

//  
ANNUAL  
REPORT  
2024





## CONGRATULATIONS!

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





# CHAIR'S REPORT

Many highlights this year (and Joel Poland a big shout for your third waterski overall record of 2024, making an astonishing 7 world records to date) and also Wayne Cooper, plus team, at Whitemills for your super successful holding of the European Cable Wakeboard Championships. Stellar accomplishments by both of you which only go to increase our sport's proud reputation on the international stage alongside all the other medals our great athletes, young and not so young, have brought home.

But probably the key long term highlight relates, pre and post balance sheet date, to the work being done by Cathy Hughes, Kylie Cooper and Keir Boissevain at HQ.

This is in the initiatives to engage and serve a more diverse cohort in our sport. Whatever metaphor one cares to mix/mangle, make no mistake: the dashboard is flashing red, a day of reckoning gallops over the horizon with thundering hooves.

This judgement day will decide how we fare in the post 2027 Sport England funding round. Submissions will be made in 2026 but action then would clearly be too late. The hard yards have to be done now. Our Sport England funding, as reflected in our current 2022-2027 strategy document, put together by CEO Patrick Donovan, is stapled to the achievement of the Sport England requirement to obtain far higher levels of equality, diversity and inclusion in our sport. In return for £248k a year Sport England are entitled to results.

There will be an arms race of the righteous to champion this. Talk is cheap though. Actions will serve us much better in the next funding round.

So congratulations to all involved in organising so many initiatives. In particular, significant work has been focused on women and girls and disabled young people, in recognition of the additional issues that those groups encounter when accessing sport.

## Taster sessions

There has been a terrific response to the 'Women & Girls Taster sessions' programme. This has seen the involvement of 14 clubs and facilities and hundreds of women and girls experiencing our sport for the first time or coming back to the sport after a break.

## Coaching

There has been another female only water ski and wakeboard coaching course in the 2024 season, with 6 new female coaches qualified. There have been other female attendees on standard coaching courses.

## Brighton Declaration

BWSW has signed the Brighton Declaration. In 1994, the first international conference was held in Brighton where issues faced by women and girls, when first participating in sport, were discussed. The conference produced a document called 'The Brighton Declaration' which supported an improved environment for female participation. BWSW joins 600 other organisations including WADA and the IOC in signing up. The ceremony, at Thorpe Lakes, took place at the same time as a taster session there. Charlotte Hill has managed to bring in over 100 female participants through word of mouth and social media to the centre over the 2024 summer.

## Specialist School Waterski Sessions

The hugely successful 2022/23 introductory beginner sessions with Marjory Kinnon – a specialist school typically for those children with autism and/or learning difficulties – has been followed up in 2024, at the school's request, with similar sessions for a class with higher needs.

Despite the challenges this presented, after an introductory session, followed by 3 regular full day ski sessions, the majority of the children were skiing and having an experience of real achievement not otherwise available to them.

## Disability Taster sessions

For the third year running, several taster sessions have been organised with CJM and Access Adventures for those with disabilities. These sessions are promoted via local charities and organisations that arrange and advertise activities: the majority taking part are on the autistic spectrum while some have physical disabilities. And of course, Ellingham and Bluebird continue to do great work in this space off their own bat. All of these activities won't guarantee the next funding round but without them it can be guaranteed there won't be one. They also help BWSW grow the experience and expertise necessary to ensure these important initiatives are successful and grow and that BWSW plays its part in opening sporting opportunities to all.

Our membership and associated income at around £380k now exceeds our Sport England funding which remains static and subject to erosion by inflation. Nonetheless it remains vital to keeping the HQ lights on and the ability to answer the phone and operate meaningfully. We are a small sport that cannot afford to get any smaller.



'Always do good by stealth' advised an altruistic poet. Wrong in our case. Certainly when it comes to our next grant application! We must never do good by stealth; we must bang the drum for our achievements. Our future funding is on the line if we do not capture the great work being done in a way that can be effectively relayed in 2026.

We also need to be very conscious, in terms of our diversity strategy, of our cable community. The first discussions I heard when coming on the BWSW board was about the inability to connect with what was termed "the pay and play" market. All these years later the discussion is pretty much identical. As with membership numbers, it's a topic that the BWSW board return to time and again.

Cable riders represent a much younger and more diverse cohort and, critically given squeezed budgets, the discipline is a highly attractive and cheaper water based leisure alternative. Keir, in his development officer role, is leading the charge in terms of various actions to hopefully improve connections. Writing and upgrading qualifications and obtaining third party input on risk assessments, in conjunction with

board member Mike Lock, is a step in the right direction. The famous definition of insanity, as expressed by one Albert Einstein, was doing the same thing and expecting a different result. We need to ring the changes. No pressure then Keir!

Essentially we need to recognise, as will be clear to the outside world, that behind the boat activity is financially beyond the reach of the majority of the population. Whilst BWSW spends a significant amount of time and resource on cable there is clearly a way to go in demonstrating value and achieving engagement with the significant number of participants outside our traditional club structures.

In terms of other major developments, it became clear to the board, post balance sheet date, that Racing needed to move forward as an autonomous entity given the particular risk profile and expertise involved. This follows the model adopted in Australia with Ski Racing Australia a quite distinct body from Waterski and Wakeboard Australia. We wish the discipline all the best for the future in obtaining direct recognition from IWWF and the European Confederation.

Many organisations will face more difficult challenges in 2025 but ours are nonetheless very substantial. Membership numbers continue to decline and the 31 March 2024 results show a material deficit, increased by a change in accounting treatment (and which we are working to reduce in 2024/2025). Our financial reporting capability has been transformed through the efforts of Andy Phillips and Katie Penn at HQ. Unlike this time last year, we now have the ability to make financial decisions based on current financial information. That represents a material positive in terms of freeing up HQ resource to focus on supporting the sport and seeking to turn the deficit tide.

*So, friends in waterskiing and wakeboard, onwards and upward into 2025. Great is the challenge, the greater therefore must our determination be!*

**Martin Winter**  
Chair



# STRATEGY PURPOSE & MISSION

We have always had a very strong sense of purpose as an organisation and play a unique role in a dynamic outdoor sporting landscape. For over 70 years we have innovatively helped to support and develop the sport into the multi-discipline offering that it represents today.

## Our Ambitions

8 key ambitions about people and places, strengthening the delivery of a very unique offer that transcends traditional sport and meets the needs of an audience who connect with outdoor lifestyle activity.

- 01 Grow and Retain Participation
- 02 Support our Facilities and Delivery Partners
- 03 Provide High Standards of Welfare and Safety
- 04 Tackle Inequality by Delivering an Inclusive Sport
- 05 Support a Skilled and Valued Workforce
- 06 Raise Awareness and Profile of the Sport
- 07 Demonstrate Value and Improved Member Services
- 08 Run the Sport Effectively Demonstrating Strong Governance and Assurance

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

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

As we reflect on the season just passed a very good starting point to this report is a very big thank you to our members, senior management, discipline committees, volunteers and key stakeholders who have supported the wider sport on the ground. The content of this report outlines the very broad range of activities, partnerships, representation and engagement we routinely undertake on your behalf with a very slim resource. This would not be possible without the collaborative working and commitment of all those involved in this great outdoor sport.

Sports administration is certainly not a glamorous business and is often an under resourced environment. However, one of the great things about working in sport is the inspiring people who carry out so much exceptional work on the ground as routine and support the positive impact of community sport. These people come from all walks of life; volunteering is part of their fabric and they simply do what they do without seeking recognition or adulation. Volunteers make a vital contribution to community sport and have always played a key role in the sport and physical activity sector. Volunteering via sports governing bodies provides a staggering £5 billion of value and there are 1 million more members of sports clubs in the UK than members of political parties. Circa 50,000 governing body affiliated clubs operate mostly as not for profits, staffed and supported by 2 million volunteers – more than the entire NHS workforce. Without volunteers, most sporting activity simply wouldn't happen at all.

As an outdoor, lifestyle sport we have an important contribution to make to community sport and a very real need to continuously introduce our dynamic

sport to new, young and non-traditional audiences to ensure future sustainability. Waterskiing and wakeboarding provide a great deal more than just physical activity; a great "destination sport" it is much more than a trip to the local leisure centre. Our sport inspires volunteering, creates communities, lifetime friendships, provides pathways that link grassroots sport to the elite level, education and opportunity, together with a "blue sky" release from the pressures of everyday urban life. Life changing, inspirational, character building and exhilarating – we are all part of a sport that has a wide and positive impact.

*Thank you to everyone who has contributed so much in so many ways during the season; we very much value our partnership with our key stakeholder Sport England and of course with you. In particular huge thanks to our impressive staff team who continue to work tirelessly in an often strained environment to keep the wheels on the track.*



*I very much hope that this document is able to capture not just the work that we do but also the very great commitment which I know everyone has for delivering success.*

*Patrick Donovan*

**Patrick Donovan**  
Chief Executive Officer

## OUR ORGANISATION

# WHO ARE WE?

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



### Serving the Sport

A non-profit making organisation with all our income invested in developing and supporting the sport across the UK from the grassroots level through to our top athletes. Our aim is to maintain a safe, enjoyable and welcoming sport for everyone, ensuring that we remain inclusive and provide opportunities and pathways for a diverse participant base. Being out on the water not only gives your body the essential exercise you need but also offers something which is fun, thrilling and rewarding and can provide a sense of release and positive mental health.

### What Do We Do?

We are the central source of information and guidance for our members, participants, clubs and centres. As the hub for your sport, we maintain standards and provide a number of relevant resources such as safety guidelines, environmental resources, GDPR / data

protection and safeguarding guidance, to ensure that we are providing our network with the tools to deliver a safe and enjoyable sport for all. Our resources and guidelines are regularly reviewed and updated to ensure they are relevant and fit for purpose. Our small staff team can assist on a range of subjects. Whether finding an affiliated / accredited club / centre online, accessing rules, technical matters or providing information on our benefits and qualifications – we are available to help and support your needs and involvement with our sport.

### Qualifications & Standards

BWSW offers valuable coaching, driving and operating qualifications which meet the needs of the various disciplines within our sport, ensuring that we offer flexible pathways in order to cater to all. Our qualifications suite offers value and recognition within both our voluntary and commercial sectors.

We continue to develop and review our qualifications to ensure standards are maintained and that we are offering products and services which are relevant to our audience, whilst promoting good practice within the sport and encouraging progression. In addition, we continue to provide further learning opportunities in more diverse areas to our workforce to allow further skills and confidence to be developed. As our sport continues to develop, the need for further training in specific areas becomes essential so that safety and good practice is a priority in all that we do.

### Servicing Our Clubs & Centres

BWSW offers a variety of products and services for members and affiliates to meet the needs of our dynamic sport. Our affiliation and accreditation scheme caters for a diverse range of facilities, both voluntary and commercial. BWSW provides a comprehensive membership

benefits scheme to our network of clubs and centres. We can provide a number of relevant resources to support our clubs / centres on guidance / safety, development support and access to grants which support our equality, diversity and inclusion ambitions and aims. Clubs and centres can access our online members' portal which allows for membership renewal, access to members of the club / centres' qualifications and to update their own club profile which acts as a promotional tool on our website.

### Effective Communication

Understanding the people and communities within our sport is crucial in communicating effectively. Regular interaction with our members is essential in ensuring we are updating all participants and members with relevant event information and achievements, updates to policies, shared knowledge of important areas of compliance and related

guidelines and ensuring you are reminded of the many benefits you can access as a member. We have focussed on developing our social media channels to ensure regular and relevant content is updated in a timely manner. We have also focussed on providing key dates across our social media which support our equality, diversity and inclusion action plan. We appreciate that our diverse membership audience has a preference in terms of how they wish to be contacted, so offering a variety of communication channels is key to ensuring we are communicating with all membership groups effectively.

In order to segment our membership and participation base we have updated the profile area of our website, updated data capture forms and sent EDI surveys to improve our understanding of the demographics of our sport. This essential insight is part of a strategy to improve our profile and reach and encourage a more diverse audience to participate in the sport.

### Support

Whether investment in facilities, development programmes or supporting young talent, our key role is to invest and develop the sport for you and the future generations. BWSW's Cutting Edge and Progressive Edge offers an easily accessible progression pathway our clubs, centres and coaches can offer to participants within our sport. BWSW continues to adapt our access points to the sport as well as creating new schemes to ensure we offer as many accessible avenues to our sport as possible. BWSW supports club / centre development and assists clubs / centres with sourcing and applying for funding where appropriate.

### Networking & Events

Officials' seminars, driving examiner training, sports first aid training, networking events and calendar competitions. As a member you can access a wealth of knowledge and be part of a great community of like-minded people. A family sport for everyone and a sport where lifelong friendships are made.

### Research & Best Practice

Continued research is key to ensuring good practice and development of the sport – we support the quiet enjoyment of the sport whilst campaigning and researching to keep up to date with new developments and safety requirements. We assist with planning as well as environmental issues and provide guidance for our clubs / centres. BWSW is committed to ensuring that all young and vulnerable people who participate in waterskiing and wakeboarding have a welcoming, safe and positive experience and our safeguarding policy sets out the key principles as well as providing best practice guidance. We have invested a lot of time in updating our safeguarding resources to provide current and additional guidance to all those involved within our sport. Additional safeguarding training and workshops are offered to those with key roles within our workforce. We invest in specialist consultancy and external advice to ensure that our guidelines, policies and procedures are accurate, fit for purpose and effective.

### Training & Volunteer Support

We recognise that we are heavily reliant on the input of our volunteers within our diverse and technical sport – these individuals play a crucial role in ensuring our sport can be run effectively and safely. Training is provided to update our current officials and sign off new officials to ensure we have a diverse range of available individuals who can support our sport consistently. BWSW provides free DBS checks to volunteers and can offer advice on recommended safeguarding and first aid workshops where required for the relevant roles. We are always grateful to those who offer their time and input to ensure our sport is run safely and can be enjoyed by all.

# WHAT DO WE DO?

# MEMBERSHIP, PARTICIPANTS & DIVERSITY

## A Community Sport For All

A social, exciting sport which brings with it a real community feel – a family sport that offers a connection and a sense of belonging. With a variety of disciplines and types of clubs / centres, we offer a dynamic and diverse sport which can offer something for everyone. We offer a sport that can provide positive mental well-being in addition to the many physical benefits. Being out on the water provides a sense of release and research shows that cold-water immersion produces physiological changes that help us to relax and assists with calming

when feeling stressed or anxious. There are many proven benefits to participating in physical exercise, especially outdoor / water based sports. Our role is to ensure you receive those benefits in a safe, welcoming and enjoyable environment.

## The First Time Experience

A positive, memorable first time experience on the water is essential in retaining participants within the sport and to ensure long term participation. We rely on our network of clubs / centres, coaches, volunteers and officials using the training, skills and

experience we have provided to make a beginner feel comfortable, confident and most of all enjoy their first time on the water. Each individual is unique and has their own way of learning, being adaptable to any individual is key in ensuring their first time experience is positive. We support our coaches, volunteers and centres with continued development by offering workshops and any additional training to ensure that they have the expertise and skills required. We aim to provide an effective, beneficial and fun first experience on the water, whilst promoting and encouraging regular participation and progression.

In order to remain connected with our new participants, we need to be able to communicate effectively, provide opportunities to encourage progression pathways, access to competitions and promotion of our sport. We need to be able to clearly demonstrate what our sport and membership has to offer in order for our new and casual participants to progress and become dedicated, long term members for the future.

Once a committed member, it is part of our role as the governing body to demonstrate the value in our membership offer.



## Membership Numbers



## Followers on Social Media

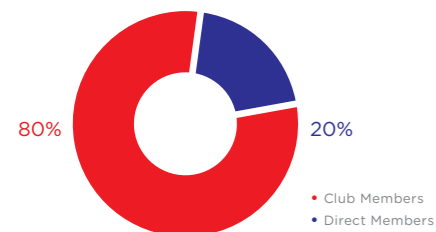


## Board Diversity

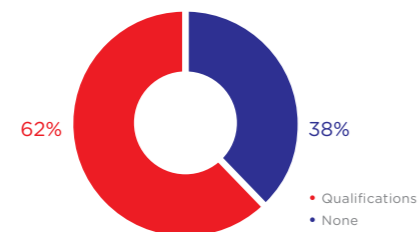
Board Diversity Female directors 25%



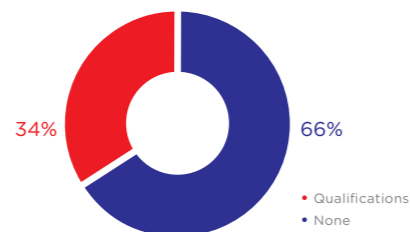
Club V Direct Membership



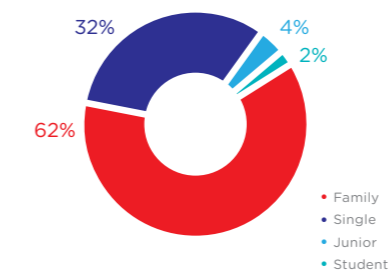
Club Member Qualifications



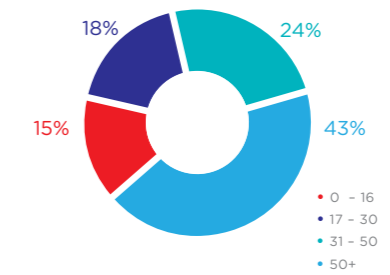
Direct Member Qualifications



Membership Plan Comparison



Member Age Comparison



Gender Comparison



# MEMBERSHIP, PARTICIPANTS & DIVERSITY

## Our Membership Offer

Our membership package needs to demonstrate good value, not solely financial value but also the positive work that is supported in terms of safety, welfare, good governance across the sport, the delivery of programmes, expertise, qualifications and the wider support that we offer. Our membership package offers a number of benefits such as discounts, personal insurance, access to qualifications, communications and more but it also demonstrates the role we play as the representative voice for you and your sport. There is so much that we do as routine which is not always tangible or visible such as compliance in relation to safeguarding, broader welfare, anti-doping, good governance, which requires time and expertise on a slim resource. Our sport would simply not exist without the 'behind the scenes' work that is carried out as routine, nor would we be able to attract the public funding to invest in and support the sport and provide the services we offer. We continue to highlight the many benefits you receive by simply supporting your sport through your membership subscription.

## Your Membership Matters

Your membership subscription is a critical income stream to support us in ensuring we retain our status as a recognised sport. Our role is to administer, support and develop our sport to provide a safe environment and promote good standards. We cannot rely solely on public funding, this is not sustainable, and so we continue to promote the benefits of the role that we play on your behalf and the value that your membership subscription offers. It is clear there are a lot of recreational users especially within the cable community who are participating but not necessarily joining as full paying members. We encourage each and every one of you involved in our sport to join and support the work that we do across the sport and wider community. Your support ensures that we have the capacity, capability and that we are eligible to attract grant funding streams for our clubs and centres. We use our position as a recognised sport to represent your interests and provide influence and advocacy across the outdoor watersports sector. Whilst we have seen an increase in our E-membership sign-up which allows recreational participants to receive newsletters, and therefore allows us to better communicate with

these casual participants, our aim is to demonstrate the benefits of our membership offer to encourage these participants to support and join as full paying members. It is beneficial for us to understand how many recreational users there are in our sport, however, it is also crucial that we continue to do what we can to increase membership numbers in order to remain financially sound.

## Understanding Our Reach

Understanding the demographics of our current members and participants is key to developing and growing our sport, as well as recruiting new participants. We cannot develop and communicate effectively if we do not understand the current members and participants of our sport and what motivates them. Regardless of age, gender, ability, ethnicity, religion etc., everyone should feel welcome and have an equal opportunity to get out on the water and enjoy our sport. Understanding our audiences and any potential barriers is a must in improving our reach and growing the sport. We are committed to making our sport in all its forms more inclusive and diverse and we will continue to demonstrate this through tackling inequality of access by providing additional, relevant access points and opportunities to our target groups.

## Membership Retention

Whilst we continue to find alternative avenues and promotional tools to recruit new members, retaining our current membership base is equally important. We are grateful to all those who continue to commit to support the sport with a membership subscription. We understand that this may be a challenge considering the current climate, but we ask that you see the value and support the recognition of our sport, and also the work that we do. There are a number of reasons members continue to join; for some it is based on their emotional attachment to the sport; many of our participants have a very functional reason for joining such as obtaining a qualification or entry to a competition; many join as they see the benefit in our products, services and other tangible benefits. Whatever your reason for participating in our sport and joining as a member, we thank you for supporting us and the sport we all love. Let's continue to work together and keep our sport thriving.

**Kylie Cooper**  
Operations Manager



# BWSW COACHING PROGRAMME

## Our Workforce

We rely heavily on our workforce of volunteers, instructors, coaches and cable operators who play a crucial role in our sport. These individuals are often the most influential to a beginner, ensuring that everyone feels welcome and has a positive first time experience. This is key to ensuring a satisfied and returning loyal customer for the long term future. Our workforce provide confidence building, skills development, encouraging retention and act as important ambassadors for the sport.

## Coaching Pathway

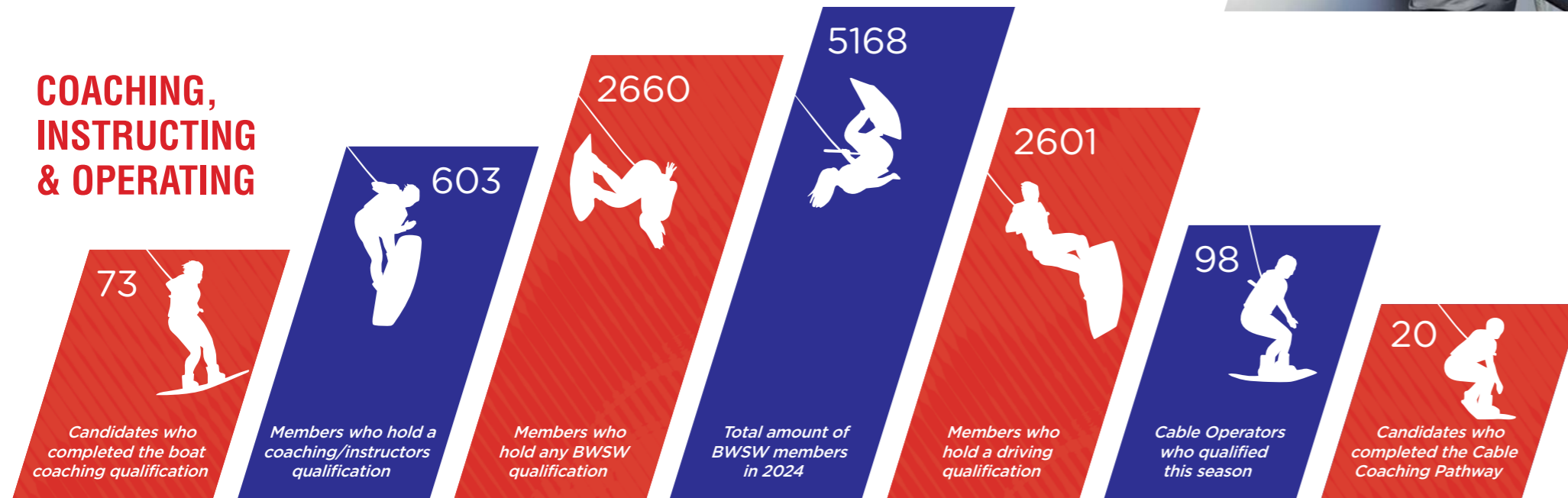
Maintaining a coaching pathway that is fit for purpose, regularly reviewed and offers support and resource to support change, open to new and diverse audiences, is always at the forefront of what we do. Our focus is to continually provide additional specialist support and continuous professional development (CPD) where appropriate to our workforce in order to meet the particular needs of individuals.

## Ongoing Success Story

Since bringing our coaching qualifications back in house and moving away from external examination boards, we have continued to qualify a positive number of coaches who have been able to access our coaching programme both within the UK and overseas. It is evident that we have a coaching programme that is valued and sought after.



## COACHING, INSTRUCTING & OPERATING



## 2024 Achievements

BWSW held a female only coaching course following previous successes which provided us with extremely positive feedback. In addition, we were also able to run a boat coaching course at our specialist disability centre, Access Adventures, which provided hands on coaching experience for the candidates in coaching those with a physical disability. The course also included a disability workshop delivered by Access Adventures at the end of the course to provide further support and guidance on coaching someone with a disability. BWSW ran, for the second time, a full day workshop at Access Adventures which was offered to all licensed coaches.

The course provided both classroom based learning and on water education which offered additional coaching guidance and information on adaptive equipment available. These workshops are extremely beneficial in providing advice and guidance to clubs/centres and coaches to support how they can adapt the equipment they currently have, if they are not fortunate enough to have the specialist disability equipment some other centres may have.

We have been able to offer our coaches access to disability specific centres of excellence where they were able to volunteer and provide support, in order to gain hands on experience of working with those with a disability and other specialised needs.

For a number of years we have been working to establish a cable coaching pathway which is fit for purpose and meets the needs of the cable community. BWSW decided to bring this back in house and are now pleased that we have made good progress and the Cable Instructor qualification has been rolled out and has been implemented successfully with a number of new candidates now signed off as Cable Instructors. The Cable Coach Level 1 qualification has now been completed and will shortly be signed off and ready to roll out. We are positive the Cable Coach Level 2 will be ready to launch for the new season and will bring the cable coaching pathway in line, in terms of what we offer, with our boat coaching pathway.

## 2025 Aims and Targets

- Research into understanding whether we can provide more flexible learning to allow a more open and accessible coach education offer
- Opportunities for continuous learning / CPD
- Development and rollout of the Cable Coaching Level 2
- Recognising and addressing barriers to the coaching pathway for particular groups, expanding the representation of women and coaches with disability coaching experience / learning
- Providing new and existing coaches with opportunities for ongoing learning and development aligned with our equality, diversity and inclusion aims

**Kylie Cooper**  
Operations Manager



## BUSINESS DEVELOPMENT

# OUR PRIORITIES



### 2024 Summary

BWSW's development strategy is centred on progressing the sport by expanding its affiliate network, nurturing mutually beneficial partnerships and promoting equality, diversity, and inclusiveness within the organisation and the sport. This approach aims to sustain the future of the sport for all stakeholders, including affiliates, members, volunteers and coaches, ensuring long-term growth and sustainability.

### Business Development

Business development for a sport national governing body requires an ongoing strategy to expand its reach, influence and financial stability. This includes the important need to secure Sport England funding and growing the BWSW affiliate network while promoting the sport's growth across all levels. Additionally, effective promotion and communication are essential to raising the sport's visibility, ensuring the governing body's sustained success and continued development in the long term.

Because of a less than desirable season due to the weather and particularly the ongoing cost of living, it is essential to make the sport more accessible and inclusive to attract a broader audience. Our main objective is to address inequality by improving accessibility through grants, stronger community connections on the ground and developing the coaches and leaders who can provide impact in this area of our work. We continue to develop resources, provide training and support affiliated clubs and centres to attract new participants. This is a key priority for the future of the sport and will remain a key focus in the upcoming season.

### Affiliate Growth

Although the growth of our affiliation network has somewhat stagnated in the last year, our ongoing objective is to actively expand and strengthen our affiliate network. This can be driven by enhancing the benefits of affiliation and accreditation by advancing our range of resources and providing a quality service.

Attracting more centres and clubs to affiliate encourages broader participation and support for the sport. In addition, reconnecting with former affiliates is significant, as we work to encourage their re-engagement and re-affiliation. By doing so, we hope to demonstrate our dedication to clubs and centres and participation in the sport.

Our efforts focus on building a robust community of affiliates, a provision of tools and support to help them thrive, and ensuring they see value in being part of our affiliate network. Nurturing long-term relationships, we aim to demonstrate our dedication to our clubs and centres, contributing to their ongoing development.

### Delivery

BWSW's Equality, Diversity and Inclusion (EDI) initiatives promote our commitment to a more inclusive sports environment and community at affiliated facilities. BWSW offers guidance, resources, grants and support to encourage affiliated clubs and centres to incorporate diversity and inclusion

at their facilities, cultivating a diverse and inclusive club and/or workplace, leading to improved member, participant and worker satisfaction. BWSW affiliates are integral to the overall future, growth and sustainability of waterskiing and wakeboarding.

To improve EDI in the sport, the assistance of grant funding to progress our initiatives and support our affiliates is very important. BWSW's delivery investment for the 2024 season supporting EDI projects, initiatives and events, amounted to circa £40,000.

### Grants awarded to assist with:

- Facility improvements (accessibility)
- Specialised equipment (for disability and female participants)
- Female centred coaching courses
- Adaptive skier / rider coaching sessions
- Female only sessions
- Disabled participant only sessions
- Training and support

**FURTHER FUNDING FOR AFFILIATED CLUBS AND CENTRES WILL BE AVAILABLE ONCE AGAIN FOR THE 2025 SEASON.**

# PARTNERSHIPS AND STATISTICS

## PROGRESSIVE EDGE AND CUTTING EDGE

**BWSW's Progression Pathway, a Sport England funded programme:** The progression pathway is designed and made for all our disciplines, to guide a beginner participant on their journey in the sport. Structuring the fundamental skills correctly helps coaches and instructors train participants, who advance quicker in a chosen discipline. Offering tangible benefits, such as the progression pathways, enhances a participant's engagement and better prepares them for evolving their skills and expertise.

### Progressive Edge Update

We have been working on updating and introducing a new level of our progression pathway awards for cable centres and crucially for full cable centres. It is essential that the progression awards reflect current qualifications and competencies. The first step in updating the existing awards was to reassess their relevance and align them with the new cable qualifications, learner needs and cable facility types. Additionally, clearly defined criteria ensure each milestone represents measurable progress in skill development, from cable kneeboard (new participation award) to cable wakeboard (Platinum award).

### Our network

BWSW's network of affiliates consists of numerous types of facilities that cater for waterski and wake disciplines and a large variety of associated and unassociated activities.

The network of affiliates is formed of voluntary members' clubs (including armed forces clubs), commercial members' clubs, accredited centres and SBD centres.

### Partnerships

Sport England is vital to BWSW's success, providing essential funding that supports initiatives, grants and



resources for clubs, centres, members, coaches and participants. This funding enables BWSW and its volunteers to drive the sport's growth and lasting impact on the waterski and wakeboard community.

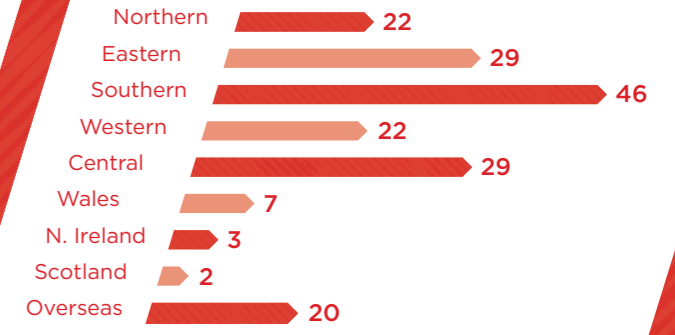
We also acknowledge our many partners supporting our sport, which include (but not limited to) the CPSU (Child Protection in Sport Unit), the BSA (Black Swimming Association), and Sports Structures.

Their continued support and resource contribution play a crucial role in ensuring a wide audience can safely enjoy all associated disciplines.

**Keir Boissevain**  
Business Development Officer



## Facilities by Area



## Our Affiliates

Voluntary members based clubs	56
Commercial members based clubs	13
Armed Forces clubs	4
Accredited Sites	30
Registered SBD test centres	59

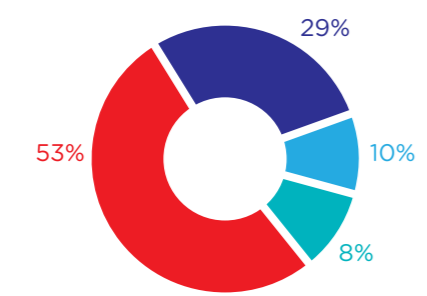
## Officials

Officials supporting our competitions 125

## Cutting Edge/Progressive Edge

Clubs and centres actively delivering 73

## BWSW Network, Facility Composition



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

## DIVERSITY & INCLUSION

# TACKLING INEQUALITY

### EDI Programmes

During 2024, BSW has built upon the EDI related work that was started in the previous year, including expanding the disability focused training and sessions, launching the inaugural Women and Girls' taster programme and signing the Brighton Declaration on Women and Sport. In addition, we have expanded the resources dedicated to increasing the number of people participating in waterskiing, cable riding and wakeboarding through our member clubs and facilities.

2024 started with the welcome announcement from Sport England, our major funder, that BSW was the second organisation to have its Diversity and Inclusion Action Plan (DIAP) approved, out of 140 funded partners.

The DIAP, which is available on the BSW website, underpins our commitment to addressing the issues of inclusion, particularly in certain key areas of our operations such as leadership, governance, communications and stakeholders. The BSW Board is leading the achievements of the DIAP and providing regular updates on progress. International Women's Day in March coincided with the launch of the first Women and Girls' taster sessions which were developed with the support of the British Media Company. After a process of application and interview, 14 clubs and facilities were successful in being part of the programme, receiving grant funding, publicity and promotion to attract more women and girls to their sessions. Hundreds of women attended and, overall, we were pleased with the take up of and response to the programme.

Kylie, Keir and I particularly enjoyed visiting some of the clubs and facilities and listening to the coaches, boat drivers, cable operators and the female participants on what they had all learnt and gained from the sessions. We are currently in the process of developing the next iteration and looking forward to working with more facilities in 2025 to attract even greater numbers.

We also ran a female only coaching course to meet the needs of women wanting to start their coach accreditation journey who preferred to learn with other women. Six women attended and we will be running the session again in 2025.

Our disability work focused on partnering with Marjory Kinnon special school and Access Adventures to provide sessions for their pupils. These sessions were

designed to provide support and appropriate training for the children, who have mixed ranges of learning disabilities, to access the water and start to ski/ride. Three sessions were held with an additional introductory session and it was rewarding to hear how much the children, parents and carers enjoyed and benefitted from the sessions. We also ran nine taster sessions with 50 attendees for disabled people and a course for coaches who want to work with disabled participants, underpinning and further developing their confidence and expertise.

In the latter half of August, BSW was pleased to sign the Brighton Declaration on Women and Sport, further underpinning our commitment to women's equality within our sport and providing greater



opportunities to be involved. As a reminder, we know that in our sport there is a rough split of two men participating for every one woman. The figures involved in coaching, boat operating and leading are even starker. We also know that women sometimes need a different approach to becoming involved than the mainstream provides hence BSW delivery of the taster sessions and women only coaching course. We will continue to listen to the needs of women and girls as we work in partnership with all our member clubs and facilities to increase the numbers participating in our sport.

In November, we hosted two online Inclusion sessions which were attended by over 30 people. We heard from the people involved with the various EDI projects, what went well, what didn't go so well and what we need to improve. The different perspectives were insightful and inspiring in equal measure and we are looking forward to further developing our EDI work in 2025.

**Cathy Hughes**  
EDI Lead

# WELFARE & SAFEGUARDING

2024 has been a busy year in terms of BSWW safeguarding and welfare to ensure that we continue to achieve the standards of safeguarding expected by Sport England and the NSPCC Child Protection in Sport Unit.

## Case Management

In order to make our processes as smooth as possible for our members, we have streamlined our Incident Reporting process on the BSWW website, so that all concerns/incidents can be submitted online with the click of a button. We have improved access to our safeguarding information by updating documentation and we are in the process of providing new online areas for our members to access information specific to their needs.

## Compliance

Following recommendations from the Whyte Review (Gymnastics) we are working with all our affiliated clubs to ensure that they have a named Club Welfare Officer in place who has an active BSWW approved DBS/PVG in place and who has completed sport specific safeguarding training, which is renewed every three years, to maintain a good level of expertise in this area. Thank you to everyone that has responded in this area. We have some amazing volunteers.

## Communication

In August 2024 we introduced Bi-monthly email communications for our Club Welfare Officers to inform them of document updates and important dates for the diary. In October 2024 we introduced regular online drop-in sessions which provide a space for networking, sharing ideas and keeping up to date with all things Welfare and Safeguarding.

- Improved communications between Club Welfare Officers and BSWW, forming a network of support and information sharing.
- Empowered members, parents, carers, volunteers who feel confident to ask questions and challenge actions taken at club level regarding compliance and culture.

## Where we would like to be by 2026

- Full compliance by our clubs in both DBS and sport specific safeguarding training to ensure our clubs remain safe and fun places to be.

**Sarah Wassell**  
Lead Safeguarding Officer

## Safeguarding Statistics

Anti-doping courses delivered	58
Child Protection in Sport Unit Assessment 2024	✓
Clubs/centres with a named Volunteer Club Welfare Officer	97
DBS/PVG Checks completed in 2024	105

“Safeguarding is everyone’s responsibility and by continuing to work together we can make safeguarding at BSWW the best in its class and a model for other sports to aspire to”.



# MEDALS & WORLD RECORDS



## GB SUCCESS

It's been another very successful year for GB across the disciplines with gold, silver & bronze medals and 3 world records broken. This list includes podiums by BWSW athletes at IWWF titled and/or approved events only. More success came at other international competitions outside the aegis of the IWWF, including in cable wakeboarding at the World Wake Association (WWA) Worlds. You can find those results on the WWA Rideline App.

### GOLD

#### CABLE WAKEBOARD

Dale Crossley	Veteran Men	World Championships
Dale Crossley	Veteran Men	E&A Youth & Senior Champs
Stephanie Williams-Caller	Masters Women	E&A Youth & Senior Champs

#### BAREFOOT

Tom Heaps	Open Men Overall	E&A Championships
Adam Chalk	Open Men Slalom	E&A Championships
Rick Moyes	Open Men Tricks	E&A Championships

#### WATERSKI

Freddie Winter	Men Slalom	Moomba Masters
Joel Poland	Men Jump	US Masters
Joel Poland	Overall Champion	World Water Skiers Overall Tour
Joel Poland	Men Jump	Waterski Pro Tour
Will Asher	Men Slalom	Waterski Pro Tour
Jonathan Cohen	+75 Men Slalom	World +35 Championships
Harley Coster	Under 14 Boys Jump	E&A Youth Championships
Kelly Atkins	+35 Women Slalom	E&A +35 Championships
Hilary Winter	+55 Women Slalom	E&A +35 Championships
Jonathan Cohen	+75 Men Slalom	E&A +35 Championships
Juliet Thompson	+75 Women Slalom	E&A +35 Championships
Juliet Thompson	+75 Women Tricks	E&A +35 Championships

### SILVER

#### CABLE WAKEBOARD

Stephanie Williams-Caller	Masters Women	World Championships
Hannah Tomsett	Ladies Seated	E&A Championships

#### BOAT WAKEBOARD

Marley O'Toole	Boys	E&A Championships
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#### BAREFOOT

Tom Heaps	Open Men Jump	World Championships
Tom Heaps	Open Men Jump	E&A Championships

#### WATERSKI

Will Asher	Men Slalom	US Masters
Jack Critchley	Men Jump	Moomba Masters
Harley Coster	Under 14 Boys Overall	E&A Youth Championships
Kelly Atkins	+35 Women Overall	E&A +35 Championships
Rodney Rowlands	+65 Men Jump	E&A +35 Championships
Team	Under 14s	E&A Youth Championships

#### CABLESKI

Steven Hamblin	Senior 2 Men Jump	E&A Age Categories Championships
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### BRONZE

#### CABLE WAKEBOARD

Lex Balladon	Masters Women	World Championships
Nick Davies	Masters Men	World Championships
Kieran Owens	Open Men Wakeboard	E&A Championships

#### BOAT WAKEBOARD

Ross Phillips	Veteran Men	E&A Championships
Kate Waldron	Veteran Women	E&A Championships
Team	Team	E&A Championships

#### BAREFOOT

Tom Heaps	Open Men Tricks	E&A Championships
Tom Heaps	Open Men Slalom	E&A Championships
Ben Sullivan	Under 23 Men Jump	World Championships
Matilda Mulcahy	Junior Girls Tricks	E&A Championships
Olly Moore	Junior Boys Slalom	E&A Championships
Simon Raine	Senior Men Slalom	E&A Championships
Simon Raine	Senior Men Tricks	E&A Championships
Team	Team	E&A Championships

#### WATERSKI

Joel Poland	Men Tricks	US Masters
Harley Coster	Under 14 Boys Slalom	E&A Youth Championships
Harley Coster	Under 14 Boys Tricks	E&A Youth Championships
Isabel Cosgrove	Under 14 Girls Slalom	E&A Youth Championships
Kelly Atkins	+35 Women Tricks	E&A +35 Championships
Kelly Atkins	+35 Women Jump	E&A +35 Championships
Rodney Rowlands	+65 Men Overall	E&A +35 Championships
Team	Team	E&A +35 Championships
Carl Turp	+80 Men Slalom	World +35 Championships
Juliet Thompson	+75 Women Tricks	World +35 Championships

## WORLD RECORDS

Joel Poland	Open Overall World Waterski Record	Ski Fluid Classic, USA (28 April)
Joel Poland	Open Overall World Waterski Record	Fluid Fall Record, USA (8 September)
Joel Poland	Open Overall World Waterski Record	Travers Cup, USA (22 September)



## BUSINESS AND FINANCE

**How does BWSW finance itself? What do we get for our membership? How are our membership fees used? These are questions often asked by club officials and members.**

### **Business Review**

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

For the 2023-24 season membership remained a key priority area for the Company with a focus on retention and membership capture to include E-members. However, with some loss of clubs and operating limitations for some club facilities, disappointingly there was a loss of paid up subscribing members compared to the previous year. We remain highly dependent on clubs and centres signing up their regular skiers and riders for membership. We continue to promote affiliation, membership benefits and strive to improve our capture points and to demonstrate value. As a facility driven sport, supporting and protecting our facilities is a critical part of our strategy however we recognise that we are not fully in the 'driving seat'

as end of leases, local restrictions, sale and redevelopment can impact on the number of clubs and centres.

An increasingly hardened marine insurance market continues to impact with increased insurance costs that represent a serious threat to the sport. This underlies the need for clubs and centres to ensure their risk assessments and safety protocols are regularly reviewed and updated. We have continued our work in this area reviewing safety guidance, safeguarding policies by utilising external safety consultancy and legal support.

During the 2023-24 financial year the Company embarked on the third year of a five year funded strategy aligned to the Sport England ten year strategy Uniting the Movement. The Company is strongly supporting this strategy and the more complex area of tackling inequalities which limit access to sport. A key area of focus is to increase female participation, to improve

access and broader specialised support for those with a disability or other limiting condition and increasingly connect with more diverse / non-traditional audiences to diversify participation in the sport. Central to our stated aims has been ongoing internal workforce learning and development in relation to improving our understanding of the complex factors that lead to inequality and exclusion from sport.

An important area of work during the year has been to complete the seven new compliance standards incorporated into the revised Code for Sports Governance as well as remaining compliant, within our limited resources, with the existing requirements. Following on from our submission we received confirmation of our compliance with the revised Code in June this year. This work remains ongoing, a key aim being to ensure we remain an eligible body in terms of accessing public funds to support the sport and enabling our affiliates to do likewise.



# BUSINESS AND FINANCE



## Self Generated Income

In terms of self-generated income streams, we continue to develop and offer a suite of qualifications that meets the needs of the wider sport in both commercial and voluntary settings and to generate income above and beyond grant funding. An ongoing aim is to diversify income streams with the current focus on qualifications and training where there are opportunities to access new markets including overseas. The Friends of Tournament (FoT) and the Friends of Wake (FoW) teams have put in a significant amount of effort to raise funds in support of our youth and elite athletes and to promote participation and the development of current and future talent within the sport via a range of initiatives including the relevant government approved small lottery schemes. The efforts of all the volunteers who support the disciplines in generating significant funds to support GB representation overseas at titled events, organise development and training days is recognised as fundamental to the future success of the sport.

BWSW's FoT committee continue to manage a significant bequest from the estate of Jill Howard. These funds are invaluable in supporting the development of the Waterski discipline each season.

## Raising the Sport's Profile

Profile raising remains a key area of ongoing development to promote the sport both within and outside of our small sporting community. The excellent efforts of our Head of Communications and our Social Media Coordinator are recognised as moving our communications capability and profile forward to a significantly higher level. The lack of eligibility of non-Olympic sport in terms of access to elite funding streams amplifies the challenges faced by the disciplines in raising mainstream income and commercial sponsorship. Non-Olympic status and limited commercial scale remain ongoing challenges in this area though there has been considerable success in raising funds via the lottery schemes referenced above.

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 summary accounts Income Statement on page 32. 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 insufficient membership income or additional exceptional events leading to expenses and/or investments in the sport resulting in a deficit being reported. Where appropriate the Company may utilise brought forward accumulated reserves from previous years.

## Company Income

The Company had income of £651,467 (2023: £659,860) from 'General' activities which resulted in a deficit of £26,648 (2023: surplus £6,156). Included within general activities are non-cash depreciation charges of £9,279 (2023: £20,413). Therefore, before non-cash charges there is a cash deficit on general activities of £17,369 (2023: surplus £26,569).

## 'General Activities' Income

	2024	2023
• Membership	£286,581	£289,882
• Sport England funding (an award of £248,344 with £1,423 underspend from 2023)	£249,767	£246,921
• Coaching & Driving income	£56,687	£68,971
• Various other incomes	£58,432	£54,086

In addition, the Company had recognised deferred income of £5,655 (2023: £13,972) from "World Class" restricted activities, which has funded activity during the year. The "World Class Fund" has now been fully utilised and will not feature in future accounts. Restricted activities of certain disciplines are further supported by income received in terms of the major bequest from Jill Howard of £235,871 and two lottery schemes (The Friends of Tournament and the Friends of Wake) generating income of £70,291 (2023: £75,494) to support, for example, competition and related activities.

The Lascelles awards were set up following a very generous bequest by Major General Lascelles in 2003 which was finally fully utilised in 2021-22. There is a desire to maintain the Lascelles awards on an annual basis, subject to BWSW financial constraints, on the same basis as before with any future donations supporting these awards. Over the years these awards have played a pivotal role in financially supporting young and promising participants, many of whom continue to play a key role in our sport. We are particularly grateful to the work of those who have carried out the difficult task of selecting those chosen for the awards.

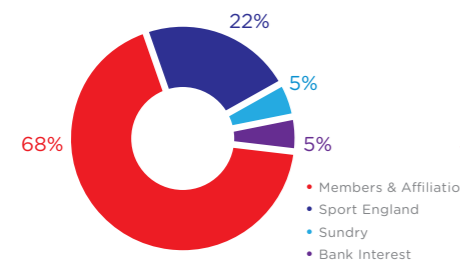
The Board would like to place on record their very great thanks to all those who have supported the continuation of these awards in recent years by personal donations.

As part of the general activities of the Company during the financial year the Company received, in respect of the Lascelles awards, a donation of £2,500 (2023: £4,500). The Board also contributed £7,500 which had the net effect that £5,250 was carried forward as at 31 March 2024 after awards made at the 2023 AGM of £9,000 (2023: £6,750).

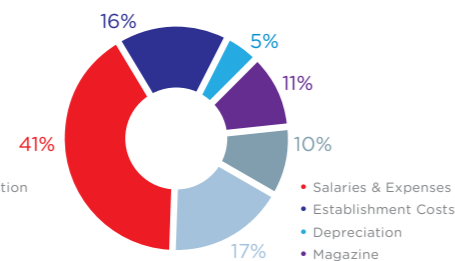
The net assets of the Company amount to £1,293,288 (2023: £1,101,494). Of this sum the FoT Jill Howard Fund amounts to £234,512 (2023: NIL) and The Small Lottery Funds are £64,509 (2023: £76,940) with the General Fund of £994,267 (2023: £1,024,554) making up the balance. As at 1st April 2024, of the available General Fund, including reserves and deferred income, £60,055 (2023: £98,317) is available for the deemed restricted activities and specific use of disciplines and committees which includes Boat Wakeboard, Racing, Waterski, Cable Ski, Cable Wakeboard and Lascelles. The largest components of this are Waterski £34,096 and Racing £10,983.

The Small Lottery Funds comprise Friends of Tournament (FoT) and Friends of Wake (FoW). Lottery ticket sales for FoT contributed £56,181 (2023: £55,317) and a deficit after tax was incurred of £15,696 (2023: surplus £5,017). The FoT fund balance at the end of the year was £53,823 (2023: £69,519). Lottery ticket sales for FoW contributed £4,825 (2023: £5,925) and a surplus after tax was incurred of £3,265 (2023: £3,258). The FoW fund balance at the end of the year was £10,686 (2023: £7,421).

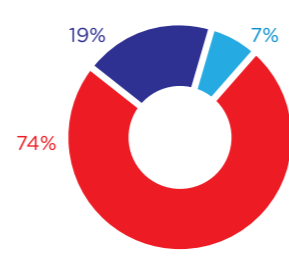
**Andy Phillips**  
Treasurer



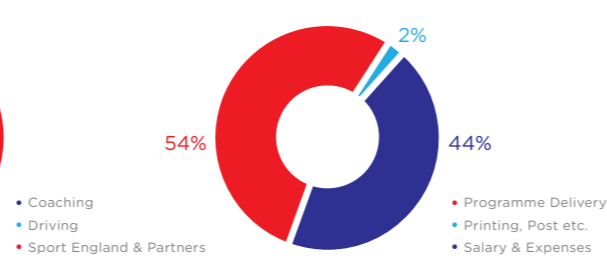
Business income



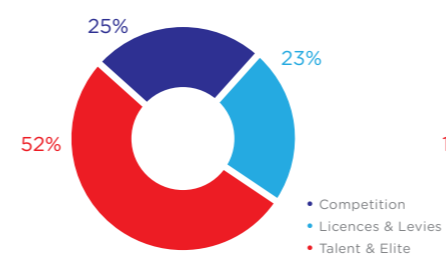
Business expenses



Development income



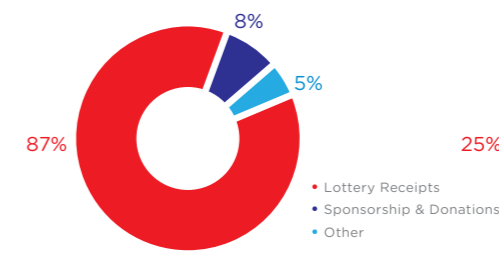
Development expenses



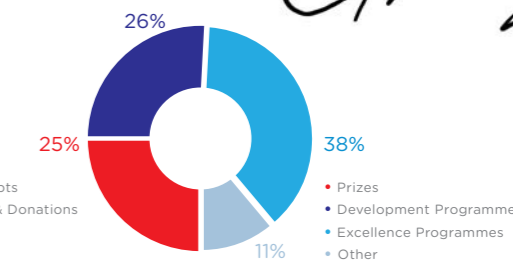
Excellence income



Excellence expenses



Lottery income



Lottery expenses



## Sources of Funding

- **Membership** – annual affiliation fees and membership subscriptions.
- **Sport England** – exchequer and lottery funding supporting specific programmes and core activity - primarily development and our talent programme.
- **Partners** – for example advertisers in our British Water Ski & Wakeboard magazine.
- **Sponsors** – organisations and individuals who support specific events or activities.
- **Licence Holders** – members who compete in the competition programmes run by the various disciplines of the sport.
- **Training Programmes** – includes coach training and the Ski Boat Driver programme.
- **Participants** – our members who participate in different ways and who also subsidise their involvement. This includes our officials, coaches, competitors and the many volunteers supporting their clubs.



## Auditor's Statement

To the Directors of The British Water Ski & Wakeboard Federation Limited – We have examined the extracted summary financial statements set out on Pages 32/33.

The Directors are responsible for preparing the summary financial statements in accordance with applicable United Kingdom law. Our responsibility is to report to you our opinion on the consistency of the non-consolidated financial statements with the full annual financial statements and the Directors' and Strategic Reports.

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

In our opinion, the summary financial statements are consistent with the full annual financial statements and the Directors' and Strategic Reports of The British Water Ski and Wakeboard Federation Limited for the year ended 31st March 2024.

*Menzies LLP*

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

Chartered Accountants & Statutory Auditor  
Magna House, 18-32 London Road,  
Staines-upon-Thames, TW18 4BP  
Statutory Auditor Date: 18th December 2024

## Directors' Statement

The Directors have pleasure in presenting the summary financial information for the year ended 31st March 2024. The summary financial statement is only a summary of information in the company's annual financial statements and Directors' report. This summary financial statement does not contain sufficient information to allow for a full understanding of the results and state of affairs of the company.

For further information the full annual financial statements, the auditor's report on those accounts and the Directors' report should be consulted.

The auditor's report on the company's annual financial statements and on the consistency of the Directors' report with those financial statements was unqualified. The auditor's report contained no statement under sections 498(2) or 498(3) of the Companies Act 2006.

Copies of the full annual financial statements, the audit report and the Directors' report have been filed at Companies House and can be obtained by contacting our HQ.

The annual financial statements and the Directors' report were approved on 8th December 2024. These summary financial statements have been signed by Patrick Donovan on behalf of the Directors on 9th December 2024.

*Patrick Donovan*



# The British Water Ski & Wakeboard Federation Limited

## Financial Statement - 2023/24

THE BRITISH WATER SKI & WAKEBOARD FEDERATION LIMITED (A company limited by guarantee)  
INCOME AND EXPENDITURE STATEMENT - YEAR ENDED 31 MARCH 2024

	General Fund	World Class	FoT Jill Howard Fund	Small Lottery Funds	Year Ended 31/03/2024	Year Ended 31/03/2023 Restated
	£	£	£	£	£	£
<b>Income</b>						
BWSWF Income	651,467	-	235,871	70,291	957,629	735,354
World Class Talent	-	5,655	-	-	5,655	13,972
<b>Total Incoming Resources</b>	<b>651,467</b>	<b>5,655</b>	<b>235,871</b>	<b>70,291</b>	<b>963,284</b>	<b>749,326</b>
<b>Expenditure</b>						
BWSWF Expenses	-678,115	-	-194	-82,439	-760,748	-720,895
World Class Talent	-	-5,655	-	-	-5,655	-13,972
<b>Total Resources Expended</b>	<b>-678,115</b>	<b>-5,655</b>	<b>-194</b>	<b>-82,439</b>	<b>-766,403</b>	<b>-734,867</b>
<b>Net incoming resources before taxation</b>	<b>-26,648</b>	<b>-</b>	<b>235,677</b>	<b>-12,148</b>	<b>196,881</b>	<b>14,459</b>
Tax on net incoming resources	-3,639	-	-1,165	-283	-5,087	-1,231
<b>Net incoming resources after taxation</b>	<b>-30,287</b>	<b>-</b>	<b>234,512</b>	<b>-12,431</b>	<b>191,794</b>	<b>13,228</b>
Fund balance b/forward at 01/04/2023	1,024,554	-	-	76,940	1,101,494	1088,266
Fund balance c/forward at 31/03/2024	<b>994,267</b>	<b>-</b>	<b>234,512</b>	<b>64,509</b>	<b>1,293,288</b>	<b>1,101,494</b>

### NOTES TO THE ACCOUNTS

The financial statements in this report are summary reports based on the Management Reports and Financial Statements of The British Water Ski & Wakeboard Federation Limited. "World Class" Restricted Activities - funds for these activities are derived from Sport England.

THE BRITISH WATER SKI & WAKEBOARD FEDERATION LIMITED (A company limited by guarantee)  
DETAILED INCOME AND EXPENDITURE STATEMENT - FOR THE YEAR ENDED 31 MARCH 2024

INCOME	Year Ended 31/03/2024	Year Ended 31/03/2023 Restated	EXPENDITURE (Continued)	Year Ended 31/03/2024	Year Ended 31/03/2023
	£	£		£	£
<b>Business Income</b>			<b>Business Expenses</b>		
Membership & Affiliations	286,581	289,882	Leasing Costs - Office Equipment	2,986	1,732
Sport England Grant	90,000	90,000	Legal & Professional Fees	14,057	-2,520
Other Grant	-	-	Audit Fees & Services	22,107	12,480
Bank Interest Receivable	19,156	6,321	Irrecoverable VAT	28,428	8,497
Royalties	-	16	Depreciation	9,279	20,413
Social Functions & Presentations	3,075	8,885	Bank Charges	3,578	4,223
Sundry Income	6,438	14,102	Meeting Costs	3,661	15,763
Magazine Advertising Income	10,896	50	Printing, Postage & Stationery	17,345	20,911
IT Project Grant	-	7,900	General Expenses	1,646	-269
Sponsorship & Donations	50	15,977	Publicity & Associations	233	5,234
	<b>416,196</b>	<b>433,133</b>	Magazine Expenses	47,876	46,391
				<b>448,215</b>	<b>426,346</b>
<b>Development Income</b>			<b>Development Expenses</b>		
Coaching Programmes	42,189	48,106	Salaries & Staff Expenses	71,258	90,686
Driving Programmes	14,498	20,865	Printing, Postage & Stationery	3,500	4,530
Sport England Grant	159,767	156,921	Development Car Costs & Leases	-	-
	<b>216,454</b>	<b>225,892</b>	Development Programmes	100,316	112,341
				<b>175,074</b>	<b>207,557</b>
<b>Excellence Income</b>			<b>Excellence Expenses</b>		
Competition Income	6,052	4,994	Excellence Programmes	60,481	33,773
Sponsorships, Partners & Donations	12,650	165		<b>60,481</b>	<b>33,773</b>
Licences & Levies	5,770	9,648			
	<b>24,472</b>	<b>14,807</b>			
<b>FoT Jill Howard Fund Income</b>			<b>FoT Jill Howard Fund Expenses</b>		
Donations	229,738	-	Bank Charges	194	-
Bank Interest Receivable	6,133	-		<b>194</b>	<b>-</b>
	<b>235,871</b>	<b>-</b>	<b>Small Lottery Expenses</b>		
			Lottery Prizes	20,545	20,452
<b>Small Lottery Income</b>			Development Programmes	21,546	13,291
Lottery Receipts	61,006	61,242	Excellence Programmes	31,492	28,783
Sponsorship & Donations	5,876	9,437	Promotional Expenses	8,329	4,625
Development Days	1,640	1,160	Other Expenses	273	40
Sales of Merchandised Equipment	282	3,509	Bank Charges	254	-
Bank Interest Receivable	1,487	146		<b>82,439</b>	<b>67,191</b>
	<b>70,291</b>	<b>75,494</b>	<b>Total Expenses</b>	<b>766,403</b>	<b>734,867</b>
<b>Total Income</b>	<b>963,284</b>	<b>749,326</b>	<b>Surplus for the year on Ordinary Activities</b>	<b>196,881</b>	<b>14,459</b>
			<b>Surplus before taxation</b>	<b>196,881</b>	<b>14,459</b>
			<b>Taxation</b>		
			General Fund	-3,639	-1,203
			FoT Jill Howard Fund	-1,165	-
			Small Lottery Funds	-283	-28
				<b>-5,087</b>	<b>-1,231</b>
			<b>Surplus after tax</b>	<b>191,794</b>	<b>13,228</b>

### NOTES TO THE FINANCIAL STATEMENTS

DEBTORS & CREDITORS	Year Ended 31/03/2024	Year Ended 31/03/2023
	£	£
<b>Debtors</b>		
Trade Debtors	70,270	73,579
Prepayments and Accrued Income	137,085	76,705
Other Debtors	24,738	2,937
<b>Total</b>	<b>232,093</b>	<b>153,221</b>
<b>Creditors: amounts falling due within one year</b>	<b>31/03/2024</b>	<b>31/03/2023</b>
	£	£
Trade Creditors	64,590	35,459
Other Creditors	-	448
Corporation Tax	5,087	1,228
PAYE	5,685	4,118
Accruals and Deferred Income	167,147	208,924
VAT Payable	13,749	-
<b>Total</b>	<b>256,258</b>	<b>250,177</b>

Tangible Fixed Assets	Fixtures Fittings & Equipment	Freehold Land & Buildings	Plant & Machinery	Total
	£	£	£	£
<b>Cost:</b>				
As at 1st April 2023	23,952	477,120	27,889	528,961
Additions	-	-	3,573	3,573
Disposals	-17,532	-	-4,177	-21,709
As at 31st March 2024	<b>6,420</b>	<b>477,120</b>	<b>27,285</b>	<b>510,825</b>
<b>Accumulated Depreciation</b>				
As at 1st April 2023	21,946	84,647	22,549	129,142
Depreciation	582	6,300	2,397	9,279
Depreciation on Disposals	-17,532	-	-4,177	-21,709
As at 31st March 2024	<b>4,996</b>	<b>90,947</b>	<b>20,769</b>	<b>116,712</b>
<b>Net Book Value</b>				
As at 31st March 2023	<b>2,006</b>	<b>392,473</b>	<b>5,340</b>	<b>399,819</b>
As at 31st March 2024	<b>1,424</b>	<b>386,173</b>	<b>6,516</b>	<b>394,113</b>

### BALANCE SHEET AS AT 31 MARCH 2024

	Year Ended 31/03/2024	Year Ended 31/03/2023 Restated
	£	£
<b>Fixed Assets</b>		
Intangible Assets	-	-
Tangible Assets	394,113	399,819
	<b>394,113</b>	<b>399,819</b>
<b>Current Assets</b>		
Debtors	232,093	153,221
Short Term Investments	249,746	-
Bank balances and cash	673,594	798,631
	<b>1,155,433</b>	<b>951,852</b>
<b>Less: Creditors:</b>		
Amounts falling due within one year	<b>256,258</b>	<b>250,177</b>
<b>Net Current Assets</b>	<b>899,175</b>	<b>701,675</b>
<b>Net Assets</b>	<b>1,293,288</b>	<b>1,101,494</b>
<b>Funds</b>		
<b>Members Funds</b>		
General Fund	994,267	1,024,554
FoT Jill Howard Fund	234,512	-
Small Lottery Funds	64,509	76,940
<b>Total Funds</b>	<b>1,293,288</b>	<b>1,101,494</b>

### RESERVES POLICY

The Company maintains reserves equal to a minimum of 6 months' essential expenditure related to its core business budget. In the event of a loss of income, this allows the Company to maintain core operational services for 6 months, during which time the Company's structure and major cost centres can be realigned.

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