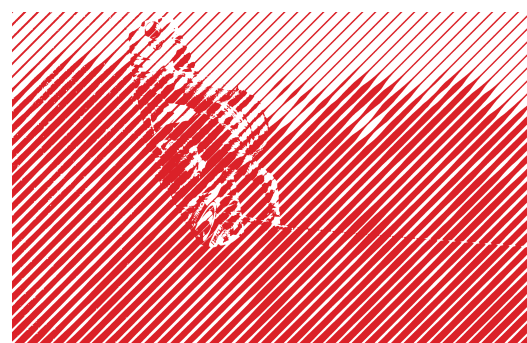


ANNUAL
REPORT
2014



A STATEMENT FROM THE CHAIRMAN

OUR CONTINUING SUCCESS ON THE WATER, YET AGAIN MAINTAINS OUR STATUS AS ONE OF BRITAIN'S MOST SUCCESSFUL SPORTS...

The Past Year

The past few years have been challenging times for all sports, and our sport is no exception. The recession and long drawn out period of recovery has diminished the amount of income people are prepared to spend on their sport and, at the same time, the demands from government to increase the numbers of people participating in sport, have grown. The good news is that there is clear data to show that the number of people participating in our sport has increased, but the bad news is that our membership is still in decline and, therefore our income is in decline. The increase in participation is largely as a result of the increase in cable sites, but also in people using their own boats on the sea and taking up wakeboarding behind them. The challenge for us is to find a service that we can offer that is attractive to these two groups of people so that they have a wish to become members of our organisation.

Our sport is a particularly diverse one, which makes the management of it more problematic than many others. We are recognised by Sport England as a highly successful NGB, but it is equally important to be recognised by our membership as an efficient organisation looking after their interests. The achievement of both of these goals is only as a direct result of the continuous hard work from our limited staff and the many volunteers working within our sport for the benefit of all our members.

This year, we have taken steps to improve the integrity of our basic driving qualification, the Ski Boat Driver Level 2, and are reviewing our Ski Boat Driver Level 3 qualification. We have also introduced the world's first Cable Wakeboard coaching qualification, the UKCC Level 2 CWB and have successfully



run both UKCC Level 3 Water Ski and Level 3 Wakeboard courses. These are significant steps forward in our qualifications stream and a further great benefit for our members. They demonstrate our commitment to developing qualifications that are robust, have currency and recognition, and improve standards within the sport together with generating income to re-invest back into the sport.

We always strive to be more outward looking, and our Development Team further that work on your behalf with a number of external agencies, such as County Sports Partnerships, the aim being to encourage newcomers to the sport and highlight the unique and diverse offer BWSW has as an exciting, adrenaline fuelled sport. With considerable travel throughout the UK and applying for alternate sources of funding for our clubs, such as the Inspired Facilities Fund and Small Grants scheme, the Development Team aim to ensure our clubs are sustainable and have the best opportunities to develop.

The Success of our athletes

Despite the termination of elite funding for non-Olympic sports from UK Sport, our athletes have, once again, achieved magnificent international success.

Our membership may have declined, but we remain one of Britain's most successful sports, which deserves to be better recognised.

Governance

We have continued to refine and to develop our system of governance. The Board recognises that it is both the Board of our "Federation of Clubs" and also of the National Governing Body for the sport of Water skiing and Wakeboarding. We now have three Non-Executive Independent Directors recruited from outside of our sport who provide additional experience at Board level and an external and objective view to our debates. They are an invaluable asset to the Board and to our decision-making. We have now recognised the need to be better able to identify members for the Board from within our sport, who have the appropriate skills and experience. We consulted widely and reviewed how other sports recruited members to their Boards, and, following discussions with the Advisory Council, our proposal is to set up a Nominations Committee, which will include independent members, with the remit to seek candidates from across the whole range of associate members of BWSW, for election by the BWSW AGM, to take up to six of the Non Executive Director roles on the Board.

In Closing

We are making progress year on year despite a shortfall in resources. We have a very small core staff team undertaking a large and diverse task. They work hard with great flexibility and, once again, they have done an outstanding job this year. I thank them all.

Patrick Prior OBE
Chairman

CHIEF EXECUTIVE'S VIEW

I AM ALWAYS AMAZED AT THE DIVERSITY OF KNOWLEDGE REQUIRED TO ENSURE THE SPORT WORKS "ON THE GROUND" ...

Multi discipline, technical, involving boats and cables, judging programmes, software, coaching programmes, talent and sports science. Not to mention planning, green belt regulations, environmental matters and health and safety. But each season the sport rises to the challenge.



on the public purse strings are a well-publicised concern for any sports governing body. Individual sports increasingly have to stand on their own two feet and demonstrate that they are fit for purpose and able to meet targets and deliver tangible results for the public investment provided.

Opportunities

However there are also opportunities and signs of recovery - more people are playing sport more regularly than ever before, according to recent figures published by the Active People Survey (the largest survey of sport and activity ever carried out in Europe). The results, released in June 2014, show that the number of people water skiing and wakeboarding has increased by over 10,000, compared to last year. Simply great news for a sport that has suffered greatly from the impact of the recession. Our Development Team are working hard with various partners to drive newcomers to the sport to your club or facility - we very much recognise the very significant role that voluntary clubs play in terms of supporting the sport but also recognise that the commercial sector has a role to play. It has the capacity to introduce large numbers of newcomers to the sport

and this is of course important in ensuring the participants and club members of the future. So we do need your support in ensuring that newcomers to the sport have a positive first time experience and are retained within the sport.

Long Term Aims

So what are our long term aims? Quite simply a strategy which restates our aim to create a high quality, sustainable and enjoyable sporting infrastructure that attracts new, retains existing and reengages former participants within the sport and develops the talent to deliver international success. It is a strategy which sees the sport "thinking bigger", adopting a more ambitious and innovative outlook and encouraging satisfied and loyal participants for the longer term. Key to success is having the people in place with the skills to deliver and recognising the important factors that make sport in this country so successful with programmes which recognise the key areas of volunteering, coaching, youth development, inclusion and talent development.

Thank you

Finally thanks to our very impressive and skilled staff team who work incredibly hard. 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
Chief Executive Officer

Ongoing Success

Another season over and the second year of our four year cycle of programmes complete. It has been another "big year" for us at HQ as we have rolled out the IT system and website further and with our expanded staff team progressing our new and existing development programmes. We have taken a lead role in steering the sport through development projects to encourage increased participation, talent, improved standards of coaching and core support to benefit the sport for the long term future. However, "the Fed" is successful quite simply because it has the enthusiasm and commitment of you - a great team of parents, coaches, officials and volunteers who tirelessly give their time to coaching the young, managing clubs and running events in what is a very diverse and technical sport.

Challenging Times

The last four years have seen difficult times for many of our clubs with recession impacting on their membership levels. The recent tough economic climate and the continued pressure

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.

Its main role is acting on behalf of the interests of water skiers and wakeboarders to develop and serve the sport - a non-profit making organisation with all of our income invested in developing and supporting the sport across the UK from the grassroots level through to our top athletes.

And so what do we do?

Information, guidance and support - Whether finding a club online, accessing rules, technical matters or simply searching for news or results, BWSW maintains a great deal of resources and develops policies to support your sport which are available on our website. Our staff team can also assist and provide guidance on a range of subjects to our clubs and members.

Qualifications & standards

Coaching, driving and cable operation - we develop quality qualifications to support the sport, develop talent and encourage safe practice and standards. Recent years have seen the introduction of the UKCC (UK Coaching Certificate) Level 2 Water Ski and Wakeboard coaching qualification. 2014 will see the world's first ever UKCC Cable Wakeboard qualification. Our accreditation scheme encourages safety, sound management of the sport and the provision of a quality experience for existing members and newcomers to the sport.

Products & services

BWSW offers affiliation schemes, comprehensive bespoke club liability insurance, the BWSW magazine four times a year and a whole host more such as social media sites and newsletters. Our large investment in a new CRM system (Customer Relationship Management system) which includes a brand new website and HQ database allows us to capture relevant data on our members and participants of the sport in order to offer the best service and communicate effectively.

Investment & support

Whether investment in facilities, development programmes or fostering young talent our key role is to invest and develop the sport for you and the future generations. 2013-17 will see £2m invested into the sport to support grassroots and talent development. Our development team supports club development, helps clubs to source and apply for funding where appropriate e.g. facilities and supporting clubs through accreditation schemes e.g. ClubMark. This work strengthens our network ensuring there are quality facilities for existing and new participants in the sport.

Networking & events

Club workshops, officials seminars, driving examiner training, regional 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. It's a great family sport for everyone and a sport where lifelong friendships are made.

Research, advocacy & campaigns

Research, advocacy & campaigns Safety, encouraging good practice, research, planning issues and environmental information.

We also support the quiet enjoyment of the sport and campaign on your behalf for fair representation for the sport at local and national level. We continue to support the Windermere campaign, have worked on management projects e.g. the Norfolk Broads and attend various representative groups on your behalf whether related to safety, funding or simply developing the sport.

Training & volunteer support

Officials, volunteers and club welfare officers - we recognise the huge input our members have in supporting the sport and aim to widen the safe and quiet enjoyment of the sport.

A great sport! With a wide range of disciplines this sport really can meet the needs of a diverse range of people. With programmes such as Cutting Edge and On The Edge it allows an achievable, effective and fun introduction to the sport via our well trained and qualified coaches. A very social, family orientated and exciting sport with a strong community at its heart.





Wake Lake Cable Park



Cutting Edge



On the Edge



Cutting Edge Platinum

DEVELOPMENT UPDATE 2014

ACTIVE PEOPLE SURVEY RECORDS INCREASED PARTICIPATION OF 10,000 COMPARED TO THE PREVIOUS SEASON'S RESULTS

Increased Participation

The most recent Active People Survey results, which cover April 2013-April 2014, show that the number of people water skiing and wakeboarding has increased by over 10,000, compared to last year's figures.

The Active People Survey continuously measures the number of people taking part in sport across the nation and in local communities. It is the largest survey of sport and activity ever carried out in Europe.

Georgina Agnies, Head of Development, said: "These figures are really encouraging for sport as a whole with more people than ever before now playing sport regularly. As for water skiing and wakeboarding this is fantastic news and provides us with valuable insight and data in order for us to move the sport forward. However the Development Team won't be resting on their laurels, we will take these results, learn from them and continue to develop the network and programmes."

The Development Team

The Development Team has gone from strength to strength over the last year and has worked hard to improve their offer of support and ultimately increase the number of people participating in the sport. We have worked with our affiliated clubs and accredited sites to deliver the participation programmes – 'Cutting Edge' & 'On the Edge' and our Inclusive programme. We have also been working in partnership with a number of external organisations such as County Sports Partnerships, colleges and universities and national sports organisations, to promote the sport and offer opportunities to access the sport to more people.

2014 also saw the Development team take on another 2 cables based in the South West, both of these cables will play a vital role in helping the team achieve the participation targets set by Sport England.

The Development team would also like to thank all the clubs, cables, committees and national partners who have made this increase in participation possible.

On The Edge

On the Edge is BWSW's adult participation programme; it allows new riders to learn and practise waterskiing or wakeboarding in a safe and secure environment with other new riders at a reduced cost. This programme is now in its second year and it has expanded from 9 sites to 16 sites across the UK. Clubs signed up to run 6 week sessions for 16 people. Towards the end of the season we secured some additional funding for this project from Sport England which allowed 4 clubs to run an extra 6 week session for a further 16 people and also allowed for a new club to run the project for the first time.

Participating sites said:

- "The three blocks of 'On the Edge' we have run has led us to 9 regular riders so far, including one family called the Edge family who are a family of 4 who come down every week, this family loves it and is a perfect example of the good work that 'On the Edge' does". (Tim, Liverpool Wake Park).
- "The first 'On the Edge' programme completed earlier in the year was a great success, over 30% of the participants continued to use the wake park on a regular basis and one couple come every week. We gave a free membership at the end of the project to every participant which gave them discounts for themselves and friends for the next 12 months." (Garry, Blackpool Wake Park)
- "Of the 16 riders that took part in 'On the Edge', 9 have come back since and several recommended us to others who have also come down." (Dave, Wake Lake)

"The Edge" Competition Series

The Development Team have also successfully developed a new national competition series and national ranking system. A pilot competition was held in September, and attracted over 30 riders from across the UK who competed in categories from 'Rookie' to 'Advanced'. Next season we hope to have between 5-10 new clubs hosting a competition in the "Edge" competition series and will publish the national rankings on the BWSW website.



Cutting Edge

Cutting Edge remains the flagship participation programme for BWSW and continues to help encourage and progress young people in our sport. We have, yet again, increased the number of sites delivering the programme. The resources and supporting materials are an invaluable benefit to our affiliated clubs and accredited sites and this year saw the introduction of new supporting documents to help clubs set up their own Cutting Edge Clubs.

This year, we have introduced a new level of award to the programme for Wakeboard – Cutting Edge Platinum; it gives young talented riders a benchmark to work towards and achieve.

- "we have run over 2000 Cutting Edge sessions over the summer holidays catering for 750 children of all levels – all completed the participation level, 500 completed their bronze award, 150 started their Silver award with 50 achieving their award, 20 of those went on to start their gold, of which 9 have completed and are now excited to be working towards their Platinum." (Just Wake)

The Cutting Edge Competitions proved to be great successes this year. The Cutting Edge Boat Competition had over 60 competitors from 5 regions across the countries – it is great to see the progression of the young skiers and riders each year and this year was definitely no exception. In addition, this year saw the reintroduction of the Cutting Edge Cable Competition – this was the first time the competition has been held on a straight line cable (at Just Wake) and saw competitors from across the country travel to compete against their peers. We are excited to build on this competition next year and increase the number of participants competing on a national scale.

Inclusive Offer

This year has seen the BWSW Inclusive offer expand, in partnership with BDWWA, to include 5 new sites – they have each benefitted from a Disability Awareness Workshop along with a grant to enable them to cater for disabled people. It has also been key to continue to support our existing Inclusive Sites to ensure they have the confidence and contacts to offer inclusive opportunities. We will work closely with all these sites next year to increase the opportunities available to disabled people and promote these opportunities to local communities and organisations.



Deafastics

Network Development

A significant part of the Development Team's work is surrounding network development and building relationships with clubs and external partners. This area of work aims to build up and support a wide network of clubs, partners and organisations to ensure greater satisfaction for people participating in the sport and in turn help to sustain participant as regular skiers and riders. Alongside this, it raises the profile of the sport and offers access and opportunities to more people than ever before.

Increased Club Support

The continued investment from Sport England has meant that our 3 members of the Development Team have been able to focus on providing support to the affiliated clubs and accredited sites in their designated areas. Over the last year, the team have visited and supported over 50 clubs in a variety of ways including sourcing and applying for funding, setting up and running Cutting Edge and On the Edge sessions, up-skilling their workforce, facilitating local relationships with colleges and universities and improving the promotion of the club.

This season, BWSW were pleased to offer the Club Development Bursary to all affiliated and accredited clubs. Bursaries of up to £250 were available to clubs to support them to increase participation at and attract new members to their club. Fifteen clubs were awarded bursaries for various projects including new club equipment, club promotion projects and club open days. This is has been a really positive way to support our clubs this year and we hope to see the benefit of the bursaries for these clubs next season.

New & Continued Partnerships

The team has continued to develop relationships with local and national partners, including County Sports Partnerships (CSP) and Local Authorities. Our new work with British University College Sport (BUCS) has enabled us to engage with more universities by linking them with local accredited sites. This, in turn, has increased the number of students of all abilities trying the sport and competing in Uniwake competitions.

Our links with HE and FE providers have been strengthened by our University Bursary Fund which was available to university water ski and wakeboard clubs who ride at one of our accredited sites. Five bursaries were awarded to increase the number of people participating in the sport through a variety of projects including subsidised sessions, a free taster session for new students and club equipment.

Case Study

One particular success story is that of Just Wake's successful Sportivate project. Just Wake was awarded Sportivate funding through their local CSP to offer a six week block of subsidised sessions to 16 students at local schools. Eight students from Gartree Secondary School participated in wakeboarding during their weekly PE lesson for 6 weeks and they all achieved their Cutting Edge Silver Award. All the students continued to ride at Just Wake over the summer and 4 of them joined as members. There is now a waiting list of students who want to try wakeboarding so they will be running the sessions again in 2015. Without the Sportivate funding, these pupils would not have had the opportunity to try wakeboarding.

Georgina Agnies
Head of Development

DEVELOPMENT STATISTICS

- Over 50 Club visits
- 22 relationships with CSPs
- 15 University programmes supported by affiliated clubs/accredited sites
- 328 participants through the On the Edge programme
- 32 sites actively delivering Cutting Edge
- 8 Inclusive Sites
- 8 Funded Cable sites delivering Sport England participation targets
- 20 Club Bursaries awarded
- 89 Cutting Edge Competitors

BWSW STATISTICS

A DIVERSE RANGE OF PARTNERS CONSISTING OF VOLUNTARY CLUBS, LARGE COMMERCIAL SKI CENTRES, CABLE SITES, MARINAS, ARMED FORCES & EDUCATIONAL ESTABLISHMENTS



Photo by Steve Theo

Affiliate & Qualification Statistics

British Water Ski & Wakeboard represents a broad range of diverse partners consisting of voluntary clubs, large commercial ski centres, cable sites, marinas, armed forces and educational establishments together with holiday based ski facilities in both the UK and overseas. The majority of our affiliates continue to be voluntary boat owning clubs however with the introduction of straight line cables we have seen a significant increase in new commercial cable sites being built around the UK. The straight line cable allows a fun and easier learning experience for someone new to the sport.

Our Affiliates

- 71 Voluntary members based clubs
- 18 Commercial members based clubs
- 3 Armed Forces clubs
- 6 Accredited UK ski schools
- 6 accredited overseas ski schools
- 4 Accredited full cable tows
- 13 Accredited straight line cables

Ski Boat Driver Qualifications

- 75 registered test centres
- 344 SBD2 licences were issued
- 337 ICC boat driving licences issued
- 45% of BWSW members hold an SBD Level 2
- 61% of BWSW members (aged over 16 years) who can actually take the SBD test hold an SBD Level 2
- 91 members hold an SBD Level 3

Coaching Structure

- 674 members hold a BWSW coaching qualification
- 255 licensed instructors
- 24 licensed club coaches
- 6 licensed senior coaches
- 381 UKCC Level 2 Water Ski & Wakeboard Coaches
- 18 UKCC Level 2 Cable Wakeboard Coaches
- 8 Active Tutors & Assessors
- 33 qualified System 2.0 operators
- 69 qualified cable operators
- 17 UKCC Level 3 coaches
- 60 BWSW Level 1 coaches

Safeguarding

- 81 DBS checks processed
- 118 Club Welfare Officers
- 152 Safeguarding and Protecting Children courses attended

Cutting Edge:

- 34 Clubs actively delivering Cutting Edge

Affiliation

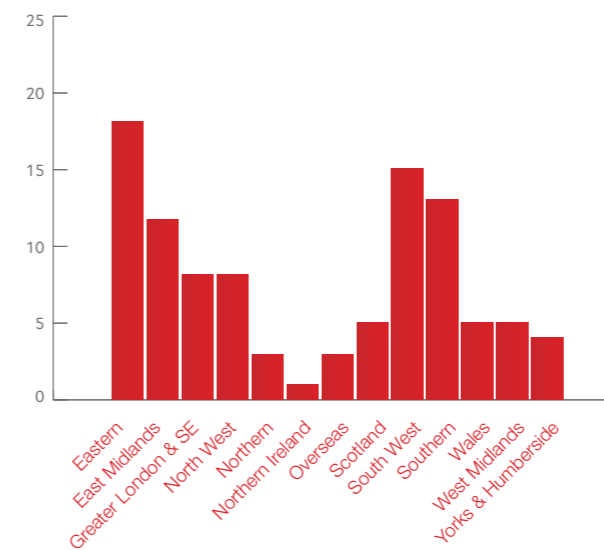
BWSW has continued to work with our clubs to ensure that minimum standards are met; ensuring that every club is aware of their responsibility in terms of safeguarding, operating in an environmentally responsible manner and to offer a safe and welcoming club experience for the continued enjoyment of the sport. 2014 saw a freeze on the clubs affiliation fee with improvements to the club liability insurance cover provided. With our development team in full force at three members of staff, all of our affiliates are welcomed to a dedicated Programme Manager to provide support, guidance and development opportunities.

Ski Boat Driver (SBD)

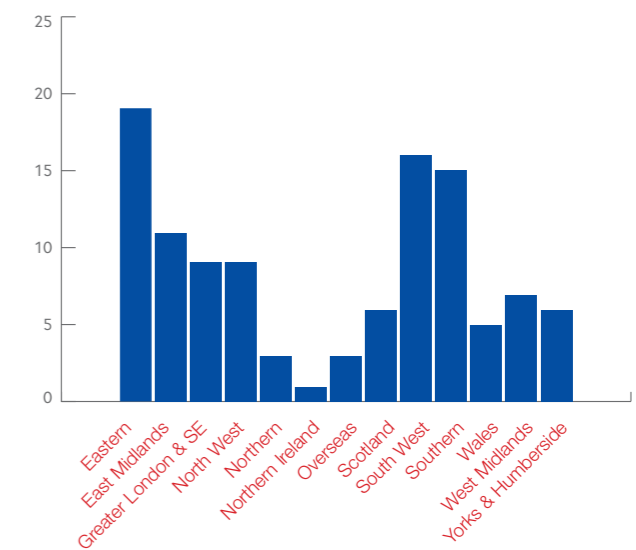
The BWSW network of SBD driver training centres has been reviewed over the last season with many examiners attending re-training to ensure that high standards are maintained and that the level of teaching is consistent. Once again the large number of members taking our awards demonstrates the value of the scheme. Our driving programme is endorsed by the Maritime & Coastguard Agency and re-affirms our commitment to good practice and promoting safety.

MEMBERSHIP

Regional membership by %



Number of Clubs & Ski Centres by Region



Membership

All membership organisations are faced with the challenge of providing tangible benefits to their members and membership retention is an ongoing issue for all associations. Membership commitment is a complex subject affected by a whole host of varying factors.

2014 saw an inflationary increase in the membership fees following on from the freeze the previous season. However, BWSW are keen to ensure the membership stays beneficial and attractive. New discounts were introduced and benefits reviewed in order to facilitate this. Each season BWSW reassesses the membership benefits, structure and compares our offer to other organisations to ensure we are offering something tangible.

BWSW's 2013/17 strategy focusses on supporting the grassroots area of the sport and developing grassroots competition – we introduced a recreational form of membership - the Accredited Wake Pass. A pass which allows riders to enter grassroots level competition and offers a range of benefits such as discount on ski tows at participating accredited sites. BWSW believe this new pass will entice recreational skiers to join their governing body and be part of the 'family'.

So what makes membership sustainable?

Clearly an emotional attachment to the sport combined with the need for some of the practical benefits of membership such as qualifications and entries to competitions – these emotional and functional values determine whether individuals will remain members. A recent survey published this year by Sport England showed that there are 10,000 more people water skiing and wakeboarding in England compared to last year's figures. Our aim is to ensure that people have a positive experience so that they continue participation and support the sport by joining BWSW.

Major CRM Investment

2014 saw continued investment in the Customer Relationship Management system to streamline our HQ administrative processes and replace our aging legacy IT systems. The project has provided our affiliates access to membership data, club tools and online payment processing – our affiliates have now had training on the new system and many are embracing the change. Much more than a membership database, the targeted profiling and communications tools within the system have assisted to raise both participant and public awareness of the sport. The new system has enabled us to communicate more effectively with our members. The organisation continues to keep up with the various social media sites in order to connect in a meaningful and relevant way with its members and non-member participants in a diverse multi discipline sport.

The new website has allowed new participants and non-member participants to locate their local clubs online easily and have more available resources to educate themselves. We know from our recent research that 37% of our members have requested more access to interactive online membership tools and resources which has been one of our main focusses in response.

HOME & GLOBAL PERFORMANCE

Another Season of Ongoing Success

A read of the medal table for the 2014 season again shows Great Britain is represented at all levels of our sport, at all ages and in all Disciplines of competition. With 86 medals over the season consisting of 24 Gold, 34 Silver, 28 Bronze and successes in terms of the overall Team Trophies in various Disciplines, Team GB is clearly a force both in Europe and on the World stage. The Excellence Directorate wishes to place on record its sincere congratulations and thanks to each and every athlete who contributed to the successes of the season. It is particularly pleasing to see the younger generation who have come up through the ranks now gaining significant podium successes. Furthermore our Sport England funded Talent Development Programme is providing specialist coaching and exposure to other aspects such as sports science and anti-doping education. Success is not only achieved on the podium and our grass roots programmes continue to introduce hundreds of youngsters to the sport each year. I have to acknowledge the enthusiastic staff at our HQ for their continued support and the army of tireless volunteers who toil in front of and behind the scenes preparing our athletes for the competitive season. Also particular thanks to the dedicated team of officials across all Disciplines without whom it would be difficult for the sport to function, grow and provide the depth of competitive experience to our athletes.

The Excellence Directorate continues to work on its aims to educate our athletes and officials on anti-doping, to provide clear guidance and procedures in terms of GB Team selection and provide a support structure in terms of and for Team Captains, and as to how to implement disciplinary processes and anti-doping related matters. The Directorate as always seeks to assist the individual Disciplines in their particular goals, in the pursuit of Excellence on the water.

Mike Waterman
Chair of Excellence



Image courtesy of Steve Sopp



Chris West Photography



Photo by Ricardo Pinto



Image courtesy of Liquor Leisure



Dan Oliver Photography

TALENT DEVELOPMENT PATHWAY - 2014

Talent Development Programme

The Talent Development Programme (TDP) has been exceptionally successful this year in meeting strict Sport England targets. The clearly defined and measurable medal success target has been achieved with TDP athletes winning an unprecedented 23 medals at key E&A and World Championships so far in 2014. We still have hopes of adding to this tally as the Tournament Junior World Championships are in Peru in January 2015.

Sport England's mission statement is 'enabling every athlete to fulfil their potential and develop a sporting habit for life' so additional targets are not as specifically related to elite performance but more on the future potential of the athlete. Consequently, linking with the mission statement, year on year the number of talented athletes on the TDP increases. There are criteria for selection, so this is a tough target to reach and demonstrates the talent at the introductory stage of the TDP. BWSW are acutely aware that the sport needs to continually work on increasing numbers of participants and competitors, which in turn will feed into the TDP. We see this as a key area to work on over the next few years.

BWSW believe the programme's format of training in groups at key centres of excellence in England is developing the stars of the future. All coaches involved on the TDP have progressed through the UKCC coaching system, which is producing some of the best coaches in the world. Their knowledge is another key link in achieving results on the programme. Also, BWSW are continually developing an athlete profile model and this research will become the benchmark for future athletes. We have a strong off-water team who are educating each athlete on aspects ranging from correct warming up / cooling down to nutrition to fitness testing. Results are monitored and interventions applied when required. Additional sport science aspects such as flexibility, balance, coordination and mental preparation aim to develop a more rounded athlete ready to face the demands of the sport at the highest level. Additionally, the TDP offers support to athletes who wish to develop their own skills in the sport such as attendance on coaching courses / judging seminars etc. BWSW now has a number of qualified coaches and judges through this support provided.

The success of the programme is evident and many thanks must go to all the athletes involved on the TDP whose dedication and willingness to strive for success is clear to see. Parental support is also vital in enabling this to happen and is seen by BWSW as a critical aspect in the success of the athlete. The TDP enters its third year in 2015 and we are developing the programme from the knowledge gained over the first two years to produce a more robust structure this year.

Richie Fazackerley
Talent Development Programme Lead

WORLD CLASS PERFORMANCES

GOLD MEDALS

Tournament

Jason Seels Andy Mapple Freddie Winter • Team Lorraine Sizer Lorraine Sizer Paul Hammersley Paul Hammersley Carol Worship Jonathan Cohen	Over 35 Mens Jump Over 45 Mens Slalom Open Mens Slalom Under 17 Team Overall Over 45 Ladies Jump Over 45 Ladies Overall Over 55 Mens Jump Over 55 Mens Overall Over 65 Ladies Slalom Over 65 Mens Slalom	World +35 Championships World +35 Championships E&A Open Championships E&A Youth Championships E&A +35 Championships E&A +35 Championships E&A +35 Championships E&A +35 Championships E&A +35 Championships E&A +35 Championships
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Cable Wakeboard & Wakeskate

• Joe Battleday • Chloe Goudie	Boys Wakeboard Junior Ladies Wakeboard	E&A Championships World Championships
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Boat Wakeboard & Wakeskate

• Jorge Gill	Junior Mens Wakeboard	E&A Championships
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Barefoot

Dave Small Dave Small	Open Mens Overall Open Mens Tricks	World Championships World Championships
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Disabled

Claire Ellis Claire Ellis Claire Ellis Claire Ellis	Women Standing Division Trick Women Standing Division Slalom Women Standing Division Jump Women Standing Division Overall	E&A Championships E&A Championships E&A Championships E&A Championships
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Water Ski Racing

Marisa Alongi Ben Manchett Lauren Bird Dave Sewell GB Team	Ladies F3 Junior Boys Eurokids A Mens F2 Overall	European Championships European Championships European Championships European Championships European Championships
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SILVER MEDALS

Tournament

Tim Hazelwood Team • Harry Spavin Lorraine Sizer	Over 45 Mens Overall Over 35 Team Overall Under 17 Boys Slalom Over 45 Ladies Tricks	World +35 Championships World +35 Championships E&A Youth Championships E&A +35 Championships
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Cable 3 Event

Stuart Marston Stuart Marston	Senior 1 Mens Jump Senior 1 Mens Overall	E&A Junior/Senior Championships E&A Junior/Senior Championships
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Cable Wakeboard & Wakeskate

Dale Crossley • Charlotte Harbottle • Scott Rosewell • Team • Liam Peacock • Jack Battleday • Team	Masters Mens Wakeboard Junior Ladies Wakeboard Boys Wakeboard Combined Team Overall Boys Wakeboard Junior Mens Wakeboard	E&A Championships E&A Championships E&A Championships E&A Championships World Championships World Championships World Championships
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Boat Wakeboard & Wakeskate

• Katie Batchelor • Team	Junior Ladies Wakeboard Combined Team Overall	E&A Championships E&A Championships
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• Athlete supported by the the Sport England funded Talent Development Programme

INTERNATIONAL TITLED EVENTS 2014

SILVER MEDALS

Barefoot

Dave Small Dave Small Adam Chalk Adam Chalk Paige Eckford Tom Heaps Dave Field Bibby Curtis Tom Heaps Tom Heaps Bibby Curtis Tom Heaps Dave Field Team	Open Mens Slalom Open Mens Jump Open Mens Slalom Open Mens Tricks Junior Girls Slalom Junior Boys Slalom Senior Mens Slalom Junior Girls Tricks Junior Boys Tricks Junior Boys Jump Junior Girls Overall Junior Boys Overall Senior Mens Overall Junior	World Championships World Championships E&A Championships E&A Championships E&A Championships E&A Championships E&A Championships E&A Championships E&A Championships E&A Championships E&A Championships E&A Championships E&A Championships E&A Championships E&A Championships
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Water Ski Racing

Lucy Robinson Thomas Smith Hannah Bird Rod Hawkins Jake Frame	Ladies F3 Junior Boys Eurokids B Masters Mens F2	European Championships European Championships European Championships European Championships European Championships
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BRONZE MEDALS

Tournament

Jason Seels • Joel Poland • Joel Poland • Team Lorraine Sizer Libby Nott Paul Hammersley	Over 35 Mens Overall Under 17 Boys Slalom Under 17 Boys Overall Combined Team Overall Over 45 Ladies Slalom Over 55 Ladies Slalom Over 55 Mens Tricks	World +35 Championships E&A Youth Championships E&A Youth Championships E&A Youth Championships E&A +35 Championships E&A +35 Championships E&A +35 Championships
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Cable 3 Event

Elaine Carter Elaine Carter Stuart Marston Team	Senior 1 Ladies Jump Senior 1 Ladies Overall Senior 1 Mens Tricks Overall Senior 1 Team	E&A Junior/Senior Championships E&A Junior/Senior Championships E&A Junior/Senior Championships E&A Junior/Senior Championships
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Cable Wakeboard & Wakeskate

• Jack Battleday • Chloe Goudie • Ryan Peacock • Scott Rosewell • Charlotte Harbottle	Junior Mens Wakeboard Junior Ladies Wakeboard Junior Mens wakeboard Boys Wakeboard Junior Ladies Wakeboard	E&A Championships E&A Championships World Championships World Championships World Championships
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Boat Wakeboard & Wakeskate

Dan Nott • Megan Barker • Luca Kidd • Luca Kidd	Open Mens Wakeboard Open Womens Wakeboard Boys Wakeboard Junior Wakeskate	E&A Championships E&A Championships E&A Championships E&A Championships
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Disabled

Karly Francis Karly Francis Team	Women Seated Division Trick Women Seated Division Slalom Team Overall	E&A Championships E&A Championships E&A Championships
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Barefoot

Paul Turner Paige Eckford Paige Eckford Team	Senior Mens Tricks Junior Girls Tricks Junior Girls Overall Open	E&A Championships E&A Championships E&A Championships E&A Championships
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Water Ski Racing

Kurt Brooks	Mens F1	European Championships
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OUR MONEY & HOW WE USE IT

HOW DOES BWSW FINANCE ITSELF? WHAT DO WE GET FOR OUR MEMBERSHIP? HOW ARE MEMBERSHIP FEES USED? THESE ARE QUESTIONS OFTEN ASKED BY CLUB OFFICIALS AND MEMBERS... AND OF COURSE THESE ARE GOOD QUESTIONS TO ASK!

Funding Distribution

Much of the answer lies in understanding where our money comes from and how it is used to support the many activities involved in running our sport. As is the case in most organisations we have more demands for funding than we are able to support and the aim is to strike a balance that enables us to support all the elements of our Whole Sport Plan. This document covers a four year funding period and from it an Operational Plan is produced which sets out the priorities for the current year. Our budgets are structured to ensure that we support these priorities through the Business, Development and Excellence activity areas.

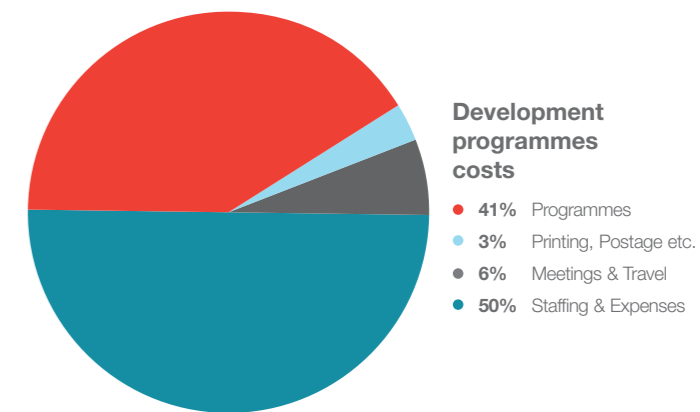
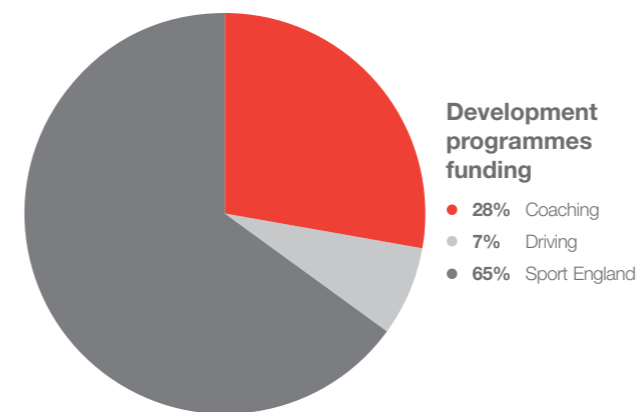
Overview

The pie charts show how the three areas of Business, Development and Excellence are typically funded and how these funds are used to underpin our various core activities. These charts exclude the restricted "World Class" programmes and the Lascelles Memorial Trust fund. It should be noted that the way the figures are presented here is different to the statutory accounts as we have shown how the various grants and membership income is utilised to support the three core areas of Business, Development and Excellence. Also our overall staffing costs are allocated to these three key areas of the organisation. It is important to point out that membership fees are not used to support Excellence - our teams are either self-funded or supported through specific grant funding programmes.

Season 2013/14

The accounts presented are for the period 1st April 2013 to 31st March 2014 which proved to be a more difficult year in terms of financial performance. We invested more in IT, extended the staffing of our IT project for an additional 6 months however irrecoverable VAT and reduced membership income were also factors that affected our bottom line. However I do wish to reiterate that BWSF Ltd remains a financially strong organisation - the company has considerable assets (principally our HQ office building), considerable reserve funds to support our highly seasonal cash flow and a reserves policy to cushion the organisation against any unexpected loss of major income. During 2014/15 we will furthermore be reducing HQ costs in terms of IT investment and IT staffing and reviewing our income generation outside of membership fees.

Membership and affiliation fees are a primary income stream however we did not anticipate any growth in actual numbers. We anticipated a decline due to the economic climate of the time and in the knowledge that it would take the sport time to recover as part of our cautious budget outlook. Advertising income in our magazine has improved and the move to a new advertising agency in the previous year seems to be reversing the previous declining sales trend. Staffing costs and major establishment costs showed significant increases principally due to our new IT infrastructure and ongoing maintenance costs together with increased staffing levels in the first year of what was a new funding round.



Season 2013/14

Our Development programmes for coaching and driving continue to provide a stable income stream. Coaching income showed a healthy increase during the year principally due to the well managed and successful expansion of our UKCC coaching delivery. Development programme expenses showed a marked decrease compared to the previous financial year which included £180K major funding to work with the commercial sector in taking new straight line cable facilities to mainly high profile urban locations. Excellence income showed a decrease in the self-generated income of the disciplines as the disciplines post UK Sport grant have limited ability to generate funds through competitions and levies in the absence of any major commercial sponsorship.

2014/15 sees the company looking towards a better economic climate for the sport, reducing its exposure to cost where possible and keeping all major expenditure and sourcing of suppliers under constant review. However we have also developed a very strong and progressive 2013/17 funding strategy which includes £110K core cost support via our major funding partner Sport England together with expanded development programmes to help rekindle the sport in the longer term and help generate income. We furthermore aim to look more closely at what we offer, what we charge and how we can strengthen our qualifications and widen our income streams beyond over reliance on membership income. We very much value our strong partnership with our key funding partners and our affiliated organisations and remain optimistic for the forthcoming two years of the current funding round.

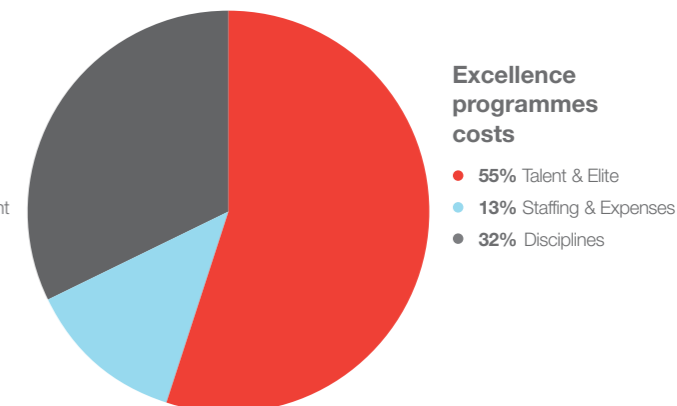
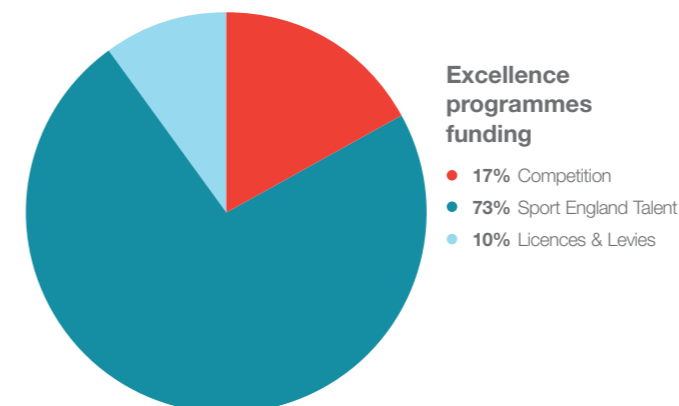
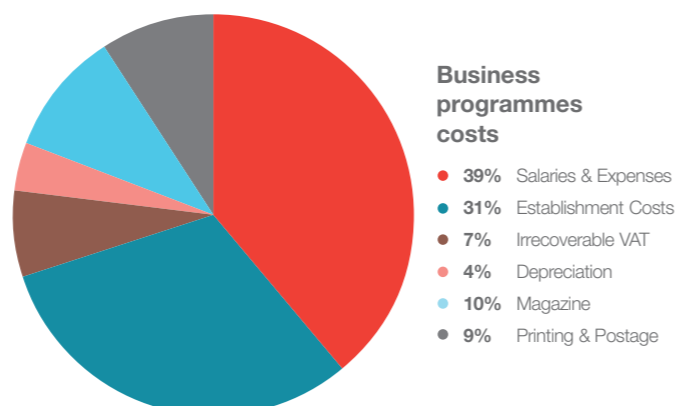
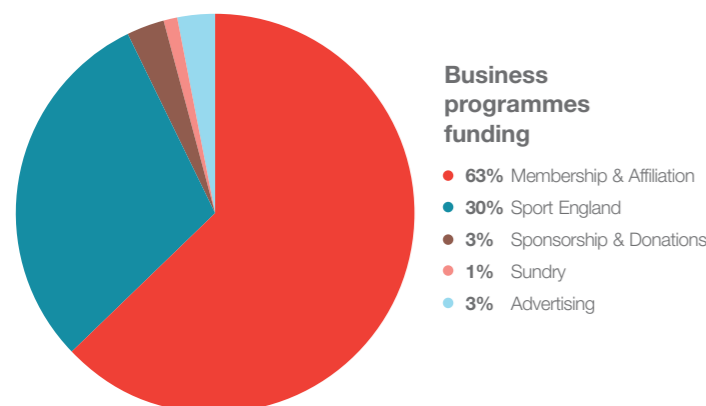
Sources of funding

- **Membership** - annual affiliation fees and membership subscriptions.
- **Sport England** - exchequer funding supporting specific programmes - primarily development and our "Excel" programme.
- **Partners** - for example advertisers in our Water Ski & Wakeboard magazine.
- **Sponsors** - organisations and individuals who support specific events or activities.
- **Licence Holders** - our 1000 members who compete in the competition programmes run by the various disciplines of the sport.
- **Training Programmes** - includes Instructor 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, instructors, competitors and the many volunteers supporting their clubs.



Thank you to everyone at HQ for their assistance, patience and very hard work with what is a company with a relatively small turnover but very diverse and complex finances.

Nicky Caine - Treasurer



INDEPENDENT AUDITOR'S STATEMENT

To the Directors of the British Water Ski Federation Ltd

We have examined the summary financial statements set out on pages 18 and 19.

Respective responsibilities of directors and auditor

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 summary financial

statements with the full annual financial statements and the Directors' Report, and its compliance with the relevant requirements of section 427 of the Companies Act 2006.

We conducted our work in accordance with Bulletin 2008/3 issued by the Auditing Practices Board. Our report on the company's full annual financial statements describes the basis of our opinion on those financial statements and on the Directors' Report.

Opinion

In our opinion the summary financial statements are consistent with the full annual financial statements and the Directors' Report of The British Water Ski Federation Limited for the year ended 31 March 2014 and complies with the applicable requirements of section 427 of the Companies Act 2006.

MENZIES LLP
Chartered Accountants & Statutory Auditor
Heathrow Business Centre
65 High Street
Egham
Surrey TW20 9EY

Date 1st October 2014

Menzies LLP

DIRECTORS' STATEMENT

The Directors have pleasure in presenting the summary financial information for the year ended 31 March 2014.

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 auditors' 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 auditors' 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 4th September 2014.

These summary financial statements have been signed by Patrick Donovan on behalf of the Directors on 1st December 2014.

Patrick Donovan

Patrick Donovan Director and Company Secretary

British Water Ski Federation Ltd - Financial Statement 2013/14

BRITISH WATER SKI FEDERATION LIMITED (A company limited by guarantee)
INCOME AND EXPENDITURE ACCOUNT - YEAR ENDED 31 MARCH 2014

	Unrestricted General	Lascelles Fund Restricted	World Class Restricted	Year Ended 31/03/2014	Year Ended 31/03/2013 (Restated)
	Activities	Activities	Activities	Total	Total
	£	£	£	£	£
Income					
BWSF income	735,597	-	-	735,597	751,071
Lascelles Fund	-	121	-	121	72
World Class Performance	-	-	15,336	15,336	6,613
World Class Excel	-	-	133,705	133,705	111,207
Total Incoming Resources	735,597	121	149,041	884,759	868,963
Expenditure					
BWSF expenses	-770,497	-	-	-770,618	-796,943
Lascelles Fund	-	-11,000	-	-11,000	-12,260
World Class Performance	-	-	-15,336	-15,336	-6,613
World Class Excel	-	-	-133,705	-133,705	-111,207
Total Resources Expended	-770,497	-11,000	-149,041	-930,659	-927,013
Net outgoing resources before taxation	-34,900	-10,879	-	-45,779	-58,050
Tax on net outgoing resources	-173	-	-	-173	-149
Net outgoing resources after taxation	-35,073	-10,879	-	-45,952	-58,199
Fund balance b/forward at 01/04/13 as previously stated	817,037	56,044	109,003	982,084	1,007,650
Prior year adjustment	-	-	-109,003	-109,003	-76,370
Fund balance b/forward at 01/04/13 restated	817,037	56,044	-	873,081	931,280
Fund balance c/forward at 31/03/14	761,964	45,165	-	827,129	873,081

NOTES TO THE ACCOUNTS

The financial statements in this report are summary reports based on the Management Reports and Financial Statements of British Water Ski Federation Limited.
"World Class" Restricted Activities - funds for these activities are derived from Sport England and other restricted funding streams and are to support the agreed programmes of nominated athletes.

RESERVES POLICY

British Water Ski & Wakeboard maintains reserves equal to a minimum of 4 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 4 months, during which time the company's structure and major cost centres can be realigned.

BALANCE SHEET AS AT - YEAR ENDED 31 MARCH 2014

	31/03/2014	31/03/2013
	£	£
Fixed Assets		
Tangible Assets	551,875	563,505
Current Assets		
Debtors	119,807	122,423
Bank balances and cash	527,969	733,111
	647,776	855,534
Less: Creditors:		
Amounts falling due within one year	-309,322	-474,858
Net Current Assets	338,454	380,676
Total Assets less Current Liabilities	890,329	944,181
Less: Creditors:		
Amounts falling due after more than one year	-63,200	-71,100
Net Assets	827,129	873,081
Funds		
Members Funds		
General Fund	781,964	817,037
Restricted Funds		
Lascelles Fund	45,165	56,044
World Class Performance Funds	45,165	56,044
	827,129	873,081

BRITISH WATER SKI FEDERATION LIMITED (A company limited by guarantee)
DETAILED INCOME AND EXPENDITURE ACCOUNT - FOR THE YEAR ENDED 31 MARCH 2014

INCOME	Year Ended 31/03/14	Year Ended 31/03/13 (Restated)	Year Ended 31/03/14	Year Ended 31/03/13
	£	£	£	£
Business Income				
Membership & Affiliations	274,873	316,701	35,091	20,974
Sport England Grant	122,029	23,000	7,915	7,496
Sponsorship & Donations	12,207	7,931	32,409	28,754
Royalties	495	748	18,873	8,005
Bank Interest Received	622	675	4,823	5,810
Staff Services	-	12,988	8,450	9,162
Social Functions & Presentations	3,559	4,288	17,054	27,609
Sundry Income (TASS)	1,999	98	2,116	347
Magazine Advertising Income	14,733	9,044	6,498	4,509
IT Project Grant	7,900	-	4,670	6,785
Total Business Income	438,417	375,473	46,570	38,767
Development Income				
Coaching Programmes	69,840	58,567	603,121	487,278
Driving Programmes	16,857	16,830	378	779
Sponsorship & Partners	-160	900	4,334	2,750
Sport England	162,095	68,000	12,363	2,364
Cable Grants	-	170,000	80,116	221,771
Total Development Income	248,652	314,297	97,191	227,664
Excellence Income				
Competition Income	29,776	39,939	769	-
Licences & Levies	18,200	21,107	69,416	575
Team Uniforms & Tracksuits	572	255	-	81,426
Total Excellence Income	48,548	61,301	70,185	82,001
Total Income	735,617	751,071	770,497	796,943
EXPENDITURE				
Business Expenses				
Salaries & Staff Expenses	314,224	228,649	-34,900	45,872
Establishment Costs	60,074	39,289	-34,900	45,872
Telephone	3,945	3,753	-173	-149
Insurance	36,397	47,847	-35,073	46,021
Leasing Costs	4,012	9,422	-	-
EXPENDITURE (Continued)				
Legal & Professional Fees				
Audit Fees				
Irrecoverable VAT				
Depreciation				
Bank Charges				
Meeting Costs				
Printing, Postage & Stationary				
General Expenses				
Publicity & Associations				
IWSF Delegates				
Social Functions				
Magazine Expenses				
Total Business Expenses	603,121	487,278	378	779
Development Expenses				
Meeting Expenses				
Printing, Postage & Stationary				
Development Support Costs				
Development Programmes				
Total Development Expenses	97,191	227,664	769	-
Excellence Expenses				
Meeting Costs				
Printing, Postage & Stationary				
Excellence Programmes				
Total Excellence Expenses	70,185	82,001	69,416	81,426
Total Expenses	770,497	796,943	-34,900	45,872
(Deficit) for the year on Ordinary Activities			-34,900	45,872
(Deficit) before taxation			-173	-149
Taxation			-35,073	46,021
(Deficit) after tax			-35,073	46,021

NOTES TO THE FINANCIAL STATEMENTS

Debtors	Year Ended 31/03/14	Year Ended 31/03/13
	£	£
Trade Debtors	48,579	61,616
Pre-payments and accrued income	71,228	58,266
VAT Recoverable	-	2,541
Total	119,807	122,423
Creditors: amounts falling due within one year		
Trade Creditors	53,329	78,329
Corporation Tax	173	149
PAYE	6,971	6,722
Accruals and deferred Income	246,663	389,658
VAT Payable	2,186	-
Total	309,322	474,858
Tangible Fixed Assets		
Database Project		
Plant & Machinery		
Freehold Land & Buildings		
Total		
Cost:		
As at 1st April 2013 (restated)	105,495	654,462
Additions	7,243	7,243
As at 31st March 2014	112,738	661,705
Accumulated Depreciation		
As at 1st April 2013	-	90,957
Provision to 31st March 2014	11,274	18,873
As at 31st March 2014	11,274	109,830
Net Book Value		
As at 31st March 2014	101,464	551,875
As at 31st March 2013 (restated)	105,495	563,505



AND THE CHAIRMAN SAYS...

BWSW - INNOVATIVE PROGRAMMES, CONNECTING WITH YOUTH LIFESTYLE, DELIVERING TALENT AND SUPPORTING A PROGRESSIVE AND DYNAMIC SPORT.

British Water Ski & Wakeboard

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