



## Minutes of the Meeting of the British Water Ski & Wakeboard Board

Tuesday 17<sup>th</sup> March 2026 via Video Conference Call

<b>Attendees: Board Members</b> Ruston Smith (RS) Patrick Donovan (PD) Katie Lowe (KL) Shelley Meyern (SM) Andy Phillips (AP) Anny Wooldridge (AW)	<b>BWSW Attendees</b> Sarah Wassell (SW) Keir Boissevain (KB) Jane Peel (JP)	<b>External Attendees</b> N/A
<b>Apologies:</b> Jeremy Nevill (JN) Michael Lock (ML)	Kylie Cooper (KC)	

Item	Subject
1.	<b>Regular items</b>
1.1	<p>Welcome – Ruston welcomed everyone to today’s meeting, brief introductions were made by the attendees. He outlined the packed agenda and the need to keep to the scheduled timings as per the agenda.</p>
1.2	<p>Appointment of Chair – following on from his appointment as a Director at the AGM it was unanimously agreed to appoint Ruston as the new Chair. The board and staff members very much looked forward to working with him and his fresh input.</p>
1.3	<p>Declaration of changes to register of members interests – there were no changes made to the register of members interests.</p>
1.4	<p>Minutes of the meeting on 11<sup>th</sup> December 2025 – circulated prior to the meeting the minutes were reviewed and unanimously approved by those who were present at the previous meeting.</p>
1.5	<p>Matters arising:</p> <ul style="list-style-type: none"> <li>- Letter from Colin Slater. A note of thanks to Colin for his input / comprehensive letter outlining some of his concerns re attracting volunteers, participation levels within the sport and related matters. The contents were fully considered and would be taken on board re future recruitment processes and our key aim to grow the sport. RS had replied to Colin and thanked him for his input.</li> <li>- Letter from IWWF President José Antonio Pérez Priego in relation to UK Water Ski Racing re the inability of the IWWF to recognise UKWR as the body responsible for the Racing discipline in the UK. IWWF wished for BWSW to act as the conduit for Team entry to events without taking any liability for the discipline (which was no longer recognised under the Articles due to the significant insurance gaps and the significant risk profile).  <b>Action:</b> PD would produce a draft response and circulate with the recent IWWF letter for board consideration (draft to Ruston / Andy initially).</li> </ul>

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	<p>- Board business plan, RS outlined a wish to develop this for the next meeting. Furthermore, he proposed a board strategy day which could be a physical meeting at a convenient location to discuss / outline targets moving forward to help drive strategy and growth.</p> <p><b>Action:</b> Date and location to be agreed / confirmed, noted by Anny that she would prefer a Saturday due to work commitments.</p>
<p><b>2.</b></p>	<p><b>CEO Update</b></p> <p>2.1 Corporate Priorities and Plan – PD had circulated the key ‘Ambitions’ within the BWSW strategy document as a reminder of the core objectives ahead of the season. PD outlined that some of the key aims were to some extent aspirational, others areas for example safeguarding / welfare, governance and assurance and tackling inequality all linked back to the points within compliance processes and there was a comprehensive plan and key goals in place in relation to the funded 5 year EDI strategy and our Systemic, Delivery and Governing roles. With the loss of the funded Talent Programme the more complex metrics in relation to the Talent Pathway were much less defined and rested with the Disciplines. The tracking of metrics in relation to clubs and members would be circulated as the season progressed. It was noted that some areas did require more planning and related metrics plus a timeline for delivery, a particular challenge was qualifications uptake with the previous loss of a full time role that supported growth in this area.</p> <p><b>Action:</b> KL outlined that a RAG rating of any available Ambitions sub metrics within the strategy to be developed to make progress transparent on progress.</p> <p><i>Risk Register Item 29</i></p> <p>2.2 People: People Plan – newly appointed EDI Lead now in post with a handover taking place with Cathy Hughes, Cathy would be leaving on 25<sup>th</sup> March. It was noted that the People Plan was a requirement of the Code of Sports Governance, a greater emphasis had been placed on this in the revamped EDI Lead job specification re outreach and delivery.</p> <p><b>Action:</b> People Plan to be reviewed at the next board meeting.</p> <p>Appointment of Anti-Doping Lead – JN had kindly offered to act as the board UKAD anti-doping lead, this role was a requirement of the UKAD Framework compliance which was a requirement for Tier 3 funded sports bodies under the Code.</p> <p><b>Action:</b> The appointment of JN was approved by the board and PD would now register JN with UKAD who would provide access to the relevant training for this role.</p> <p>2.3</p> <p><i>Risk Register Item 16 / 28</i></p> <p>IWWF Congress Feedback – positive feedback on this event on the whole, a note of thanks to those who attended, presented at the Congress and also to KB who primarily acted as organiser with assistance from KC. Some typical / usual hotel ‘niggles’ but overall a useful networking event for relationship building and meeting those who are involved internationally across the sport.</p> <p>2.4 Strategic Partnerships, Sport England – a number of ‘Keep In Touch’ meetings had taken place re updates from this key stakeholder, there would be a funding submission process to be defined this year with further details to be made available in April. A shift in focus for the next 5 years of the <i>Uniting the Movement</i> strategy would include a greater emphasis on tackling inequalities and improving access to sport and recreation in the top 25% of geographical areas of socio-economic deprivation.</p> <p><b>Action:</b> Greater focus on metrics supporting / evidencing reporting on progress.</p> <p><i>Risk Register Item 27/ 29</i></p>

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	<p>2.5 Membership – new CRM system going live at the end of this week, which included an impressive member benefit portal which aimed to demonstrate / add value to our membership scheme. The new system would assist with improved data capture, customer insight and reporting / evidencing e.g. improved diversity.</p> <p>A matrix was circulated for the meeting highlighting the link between member based facilities and membership numbers over the last 20 years. There clearly was an erosion of the core membership base. Issues with leases, restrictions such as speed limits and the loss of facilities highlighted the need for a more ‘joined up’ approach to a facilities strategy for the sport. The operation of the sport was ultimately reliant on a network of scarce, unique facilities.</p> <p><b>Action:</b> To be continued as part of the strategy day discussion.</p>
<p><b>3.</b></p>	<p><b>Finance Update</b></p> <p>3.1 Quarterly and Year to Date Position – AP circulated a comprehensive set of management accounts for the meeting and outlined the current financial position to end of January and the balance sheet (listing of assets and liabilities). Good financial position in terms of assets (principally the HQ freehold building and cash reserves. AF outlined the General Fund (core activities) and restricted funds e.g. legacy donations to the Disciplines).</p> <p>3.2 Forecast v Budget – AP outlined the current position and any significant variances to end of January, increase in membership and affiliation income due to indexing of subscriptions compared to the previous financial year. Sport England income was static per year and supported development programmes and EDI initiatives and related roles. Coaching and driving were a significantly down with a loss of net revenue in relation to qualifications take up. Excellence income (the Disciplines) was as expected with some positives re sponsorship and regular small lottery scheme donations. AP further outlined business income and expenses, Congress costs to hit the P&amp;L in February and the major printed magazine expenses.</p> <p>AP welcomed questions offline to support understanding in particular for new board members. RS outlined the need for ‘investing to grow’.</p> <p>3.3 Compliance, Risk and Assurance – BWSW produces small entity accounts, audit on track (audit required due to Sport England funding), draft accounts for 2025-26 should be available in late April, leading into the signing off of the financial statement. 5.1 below on risk register additionally.</p> <p><i>Risk Register Item 23</i></p>
<p><b>4.</b></p>	<p><b>Corporate Plan</b></p> <p>4.1 Promoting the Sport – Growth Objective, RS outlined growth objectives for the sport which reflected the strategy aims of growing and retaining participation and supporting our facilities and delivery partners. Revenue generation was a key aim from a number of self-generated income streams and of course grant funding.</p> <p>4.2 Promoting Awareness:</p> <ul style="list-style-type: none"> <li>– Social Media. AW outlined some aims of a draft social media plan, she outlined that only 34% of clubs utilised social media and these were principally from the more commercial sector. Content was ‘king’ but also a challenge at times particularly quality content which was key. Brief discussion on encouraging content with data protection and safeguarding guidance in mind (discussion to be continued offline).</li> <li>– Opportunities including Daily Mail. RS outlined opportunities to raise profile and increase connections, RS/PD and JP would attend a meeting with the Daily Mail in later March re a YouTube series leveraging profile.</li> </ul>

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	<p>4.3 Website – the current website was a legacy system due for an upgrade, it was not ‘responsive’ (mobile and tablet friendly). Timeline and provider to be discussed / agreed, input also needed by Kylie re the custom functionality that might be required in light of improvements with the CRM / filling of any gaps as needed and clarity on budget. Operational capacity highlighted as requiring consideration.</p> <p>4.4 2026 Events Plan and Tracker COMMS - the PA Media press distribution service had recently been renewed allowing for 50 feeds into press services / channels. JP outlined some areas she would work on and opportunities with AW re social media and PR opportunities.</p> <p>4.5 Duke of Edinburgh Scheme – Participation. KL had provided a comprehensive paper for the meeting outlining an opportunity for facilities to be listed as DofE Expedition Assessors which provided direct access to schools, youth organisations and families actively seeking approved providers. The aim was to provide exposure, a trusted brand and national youth framework together with direct introductions to schools.  <b>Action:</b> Agreed to approve the next step for the scheme as a development initiative by carrying out an initial consultation / awareness raising of the scheme with our facilities. KB could give KL some direction on ‘more easy’ wins with particular facilities.</p> <p><i>Risk Register Item 29 re ‘grow’ strategy</i></p>
<p><b>5.</b></p>	<p><b>Safety and Risk Management</b></p> <p>5.1 Risk Register and Risk Management Review – the register was circulated and in need of a review.  <b>Action:</b> RS/PD/AP/KL to schedule a date in April to review the register.</p> <p>5.2 Safeguarding Report – SW provided a summary report of the last 12 months for the meeting indicating the ongoing work and current compliance position re the Child Protection in Sport Unit (‘Fully Met’) and Ann Craft Trust (‘Conditionally Met’). Communications, complete and planned actions were highlighted together with an outline of reported concerns (no new concerns reported, two concerns ongoing). SW had recently completed some further mandatory training re the Ann Craft Trust Advanced Adult Safeguarding Training to meet the Trust requirements. A note of thanks to SW for the comprehensive update and progress on this key area which was linked to our aim to provide for a safe and welcoming environment for all.</p> <p>Report approved by the board.</p> <p>5.3 <i>Risk Register Item 10 / 14 / 18</i></p> <p>Insurance – PD outlined the Marsh combined policy renewal which was aligned to the calendar year. With the market less hardened and new entrants to the market premium had been reduced overall. The policy provided for Public Liability (£10m), Professional Indemnity (£10m), D&amp;O cover (£10m BWSW Directors / £5m voluntary clubs - £10m for voluntary clubs D&amp;O cover was no longer available in the market this year) and Abuse (£2.5m). A BWSW commercial policy was in place re HQ business continuity, buildings and contents together with Cyber (£500k) and Legal (low-cost helpline).</p> <p><i>Risk Register Item 17 / 18</i></p>
<p><b>6.</b></p>	<p><b>Board Sub Committee Reports</b> – no reports available, Advisory Council meetings for the year in the process of being scheduled. Governance review to be scheduled as part of a review of our structure of sub-committees and their operation.</p>

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	<b>Action:</b> PD would circulate the most recent external review of the board paper from circa 18 months ago.
<b>7.</b>	<p><b>Any other business</b></p> <p>– Remuneration Committee – had met briefly yesterday to discuss indexing and salary review. February CPI numbers to be released in later March and the group would meet again to finalise the review to be approved by the board before the April meeting.</p> <p>– 75<sup>th</sup> Anniversary ‘event’ to be considered, any ideas to be circulated outside of the meeting, this did not have to be a typical Ball event for example.</p>
<b>8.</b>	<p><b>Board discussion only</b></p> <p>8.1 Board effectiveness discussion – useful short discussion on a reformatted board agenda, the clarity of the papers circulated and a renewed focus on strategy, positive comments on RS’s first meeting as the new Chair.</p>

<b>Consideration given to the following risks covered at this meeting:</b>	
<b>1. Strategic</b>	
10	Reputational risk
14	Legal and regulatory
16	Workforce – People Plan
17	Insurance - scope and level of cover
27	Exposure to shifts in public funding policy
28	Succession planning, available skills and continuity planning
29	Progress and measurement against the strategic plan
<b>2. Financial</b>	
18	Exposure to third party liability claims
23	Lack of financial control

The meeting closed at 17:25, thanks to all for their time and input today.

**Minuted by:**

PD