintaining appropriate reserves.

FINANCIAL REVIEW

The results for the period are shown in the Income Statement on page 15. In line with the plan approved by the Board, the Company has the key aim of remaining financially sound and at the same time 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 or unanticipated, exceptional events such as COVID-19. Where appropriate the Company may utilise brought forward accumulated reserves from previous years to enable sporting objectives to be achieved.

The Company has income of £550,276 (2020: £736,749) from 'General' activities which resulted in a deficit of £6,864 (2020: a deficit of £4,699). Included within general activities are non-cash depreciation charges of £22,356 (2020: £22,106). Therefore, before non-cash charges there is a cash surplus on general activities of £15,492 (2020: £17,407).

Income from 'General' activities includes:

- Membership & Affiliation income of £211,076 (2020: £299,282);
- Sport England funding of £273,959 (2020: £289,928);
- Coaching and Driving income of £27,649 (2020: £62,623); and,
- Various other incomes of £37,592 (2020: £84,916).

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STRATEGIC REPORT OF THE BOARD FOR THE YEAR ENDED 31st MARCH 2021

In addition, the Company has income of £12,098 (2020: £67,481) in relation to “World Class” activities; this supported staffing costs during the pandemic. These activities, in a typical year, relate to financial support for our young competitive athletes representing Great Britain. For the future this will now be primarily funded from World Class Reserves since the termination of funding for non-Olympic talent programmes during the current funding round.

Finally, the Lascelles fund expended £3,000 of brought forward reserves as a contribution to the annual grant awards which were also funded via other sources of income this year (2020: £750). Based on the typical level of awards the remaining reserves of £6,113 (2020: £2,602) will likely be fully utilised in the next financial year unless additional donations or income is received.

The net assets of the Company amount to £986,563 (2020: £989,916).

KEY PERFORMANCE INDICATORS

The Company has several key performance indicators most of which are inextricably linked to our grant funding streams and extended five-year funding round for the period 2017-22 and our overall business activities. The financial KPIs are set out above in the financial review. Non-financial KPIs performance include:

Membership numbers i.e. 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. While we were at risk of a significant membership decline in 2020-21 because of COVID-19, the Board feel that we have retained the affiliated clubs and sites which will be critical to enable us to actively target regaining members and supporting participants returning to the sport who decided not to join in the COVID-19 impacted 2020-21 season. Pay and play, whilst increasing accessibility and providing for greater diversity has also impacted on the number who join our more traditional club network which requires an annual membership commitment.

Qualifications i.e. the number of candidates accessing our coaching and driving qualifications and 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 last three years. This decline was due to issues of potential saturation / more limited take-up and an issue with mutual recognition of the UKCC Level 2 coaching award in a key overseas market (Greece). The number of candidates is currently still below our current funded targets however there are plans in place to remedy this.

Talent Programme – principally the breadth and scale of the talent pathway and the number of medal achievements at international titled events are the metrics which are monitored. It is clear however that the termination in the funding available for the Talent Programme is likely to limit the scope of the programme unless alternative funding streams can be secured.

NON-FINANCIAL KPIs

	2020/21 performance	2019/20 performance
Number of affiliates	89	125
Number of candidates on coaching course	0 *	68
Number of athletes on the talent programme	29	29
Number of Medal achievements	0 *	12

* *impact of the pandemic on delivery*

THE BRITISH WATER SKI & WAKEBOARD FEDERATION LIMITED
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STRATEGIC REPORT OF THE BOARD FOR THE YEAR ENDED 31st MARCH 2021


PRINCIPLE RISK AND UNCERTAINTIES



The Company has a process for the identification and management of risk as part of the governance structure operated by the Board. Management of risk is the responsibility of the Board. In managing and mitigating risk, a comprehensive and robust system of controls and risk management processes has been developed and implemented by the Board. The Board's role in risk management includes:



- Promoting a culture that emphasises integrity at all levels in the business;
- Embedding risk management within the core processes of the business;
- Approving appetite for risk;
- Determining the principal risks;
- Ensuring that these are communicated effectively; and,
- Setting the overall policies for risk management and control.


The principal risks affecting the Company have been identified by the Board. In identifying the business risks below, we analyse risks across six key areas:

- strategic risk;
- operational risk;
- commercial risk;
- financial risk;
- strategic risk; and,
- legislative and compliance

Principle risks and uncertainties		
Falling income risk – (Commercial risk)		
<p>Business risk</p> <ul style="list-style-type: none"> • Declining membership results in lower income limiting our ability to invest in the development of the sport. • Decline or loss in the level of Grant funding resulting in lower income limiting our ability to invest in the development of the sport. • Lower level of training activities resulting in lower income limiting our ability to invest in the development of the sport. 	<p>Mitigation and Strategy</p> <ul style="list-style-type: none"> • Membership has been an area of concern in recent years as participation moves to a pay and play model rather than a sports club model; the Board continues to actively look to promote and encourage participation and membership. COVID-19 has had a material adverse impact on the membership income in the 2020 summer season from our clubs due to lockdown prohibiting participation at the beginning of the season. A targeted effort has been made to support our affiliates and member clubs to recover those members who did not join during lock down which has continued into the start of the 2021 summer season where we are seeing a recovery in participants and members taking the sport back up in conjunction with our clubs and centre. • 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. 	<p>Year on year change in likelihood:</p> <p style="text-align: center;"></p> <p>Potential impact:</p> <p>High</p> <p>Effect:</p> <p>Reduction in income</p> <p>Operations restricted, limiting the ability to support and develop the sport</p>

	<ul style="list-style-type: none"> The Company maintains a strong relationship with one of its key stakeholders, Sport England, as a successful governing body that works to meet key targets, is realistic in its outlook and evidences strong assurance and governance processes. 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. Income from Sport England Grant funding has been secured for the financial year 2021 and 2022 which extends the 4 year funding plan to be a 5 year programme as a result of COVID-19. Income from discipline events and activities and coaching and driving course was substantially down in the 2020 season, however this will be largely offset by reductions in costs as there will be no activity costs as the activities have not been held. We have seen positive signs for recovery of this income stream at the start of 2021/22. 	
Retention of key employees – (Operational risk)		
<p>Business risk</p> <ul style="list-style-type: none"> Loss of key staff members and critical skills. Poor engagement and morale. 	<p>Mitigation and Strategy</p> <ul style="list-style-type: none"> COVID 19 has meant that during Q4 and post year end we have seen severe restrictions on our sport and participation not being allowed during lockdown. This has meant member clubs and centres have faced significant challenges resulting in what is hope will be short term reduced membership and affiliation. As a result, the Company has utilised the Government Furlough scheme to help ensure we are able to retain our key employees who have valuable knowledge of our sport and the stakeholders where possible, however with the significant reduction in membership we have had to reduce the headcount to manage the cost base. Retention and development of our workforce is critical to the long term success of the Company in supporting and developing our sport. We have been able to develop a core team with very low staff turnover, with most of employees having been with the Company for many years. The Company pro-actively communicates with its employees. 	<p>Year on year change in likelihood:</p> <p style="text-align: center;"></p> <p>Potential impact:</p> <p>Medium</p> <p>Effect:</p> <p>Quality and or service level issues rise when staff turnover increases, and costs increased</p>
Failure of or malicious damage to IT systems – (Operational risk)		
<p>Business risk</p> <ul style="list-style-type: none"> The inability to access business critical data. The inability to efficiently run the operations. 	<p>Mitigation and Strategy</p> <ul style="list-style-type: none"> The IT systems are supported by a third party IT consultancy and the systems are fully backed up offsite to provide mitigation and the ability to restore in the event of a technology failure. Runs automated daily back-ups of all business critical data. Operates off site storage of business critical data. Has established, documented and tested disaster recovery plans. 	<p>Year on year change in likelihood:</p> <p style="text-align: center;"></p> <p>Potential impact:</p> <p>Low</p> <p>Effect:</p> <p>Costs, sales, profitability & reputation</p>

Natural disasters – (Operational risk)		
<p>Business risk</p> <ul style="list-style-type: none"> Natural disaster or medical epidemic / pandemic disrupts participation in the sport. 	<p>Mitigation and Strategy</p> <ul style="list-style-type: none"> The COVID 19 pandemic effected the world, resulting in restrictions on travel and social and business activities. As reported in this annual report the Company implemented changes to working practices to enable the business to continue to meet its members' requirements while ensuring that the government guidance on working from home, social distancing in conjunction with appropriate hygiene practices were fully embraced to ensure that the risk of cross-contamination within the business is minimised. 	<p>Year on year change in likelihood:</p> <p style="text-align: center;"></p> <p>Potential impact:</p> <p style="text-align: center;">High</p> <p>Effect:</p> <p style="text-align: center;">Operations may be disrupted / restricted, reducing income and the ability to support and develop the sport</p>
Financial liquidity – (Financial risk)		
<p>Business risk</p> <ul style="list-style-type: none"> The business does not maintain sufficient funding and liquidity to meet its obligations as they fall due. 	<p>Mitigation and Strategy</p> <ul style="list-style-type: none"> The Company prepares a financial budget / forecasts to evaluate the level of funding required for the foreseeable future. These budgets / forecasts are reviewed by the Board to ensure that the Company's investments in support of and development of the sport are aligned with the resources available. During the period where there was an anticipated material adverse impact of the COVID-19 pandemic a financial subcommittee of the Board was formed to review and plan for the potential shortfall that might arise and mitigate costs where possible to manage the deficit while participation in the sport was not permitted. These plans and actions that were taken have proved very effective and have fully mitigated the potential risk of deficit. Plans were also established to ensure that the governing body provided the maximum support for affiliates and member clubs to support them in returning to sport and driving recovery of participation and membership. Based on these forecasts appropriate funding and liquidity solutions are put in place to ensure that adequate headroom is maintained. At the year-end 31 March 2021, the Company had cash reserves of £747k (2020: £632k). 	<p>Year on year change in likelihood:</p> <p style="text-align: center;"></p> <p>Potential impact:</p> <p style="text-align: center;">High</p> <p>Effect:</p> <p style="text-align: center;">Going concern / Financial loss and reputational damage</p>

Legislative environment & compliance – (Strategic risk)		
<p>Business risk</p> <ul style="list-style-type: none"> As the governing body for water skiing and wakeboarding and associated disciplines the Company has to comply with the relevant legal and compliance frameworks including company law, the Code of Sports Governance and onerous anti-doping policy requirements. In providing relevant guidance in relation to club operation and participation in the sport such as assumption of risk and liability guidance, safety recommendations, training materials and coaching and driving guidance, the Company seeks to ensure that that such guidance and recommendations are fit for purpose. 	<p>Mitigation and Strategy</p> <ul style="list-style-type: none"> The Company seeks to ensure it has sufficient resource to meet its obligations. Steps have been taken to ensure such obligations are collated for ease of reference by the Board. The Company draws upon relevant industry experts from within the sport to support the development of governing body guidance materials. The Company has in place liability insurance which is reviewed by the Board and its broker. The Company also arranges insurance for certain voluntary clubs covering a limited range of risks that excludes, amongst a number of other things, risks related to motorised activities. Such insurance is also generally constrained by the availability of such insurance in the market. The Company seeks, within its resource constraints, to obtain third party advice as considered appropriate by the Board. Steps are being put in place to reiterate that each facility is entirely responsible for the safe operation of their particular site on a day to day basis. 	<p>Year on year change in likelihood:</p> <p style="text-align: center;"></p> <p>Potential impact:</p> <p style="text-align: center;">High</p> <p>Effect:</p> <p>Failure to meet compliance obligations may result in serious reputational and external funding issues for the Company. A claim (whether or not successful) may result in resourcing issues and any successful claim may result in liability seriously and adversely impacting the financial and / or reputational position of the Company</p>

THE BRITISH WATER SKI & WAKEBOARD FEDERATION LIMITED
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STRATEGIC REPORT OF THE BOARD FOR THE YEAR ENDED 31st MARCH 2021

The Company maintains a strong relationship with one of its key stakeholders, Sport England, and is recognised by it 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 2017-22 funding round we are able to consolidate our position as a small but successful investment partner and are confident in our ability to attract (subject to its availability) continued investment into 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. Sport England has committed to extend the original four year funding programme for an extra year through to the end of March 2022, maintaining the current level of funding because of the COVID-19 disruption.

FUTURE DEVELOPMENTS

The Company has a corporate strategy supported by key grant funds for the 2017-22 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 our income invested in developing and supporting the sport from the grassroots level upwards.

The Sport England funding application for 2017-21 (and the additional rollover year of 2022) was highly successful and ensured continued funding to enable us to continue to develop our sport. A change in policy however has meant an initial reduced level of funding for our Talent Programme with funding for non-Olympic / non-Commonwealth Games talent programmes now terminated. The Company has indicated its intention to contribute to the new Sport England strategy which aims to tackle inequality in sport and will apply its internal resources to meet the challenges and related targets of any future funding award in this regard.

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. Developing products and services for a broader audience and expanding our reach into new markets are key to diversifying our income streams. 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 also 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 previous major upgrade to both online and back office membership systems 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 continues to assist with this area of work and currently the organisation is investing more in its communications via external freelance support and additional electronic press distribution services. 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. We aim however is to build on the foundations that have been established to date by aligning the Company structure and committees with the disciplines (Racing, Wakeboard and Cable Wakeboard, Tournament, Cable Three Event, Kneeboard, Barefoot, Wakesurf 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:

Chair

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

BOARD OF DIRECTORS REPORT FOR THE YEAR ENDED 31st MARCH 2021

The Directors present their report and the financial statements of the Company for the year ended 31st March 2021.

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 9.

GOING CONCERN

In assessing the going concern position of the Company for the year ended 31 March 2021, the Directors have considered the Company's cash flow, liquidity and business activities.

At 31st March 2021, the Company had cash balances of £747k in addition to committed Sport England funding of £248k for the year ending 31st March 2022.

Based on the Company's forecasts, the Directors have adopted the going concern basis in preparing the Financial Statements. The Directors have made this assessment after consideration of the Company's cash flows and related assumptions and in accordance with the Guidance on Risk Management, Internal Control and Related Financial and Business Reporting 2014, the April 2016 guidance on Going Concern basis of accounting and reporting on solvency and liquidity risks and the various guidance issued in 2020 all published by the UK Financial Reporting Council to provide support to directors and board in making the assessment of going concern.

Additional disclosures in respect of the Directors assessment and modelling to support the conclusions below are set out on page 17 in the basis of preparation.

The Directors consider they have a reasonable expectation that the Company has adequate resources to continue in operational existence for the next 12 months, therefore it is appropriate to adopt a going concern basis for the preparation of the Financial Statements. Accordingly, these financial statements do not include any adjustments to the carrying amount or classification of assets and liabilities that would result if the Company were unable to continue as a going concern.

DIRECTORS

The following Directors have held office since 1st April 2020:

M. Winter
P. O. James
C. Lobb
N. P. Fellows

S. F. Sopp
P. G. Donovan
S. Waring
M. Curtis

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 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 the immediately following Q1 at the beginning of the next financial year.
- Sport England Grants are received quarterly.

However, the costs incurred are biased towards Q1 / Q2 of the financial year, i.e. the main 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.

THE BRITISH WATER SKI & WAKEBOARD FEDERATION LIMITED
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BOARD OF DIRECTORS REPORT FOR THE YEAR ENDED 31st MARCH 2021

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 record 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 Sport England 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:

DocuSigned by:
Martin Winter
91E9F9B4DC2F4B4...
Martin Winter
Chair

09-Dec-2021

THE BRITISH WATER SKI & WAKEBOARD FEDERATION LIMITED
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
THE BRITISH WATER SKI & WAKEBOARD FEDERATION LIMITED
YEAR ENDED 31st MARCH 2021

Opinion

We have audited the financial statements of The British Water Ski And Wakeboard Federation Limited (the 'Company') for the year ended 31 March 2021 which comprise the Profit and Loss Account, the Balance Sheet, and notes to the financial statements, including 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 31 March 2021, 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 Auditor's 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 UK, including the FRC'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

In auditing the financial statements, we have concluded that the Directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Annual Report, other than the financial statements and our Auditor's Report thereon. The Directors are responsible for the other information contained within the Annual Report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

**THE BRITISH WATER SKI & WAKEBOARD FEDERATION LIMITED
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
THE BRITISH WATER SKI & WAKEBOARD FEDERATION LIMITED
YEAR ENDED 31st MARCH 2021**

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 Strategic Report and Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and Directors' Report has 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 Strategic Report or the Directors' 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.

Responsibilities of Directors

As explained more fully in the Directors' responsibilities statement set out on pages 3 and 4, 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 Auditor's 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.

**THE BRITISH WATER SKI & WAKEBOARD FEDERATION LIMITED
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
THE BRITISH WATER SKI & WAKEBOARD FEDERATION LIMITED
YEAR ENDED 31st MARCH 2021**

Auditors' responsibilities for the audit of the financial statements (continued)

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- The Company is subject to laws and regulations that directly affect the financial statements including financial reporting legislation. We determined that the following laws and regulations were most significant including the Companies Act 2006, Employment Rights Act 1996, Tax Legislation and the Data Protection Act 2018. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.
- We understood how the Company is complying with those legal and regulatory frameworks by, making inquiries to management, those responsible for legal and compliance procedures and the Company secretary. We corroborated our inquiries through our review of board minutes.
- The engagement partner assessed whether the engagement team collectively had the appropriate competence and capabilities to identify or recognize non-compliance with laws and regulations. The assessment did not identify any issues in this area.
- We assessed the susceptibility of the Company financial statements to material misstatement, including how fraud might occur. As a result of the above procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the following areas:- posting of fraudulent journals, the authorisation, processing, and payment of fraudulent expenses and manipulation of revenue recognition.
- Audit procedures performed by the engagement team included:
 - Identifying and assessing the design effectiveness of controls management has in place to prevent and detect fraud;
 - Understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process;
 - Challenging assumptions and judgments made by management in its significant accounting estimates;
 - Identifying and testing journal entries, in particular any journal entries posted with unusual account combinations;
 - Reviewing expenditure payments; and
 - Reviewing the timing of income recognition.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>.

**THE BRITISH WATER SKI & WAKEBOARD FEDERATION LIMITED
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
THE BRITISH WATER SKI & WAKEBOARD FEDERATION LIMITED
YEAR ENDED 31st MARCH 2021**

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 Auditor's 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.

DocuSigned by:

Janice Matthews

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Janice Matthews, Senior Statutory Auditor
For and on behalf of Menzies LLP, Statutory Auditor
Centrum House
36 Station Road
Egham
Surrey
TW20 9LF

Dated: 10-Dec-2021

THE BRITISH WATER SKI & WAKEBOARD FEDERATION LIMITED
(A Company limited by guarantee)
INCOME STATEMENT AND STATEMENT OF RETAINED EARNINGS FOR THE YEAR ENDED 31st MARCH 2021

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	Notes	Unrestricted	Lascelles Fund	World Class	Year ended 31 st March 2021	Year ended 31 st March 2020
		General Activities £	Restricted Activities £	Restricted Activities £	Total £	Total £
Income						
BWSWF income (page 32)	3	550,276	-	-	550,276	736,749
Lascelles Fund	13	-	6,511	-	6,511	17
World Class Performance	14	-	-	-	-	-
World Class Talent	15	-	-	12,098	12,098	67,481
Total Incoming Resources		<u>550,276</u>	<u>6,511</u>	<u>12,098</u>	<u>568,885</u>	<u>804,247</u>
Expenditure						
BWSWF expenses (page 33)		(556,744)	-	-	(556,744)	(741,088)
Lascelles Fund	13	-	(3,000)	-	(3,000)	(750)
World Class Performance	14	-	-	-	-	-
World Class Talent	15	-	-	(12,098)	(12,098)	(67,481)
Total Resources Expended		<u>(556,744)</u>	<u>(3,000)</u>	<u>(12,098)</u>	<u>(571,842)</u>	<u>(809,319)</u>
Net (outgoing)/incoming resources before taxation		<u>(6,468)</u>	<u>3,511</u>	<u>-</u>	<u>(2,957)</u>	<u>(5,072)</u>
Tax on net incoming/(outgoing) resources	6	(396)	-	-	(396)	(360)
Net (outgoing)/incoming resources after taxation		<u>(6,864)</u>	<u>3,511</u>	<u>-</u>	<u>(3,353)</u>	<u>(5,432)</u>
Fund balance b/forward at 1 st April 2020		987,314	2,602	-	989,916	995,348
Fund balance c/forward at 31 st March 2021	12	<u>980,450</u>	<u>6,113</u>	<u>-</u>	<u>986,563</u>	<u>989,916</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 17 to 31 form part of these accounts.

THE BRITISH WATER SKI & WAKEBOARD FEDERATION LIMITED
(A Company limited by guarantee)
BALANCE SHEET AS AT 31st MARCH 2021

			<u>31/3/2021</u>		<u>31/3/2020</u>
	Notes	£	£	£	£
Fixed Assets					
Intangible Assets	7		22,547		33,821
Tangible Assets	8		413,705		424,787
			436,252		458,608
Current Assets					
Debtors	9	62,081		114,844	
Bank balances and cash		747,109		632,186	
		809,190		747,030	
Less: Creditors: Amounts falling due within one year	10	(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	11	(7,900)		(15,800)	
			(7,900)		(15,800)
Net Assets			£986,563		£989,916
Funds					
Members Funds					
General Fund	12		980,450		987,314
Restricted Funds					
Lascelles Fund	12/13		6,113		2,602
World Class Funds	14/15		-		-
			6,113		2,602
			£986,563		£989,916

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 09-Dec-2021

DocuSigned by:

Martin Winter

91E9F9B4DC2F4B4...
Director
Martin Winter

Company Registration Number: 00913182

The notes on pages 17 to 31 form part of these accounts.

DocuSigned by:

Peter James

BCDB3A6E2A254A5...
Director
P.O. James

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31st MARCH 2021

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, wakeboarding and associated disciplines through its affiliate, and associate membership structure.

The Company is a private company limited by guarantee with 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 & Wakeboard 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

In assessing going concern the Directors have given careful consideration to the potential impact of the COVID-19 pandemic on the cashflow and liquidity of the Company from the date of signing.

COVID-19 has meant that the Company has faced uncertainty in terms of membership subscriptions combined with a high demand for guidance to be issued to affiliates, members and participants. The Company has been able to manage remote working which has mitigated the potential for operational disruption because of the COVID-19 pandemic and has continued to operate remotely without significant interruption. The Company faced significant downturn in membership for the 2020 summer season where we have seen membership fall by approximately 18% compared with the prior year as at the end of the main summer / August period.

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31st MARCH 2021

The assessment of the impact of COVID-19 has taken into account the current measures that have been put in place by the Company to preserve cash, which include reducing discretionary expenditure. Additionally, actively looking to engage with the membership to provide support for clubs and members with the Company providing operating procedures and application guidance based on the relevant government guidance with is continually evolving as the situation with the pandemic evolves.

In preparing the going concern assessment the Board considered the principle risks and uncertainties that the business faced which have been disclosed on pages 5 to 8. The appraisal identified that the impact of the COVID-19 disruption was the most significant uncertainty facing the business. This assessment identified three areas of potentially significant impact: with material decreases in membership income, coaching and driving courses and discipline income from events and competitors.

The Board concluded that the main area of risk which presented the most uncertainty to the financial position of the Company was the impact on the membership income stream. The income from courses, qualifications and discipline activity would be substantially mitigated by elimination of the associated costs thus making the financial risk relatively lower.

The Board considered that the impact of the pandemic would be a key consideration in both the current year and the following year in evaluating the Company's financial position, as there is no certainty as to the timeline for easing and recovery from the pandemic. Therefore, the potential impact on participation in our sport and membership numbers is likely to continue in the medium term.

The post balance sheet period has provided reassurance as to the level of membership with an initial deficit on 2019 as at the end of the main August 2021 period now being clawed back. At the end of season 2021 membership levels had recovered sufficiently and were slightly higher than at the end of 2019 season.

The Board have prepared revised stress forecasts taking account of the membership levels to date, the cost mitigating actions taken, together with an assessment of the liquidity headroom against the cash reserves. This financial modelling is based on applying various sensitivity scenarios to a 12 month base case which has been prepared based on an extension of the annual budget (set before the severity of the COVID-19 impact was known).

The Company modelled three scenarios, one where the membership drop in the 2020 season recovers to the prior year levels in the 2021 season, secondly the membership remains at the reduced level seen in 2020 for 2021 and finally a reasonable worst case which illustrates a further drop in membership of 20%. The Company has achieved the most for the whole of these scenarios.

In respect of the coaching, driving and discipline income, the reduction in income modelled has been mitigated by reduced operating costs in all three scenarios with these programmes modelled as operating on a break even basis. This eliminates the small surplus reflected in the original budget.

In considering the assessment of the Company's going concern position the Directors have also identified that the Company does have significant assets on the balance sheet which includes its freehold HQ building which provides further financial security and which could provide an additional source of liquidity should it be required.

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31st MARCH 2021

In the post balance sheet period, the Company has prudently taken actions to conserve cash and minimise costs to reduce any potential deficit.

The actions taken included: no financial year 2020/21 staff pay increases (though bonuses have been paid for 2021/22 to reflect performance during the particular pressure of the pandemic year), limiting discretionary expenditure, delaying all capital investment other than safety / required maintenance and utilisation of the job retention scheme support provided by the UK Government. Three staff were furloughed to align the level of staff resource with reduced operational demand and with lower membership numbers and suspended activity. Given the cash reserves the Company has available we have not felt it was necessary or appropriate to apply for government backed loans.

Based on the modelling completed the Board have concluded that the potential impact of the COVID-19 pandemic described above does not represent a material uncertainty over the Company's ability to continue as a going concern. Nevertheless, it is acknowledged that there are potentially material variations in the forecasted level of financial performance for the coming year and the year beyond depending on levels of membership and how successful the Company is at recovering and retaining members.

The Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the next 12 months, therefore it is appropriate to adopt a going concern basis for the preparation of the Financial Statements. Accordingly, these financial statements do not include any adjustments to the carrying amount or classification of assets and liabilities that would result if the Company were unable to continue as a going concern.

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 & WAKEBOARD FEDERATION LIMITED
(A Company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31st MARCH 2021

1.6 Income

Income represents amounts receivable by the Company 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

The Company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties, loans to related parties and investments in ordinary shares.

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:

IT 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 & WAKEBOARD FEDERATION LIMITED
(A Company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31st MARCH 2021

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 Company'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:

Useful economic life of long term assets

We have set out in the accounting policy for tangible and intangible assets in note 1 in relation to 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 31/3/2021 £	Year ended 31/3/2020 £
Membership & affiliation income	211,076	299,282
Coaching and driving income	27,649	62,623
Grant Income	273,959	289,928
Other services Income	<u>37,592</u>	<u>84,916</u>
Total income	<u>550,276</u>	<u>736,749</u>

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31st MARCH 2021

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

	Year ended 31/3/2021 £	Year ended 31/3/2020 £
Fees paid to the Auditor for:-		
Audit Services	7,730	6,200
Other Services	2,460	2,565
Depreciation	11,082	10,833
Amortisation	11,274	11,274
Operating Lease Charges	7,236	5,803

5. Directors and Employees

	Year ended 31/3/2021 £	Year ended 31/3/2020 £
Staff costs		
Wages and Salaries	203,763	237,087
National Insurance Costs	18,319	19,873
Pension Costs	18,123	19,671
	<u>240,205</u>	<u>276,631</u>

Included within wages and salaries is £59,605 (2020 - £59,605) paid to one of the Directors of the Company.

During the year 2020/21, one Director 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	7	9
World Class	1	1
	<u>8</u>	<u>10</u>

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31st MARCH 2021

6. Taxation

(a) Analysis of charge in the year

	Year Ended 31/03/2021 £	Year Ended 31/03/2020 £
Current tax:		
In respect of the year:		
UK Corporation tax based on the results for the year at 19% (2020 - 19%)	396	360
	<u>396</u>	<u>360</u>
Tax on profit on ordinary activities	<u>396</u>	<u>360</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% (2020 - 19%).

	Year Ended 31/03/2021 £	Year Ended 31/03/2020 £
Net outgoing resources on ordinary activities before taxation	(2,957)	(5,071)
	<u>(2,957)</u>	<u>(5,071)</u>
Net outgoing resources from ordinary activities by rate of tax	(562)	(963)
Net expenses not taxable/allowable for tax purposes	958	1,323
	<u>958</u>	<u>1,323</u>
Total current tax expense	<u>396</u>	<u>360</u>

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31st MARCH 2021

7. Intangible Fixed Assets

	Database Project £
Cost:	
As at 1 st April 2020	112,738
Additions	-
As at 31 st March 2021	<u>112,738</u>
Accumulated Amortisation:	
As at 1 st April 2020	78,917
Amortisation	11,274
As at 31 st March 2021	<u>90,191</u>
Net Book Value:	
As at 31 st March 2021	<u>22,547</u>
As at 31 st March 2020	<u>33,821</u>

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31st MARCH 2021

8. Tangible Assets

	Plant & Machinery £	Freehold Land & Buildings £	Fixtures, Fittings & Equipment £	Total £
Cost:				
As at 1 st April 2020	23,952	477,120	23,673	524,745
Additions	-	-	-	-
As at 31 st March 2021	<u>23,952</u>	<u>477,120</u>	<u>23,673</u>	<u>524,745</u>
Accumulated Depreciation:				
As at 1 st April 2020	20,020	65,747	14,191	99,958
Depreciation	642	6,300	4,140	11,082
As at 31 st March 2021	<u>20,662</u>	<u>72,047</u>	<u>18,331</u>	<u>111,040</u>
Net Book Value:				
As at 31 st March 2021	<u>3,290</u>	<u>405,073</u>	<u>5,342</u>	<u>413,705</u>
As at 31 st March 2020	<u>3,932</u>	<u>411,373</u>	<u>9,482</u>	<u>424,787</u>

9. Debtors

	31/3/2021 £	31/3/2020 £
Trade Debtors	4,855	67,836
Prepayments and accrued income	56,659	47,008
Other Debtors	567	-
Total	<u>62,081</u>	<u>114,844</u>

At the 31st March 2021 and 31st March 2020 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 & WAKEBOARD FEDERATION LIMITED
(A Company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31st MARCH 2021

10. Creditors: Amounts Falling Due Within One Year

	31/3/2021	31/3/2020
	£	£
Trade creditors	19,149	29,213
Other Creditors	4,242	445
Corporation Tax	301	360
PAYE	6,165	5,916
Accruals and deferred income	221,122	160,449
VAT payable	-	3,539
Total	250,979	199,922

Within deferred income there are deemed restricted funds to be utilised for the benefit of the Friends of Tournament and the Friends of Wake and the support of their activities.

11. Creditors: Amounts Falling Due Greater Than One Year

	31/3/2021	31/3/2020
	£	£
Deferred income	7,900	15,800
	7,900	15,800

Deferred income includes £NIL (2019 - £NIL) 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 2021	Total 2020
	£	£	£	£	£	£
Balance brought forward	987,314	2,602	-	-	989,916	995,348
Net (outgoing)/incoming resources for the year	(6,864)	3,511	-	-	(3,353)	(5,432)
Balance carried forward	980,450	6,113	-	-	986,563	989,916

Within reserves there are deemed restricted funds to be utilised for the benefit of the respective disciplines and the support of their activities.

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31st MARCH 2021

13. Lascelles Fund	Year ended 31/3/2021	Year ended 31/3/2020
	£	£
Donations	6,500	-
Interest Received	11	17
Grants Awarded	(3,000)	(750)
	<hr/>	<hr/>
Net outgoing resources	3,511	(733)
Balance as at 1 st April	2,602	3,335
	<hr/>	<hr/>
Balance as at 31st March	6,113	2,602
	<hr/> <hr/>	<hr/> <hr/>
14. World Class Performance Fund	Year ended 31/3/2021	Year ended 31/3/2020
	£	£
Deferred Income B/fwd 1 st April	651	651
Funds released to P&L account	-	-
	<hr/>	<hr/>
Deferred Income at 31st March	651	651
	<hr/> <hr/>	<hr/> <hr/>
Funds released to P&L account	-	-
Expenditure	-	-
	<hr/>	<hr/>
Net incoming resources	-	-
	<hr/> <hr/>	<hr/> <hr/>

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31st MARCH 2021

15. World Class Talent Fund	Year ended 31/3/2021	Year ended 31/3/2020
	£	£
Deferred Income B/fwd 1 st April	36,710	36,710
Sport England Grant Funding	-	67,481
Funds released to P&L account	-	(67,481)
	<hr/>	<hr/>
Deferred Income at 31st March	36,710	36,710
	<hr/> <hr/>	<hr/> <hr/>
Funds released to P&L account	-	67,481
Expenditure	-	(67,481)
	<hr/>	<hr/>
Net incoming resources	-	-
	<hr/> <hr/>	<hr/> <hr/>

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) is Chair of his club which is an affiliated member club.

S. Waring is the sole Director of Han-Sea Limited, trading as Wake and Ski Boats UK. The operator paid £NIL (2020 £NIL) to the Company as affiliation fees.

THE BRITISH WATER SKI & WAKEBOARD FEDERATION LIMITED
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NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31st MARCH 2021

17. Grant Funded Income & Expenditure	Year ended 31/3/2021 £	Year ended 31/3/2020 £
Programme Support & Core - General Activities		
Sport England Grant Funding	273,959	289,928
Core Costs / Back Office - £89,398	_____	_____
Business Costs - £67,000	_____	_____
Development Programmes & Related Staffing - £117,561	273,959	289,928
	=====	=====
Programme Support - Restricted Activities		
Other Grant Funds	12,098	67,481
	_____	_____
Talent Development	12,098	67,481
	=====	=====

All grant funded income was expended as detailed above on the agreed programmes and KPIs as detailed in the Company's 2017-22 Sport England funded strategy.

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31st MARCH 2021

18. Commitments under Operating Leases

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

	31/3/2021	31/3/2020
	£	£
Payable in 1 year	2,820	2,983
Payable in 2 to 5 years	-	2,820
	<u>2,820</u>	<u>5,803</u>

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 & WAKEBOARD FEDERATION LIMITED
(A Company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31st MARCH 2021

The following pages do not form part of the statutory financial statements which are the subject of the independent auditor's report on pages 12 to 14.

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

INCOME	Year ended 31/3/2021	Year ended 31/3/2020
	£	£
Business Income		
Membership & Affiliations	211,076	299,282
Sport England Grant	156,398	100,480
Other Grant	21,164	-
Royalties	-	-
Bank Interest Received	1,582	2,373
Social Functions & Presentations	-	6,650
Sundry Income	280	736
Magazine Advertising Income	1,445	8,055
IT Project Grant	7,900	7,900
Distribution & Carriage	-	-
	399,845	425,476
Development Income		
Coaching Programmes	16,852	43,905
Driving Programmes	10,797	18,719
Sponsorship & Partners	-	1,274
Sport England	117,561	189,448
	145,210	253,346
Excellence Income		
Competition Income	1,415	35,950
Licences & Levies	3,806	21,977
Sponsorship, Partners & Misc.	-	-
	5,221	57,927
Total Income	550,276	736,749

THE BRITISH WATER SKI & WAKEBOARD FEDERATION LIMITED
(A Company limited by guarantee)
DETAILED STATEMENT

EXPENDITURE	Year ended 31/3/2021	Year ended 31/3/2020
	£	£
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
Legal & Professional Fees	47,704	22,871
Audit Fees & Services	10,190	8,765
Irrecoverable VAT	11,122	19,014
Depreciation & Amortisation	22,356	22,106
Bank Charges	2,877	5,127
Meeting Costs	-	9,050
Printing, Postage & Stationery	15,729	23,149
General Expenses	559	4,541
Publicity & Associations	4,933	4,251
Social Functions & Presentations	-	7,399
Magazine Expenses	32,124	56,112
	407,160	475,687
Development Expenses		
Salaries & Staff Expenses	106,996	93,201
Printing, Postage & Stationery	3,100	5,190
Development Car Costs & Leases	1,925	4,956
Development Programmes	32,474	57,526
	144,495	160,873
Excellence Expenses		
Excellence Programmes	5,090	104,528
	5,090	104,528
Total Expenses	556,744	741,088
Deficit for the year on Ordinary Activities	(6,468)	(4,339)
Deficit before taxation	(6,468)	(4,339)
Taxation	(396)	(360)
Deficit after tax	(6,864)	(4,699)