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

Date: **Tuesday 1st September 2026**

Venue: **Video Conference Call**

Attendees:	**Board Members** Ruston Smith (RS) Patrick Donovan (PD) Michael Lock (ML) Katie Lowe (KL) Shelley Meyern (SM) Andy Phillips (AP) Anny Wooldridge (AW) Jeremy Nevill (JN)	**BWSW Attendees** Sarah Wassell (SW) El Temple (ET) Keir Boissevain (KB)	**External Attendees**
Apologies:		Kylie Cooper (KC)	

Item	Subject
1.	**Regular items** 1.1 Welcome - the Chair welcomed everyone to the meeting and outlined the key items on the agenda. 1.2 Declaration of Changes to Register of Members Interests - – there were no changes made to the register of members interests and no new conflicts declared for the meeting. 1.3 Minutes of the Meeting on 7th July 2026 (and any Decisions Made Between Meetings) – the minutes were reviewed and unanimously approved by those who were present at the previous meeting. 1.4 Matters Arising - a document outlining matters arising / progress on actions was circulated for the meeting together with a RAG rating against each in terms of completeness. It was noted that, since the board pack had been issued, a number of actions had since been completed and were green. On some of the matters a brief discussion re: - wider insurance issues re cost re commercial and boat insurance, brief update on this point which needed further research across the market. AP and RS would progress this. - live streaming video kit, KB awaiting a response from a third party on this point. AP would like to understand potential costs for such equipment. 1.5 Board Business Plan 2026 - a forward looking calendar / workflow matrix was circulated to note and provide clarity on the key business items, policy and other reviews that need to be completed to meet the Board's terms of reference and regulatory requirements as part of the board cycle.

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2.	**CEO Update** PD provided an update report for the meeting detailing key progress and new developments. These included: - The Sport England 'transition funding' (a roll over year) process had been completed re an additional funded year for 2027-28 while Sport England worked on a more tiered and strategic model that better reflects the contribution organisations can make to the priorities within their own strategy *Uniting the Movement*. A stakeholder consultation would take place during September and October, seeking views from NGBs and wider partners on the principles, criteria and evidence that should inform the new approach. This gave some indication that any process / submission would likely be pushed into the deeper winter, perhaps January. - A broader formal discipline safety review is being conducted: scoping draft document in place and discussions taking place with an experienced discipline chair with further additional HSE input pending. PD updated everyone on the tragic incident at the Barefoot Nationals and the follow up work by the Committee. Barefoot Jump had been paused as an activity while a full safety review took place in relation to entry requirements and helmet safety. The Committee had received input from an individual with a legal background and expertise on where serious incidents, fatalities and prevention of future injury / deaths considerations arise. Their input had helped to further shape and improve draft documentation which still under further consideration, in due course, would be incorporated into any newly issued rules. - 'E-Learning' Working Group (workforce / qualifications), initial meeting having take place with KC/KB/JN to assess online course content delivery (coaching / driving), simple actions to follow up with e-learning platforms and JustGo re potential integration. Recent meeting with *etrainu* system which provided a good overview of a particular e-leaning platform that integrated with our JustGo membership CRM system. - PD eviewed the current 'health' of BWSW Sports Code compliance with the aim of producing a more detailed matrix. IPSOS review meeting and workshop re Code organisational impact imminent (IPSOS were the Sport England partner assessing the impact / success of their 10 year strategy). Report noted.
3.	**Finance Update** Quarterly and Year to Date Position – AP provided a summary overview: Overall Income was in line with the same period in the previous year and with the budget, whilst some £8k ahead of the membership target for the period, we remain £10k behind on Coaching Income. It was expected, that over the coming months, the membership fees would re-align closer to the budget whilst the Coaching Income might be more difficult to build (winter period). Overheads are in line with last year and the budget, an increase in bank charges was expected due to the charging of the Just Go payments system on income steams for the year which are now 90% complete. This is offset by a substantial decrease in printing, stationery and postage costs which will continue through the year. We budget for Development and Excellence Expenditure to be incurred through the period 01/04 to 30/09 and at the end of the first quarter we have expended only £10k out of a budget of £56k, which was expected to come into line between now and the end of the season. Consequently, there was a profit on the general fund of £8k against a budgeted loss of £30k but this position will revert back to expectations as the year progresses and we spend our Development and Excellence budgets. The board noted the report and a note of thanks was given to Andy for his comprehensive reporting on the finances.

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4.	**Strategy** 4.1 Output from the Strategy Meeting – The Chair summarised the work that had been done and the outputs from the strategic workshop on 6th August with a further meeting being held on the 14th August to consider and review the strategy beyond and from 2027. The workshop considered important context both in terms of the UK economic position, the challenges for members, clubs and other facilities, the changing preferences of everyday people in pursuing outdoor water based and other activities – and other related considerations. The board carefully considered the needs of the current and future membership and opportunities to provide greater support and value. On that basis, there was agreement to change and evolveour strategic ambitions and top level priorities and the need to produce quantifiable objectives, targets and measures (acknowledging the resource limitations). A key point highlighted in the papers included the statement 'strategic direction will be centred on **creating awareness, inspiring participation, building belonging and supporting lifelong engagement**'. It was agreed to develop strategic priorities that supported key objectives to Inspire, Start, Stay (changed to Belong re greater sense of 'community') and Thrive. To acknowledge the changing and different needs of current and future members, it was agreed to develop a customer segmentation framework to differentiate between individual member groups, voluntary facilities and professional facilities – including those that operate beyond main core disciplines. The aim is to really understand our wide customer base to enable the BWSW to respond effectively to their needs. 4.2 Draft Strategy – PD highlighted that the draft strategy sets out a vision, mission and core values, details the four 'pillars' to turn intent into measurable actions. After some discussion the strategy and strategic priorities for 2027 and the 5 year period were approved in principle subject to member feedback from a planned consultation / research piece. 4.3 Next Steps: 4.3.1 Strategic Priorities with Targets and Measures 2027-32 to be further refined– this matrix outlined the key strategic aims, the key deliverables (the 'What'), key actions (the 'How') and the measures of success (the 'difference we will make') for the 5 year cycle. 4.3.2 Strategic Priorities for 2027-28 to be underpinned by a robust resource and financial plan and brought back to the board with any proposed changes after the member research had been completed.
5.	**Governance** 5.1 Governance Structure: The Chair explained that, to deliver the new strategy and its key priorities, it was important to review the governance structure so that it was aligned and that the board had appropriate oversight. It was also an opportunity to clarify the purpose of the Advisory Council that had an important role. A proposed structure was circulated for the meeting which detailed governance oversight and principles with the board having the ultimate responsibility and oversight. A potential shift in focus and clear purpose of the Advisory Council would be to oversee all disciplines and overall health and safety (including Safeguarding, Environment, Adaptive) 'across the disciplines' where representation already existed on Adivsory Council. A next step was for PD to discuss and consult the Co-Chairs of the Council if the board approved the proposed governance structure. New terms of reference and support on agendas, meeting packs and training would be provided to the Council and the Committees. It was noted that a specific Health & Safety Committee would be formed to

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	assist in this key area of work across what was a water based and motorised multi discipline sport with a particular risk profile to support all committees. The aim was to provide a level of expertise and resource for all the disciplines to access, with EDI and environmental sustainability as a key theme that was naturally integrated through all the work across the sport. Approved in principle subject to confirmation of the new strategy as explained earlier.
5.2	Risk Register: The Chair reminded the board about the 'clean sheet' approach that had been taken to developing the risk register so that it was relevant and appropriate. This had been considered at the last board meeting and had subsequently been updated to reflect builds from the board. Therefore, a final copy of the risk register was circulated with some minor additional amends which were highlighted as part of the board pack. It was further agreed that, at each board meeting, we would consider the top 5 risks. The full risk register would be reviewed annually or earlier if there were any material changes. Unanimously approved. **Action:** Action plan to be developed re the top 'red rated' risks. PD / AP to meet to discuss initially; a matrix needed to be developed outlining actions and ownership. A key risk re revenue streams to the greater extent to be met via growth objectives within the new strategy. Next steps were agreed on further developing cyber mitigations and PD would follow up with Marsh on cyber and incidence response.
5.3	EDI Lead Report – ET provided a written report for the meeting providing oversight of Equality, Diversity and Inclusion (EDI) activity, progress against funded EDI objectives, key developments, emerging risks and updates on delivery against the organisation's EDI strategy and funding commitments. Programme delivery was highlighted to include Women & Girls, Adaptive projects at clubs and centres funded by BWSW. Planned actions and key dates also highlighted with further delivery planned throughout September. Plans in place for some promotion via the usual BWSW channels, AW outlined the communications pack with various templates provided to those clubs/centres running the funded sessions to at least assist with encouraging facilities to promote their work in this area. Unanimously approved. **Action:** ET to flag up the top 5 preferred related partners (e.g. Women in Sport) that could potentially provide for future collaboration to amplify our message. SW/KL offered to assist with this / discuss offline. Potential of a gym scheme as a members benefit discussed.
5.4	Lead Safeguarding Officer Report – SW provided a summary report for the meeting outlining completed actions, planned actions, key dates and an update on other key areas of interest to note. Initiation ceremonies and Team 'incidents' were noted where JN outlined that there were Team meetings and circulars as a reminder of appropriate behaviour. This was also outlined in squad contracts re conduct but an area that needed reminders and management. Unanimously approved. **Action:** SW to follow up with Steve Sopp (Waterski Chair) on a work in progress re a draft updated version of the Team Captain role specification re managing behaviour and expectations. SW/JN to liaise on the current squad contract which needed to be consistent across the disciplines. An area that needed to be 'live' and refreshed with the disciplines each season re conduct, reminders re initiations and related matters. SW to consider re the committee structure re safeguarding and welfare issues to be part of discipline activity and their agendas to include training.
5.5	AGM: Venue, Date & 75th Anniversary – a venue was discussed as a potential host for this event, to provide a face to face more central location, with availability in early February, as an alternative to the traditional central London location – but with virtual access for those that could not travel. It was also agreed that this could be an opportunity to celebrate the 75th anniversary. **Action:** PD to book the venue for Sunday 7th February 2027 and to contact our Honorary President Lord Moynihan.

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6.	**Corporate Plan** 6.1 Promoting Awareness: It was noted that following on from a previous Daily Mail waterski YouTube video promotion, there was an opportunity to repeat the same for wakeboard with the Daily Mail. Next step: JN would identify potential coaches and a suitable centre. The Chair also noted the opportunity that a new website would provide in helping to promote the sport – acknowledging the interest from potential sponsors, some of which had agreed to advertise in the magazine. JN provided an update on the progress that had been made and the next steps – where it was hoped the website could be launched at the AGM early next year. AP outlined briefly a bid in process / discussion re the 2028 Under 21s Waterski Championships by the Waterski / FoT Committees. An opportunity the board wished to support. JN outlined two potential sponsorship opportunities, renewal of a three year boat deal and also the potential for a joint event sponsorship with an insurer as part of a shared sponsorship package. JN had previously tried to achieve a UK hosted E&A wakeboard championships which he was currently revisiting as part of the sponsorship. JN had capacity to host the event but required additional income or sponsorship of £30K to meet the cost of support - which was also the case two seasons ago. 6.2 Duke of Edinburgh's Award Scheme – KL provided an update on the DofE Award scheme where the BWSW had been approved, as a partner, in principle. KL explained the need to have a representative facility in Northern Ireland to provide access to the scheme across the whole of the United Kingdom. Discussions were in progress with a commercial centre in NI to achieve this.
7.	**Any Other Business** 7.1 UKAD Anti-Doping Compliance – our Anti-Doping Officer reported the welcome news that UKAD had confirmed BWSW passing the annual compliance process and submission as part of our key aim to meet our governance requirements and support athlete welfare. A note of thanks to Melissa Lock our anti-doping lead officer. 7.2 Environmental Sustainability Plan was raised by SM as an area of work that would be revisited at the end of the season. SM took a next step to find support in taking this this forward.

RISK

Consideration given to the following risks covered at this meeting:		
Item 3	Finance	- Lack of financial control
Item 4	Strategy	- Failure to Deliver our Key Purpose, risking a decline in the sport - Inappropriate and / or unmeasurable strategic objectives - Non delivery of strategic objectives
Item 5	Governance	- Inadequate governance structure / inadequate oversight
Item 6	Strategy	- Failure to Deliver our Key Purpose, risking a decline in the sport - Dissatisfied Membership & Remaining Relevant

The meeting closed at 11:25 AM

Minuted by:

Patrick Donovan
CEO