



ANNUAL
REPORT
2015

AND THE CHAIRMAN SAYS...

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

British Water Ski & Wakeboard

Unit 3 The Forum

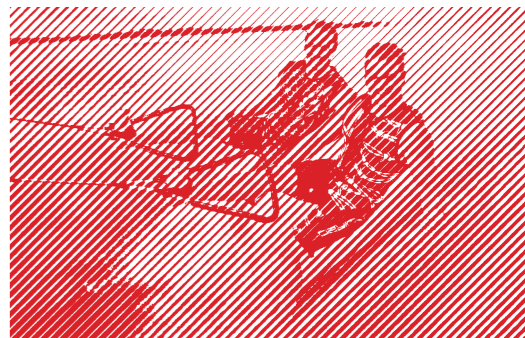
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A STATEMENT FROM THE CHAIRMAN

RE-STRUCTURING BWSW FOR RE-INVIGORATION AND GROWTH...



Dear Fellow Member,

I am very proud to have been elected as the Chairman of British Water Ski & Wakeboard having sat for two years on the Advisory Council and for three years as Chairman of the Eastern Region.

First of all I would like to thank all the outgoing Directors for their hard work and dedication. In particular, we owe a debt of gratitude to our previous Chairman Patrick Prior and to Nicky Caine, who as Treasurer has kept a watchful eye over our finances for many years. We also have an excellent executive staff led by Patrick Donovan, who continue to deliver an outstanding service to all our clubs and participants, and without whom our sport in its various guises could not properly function. I am also fortunate to be supported by an extremely well motivated and capable Board of Directors and would like to extend my thanks to them for their enthusiastic and invaluable contribution.

Going forward, it is essential that BWSW, its Board, its Executive, its Disciplines and the various and many sub-committees that run our sport and make up "the Fed", are seen to be delivering value for money and are relevant to the needs of our wider membership.

2015 has been about ensuring that we are properly aligned to our stakeholders and Disciplines and in particular to put in place a structure that will enable every participant group within our sport to have a meaningful say in the evolution of our strategy.

More importantly it will give us the foundation for a programme of re-invigoration to bring the sport to a wider participant group with the ultimate goal of increasing our membership.

During 2015 we have delivered on three key objectives:

1. To structure the Organisation in line with our participants and stakeholders.

In early December the General Meeting unanimously passed amendments to our Articles of Association that will restructure BWSW, grouping clubs by "Discipline" rather than by "Region" with the following key advantages:

- To give each Discipline an equal representation at the Advisory Council to ensure that the organisation delivers services relevant and useful to all clubs and participants across the sport.
- To leverage the already strong communication channels within the existing Disciplines, such as Barefoot, Cable, Disabled, Kneeboard, Racing, Tournament and Wakeboard.
- To make Disciplines responsible for their own destiny by devolving as much decision making as possible down into the Discipline Committees, while at the same time ensuring that each Discipline is properly backed up by the central resources within BWSW.

2. To establish a "Boat Owner and Recreational Discipline".

Despite making up over 50% of our membership Boat Owner and Recreational Clubs have been poorly served by the historical structure. It is essential that the Boat Owner and Recreational clubs are properly represented on the Advisory Council and can have a meaningful say in the decisions and direction of the organisation. A strong Boat Owner and Recreational Discipline will also give us a solid platform on which to market BWSW to Harbourmasters, Marinas and River Authorities, with the aim of capturing new members.

3. To bring a greater degree of Transparency and Communication.

Good communication is the bedrock of satisfaction in any organisation. It is particularly important that all our members have the opportunity to fully understand the financial aspects of our organisation and the way in which we are funded. To that extent we have ensured that all Board Minutes, Financial Reports and any other important and relevant information is quickly posted on the website for all to see in a format that is easy to access and understand.

The Way Ahead – A programme of Re-invigoration

Like many other sports, our membership numbers have been in decline for a number of years and I believe that we need to act fast to reverse this trend within BWSW. We cannot recreate the past but we can work hard to give our sport a bigger and wider profile to attract new members.

However unless our existing members truly believe that being a part of British Water Ski & Wakeboard is worthwhile, then our task will be exponentially more difficult. Our own members, and by that I mean each and every one of us, are the best people to sell the benefits of membership to existing and potential participants.

2016 is about ensuring that all members of BWSW are proud to be a part of our Organisation and are proud to wear the BWSW logo in whatever form – sweatshirts, t-shirts, car stickers and within our on-line profiles.

This year's AGM will be held in conjunction with a one-day Club Conference on March 13th at a new venue in the middle of the country. At the AGM we will be rolling out our vision for the future and I very much hope that you will be able to join us.

Patric Foley-Brickley

Chairman

CHIEF EXECUTIVE'S VIEW

CONGRATULATIONS! IF YOU ARE READING THIS DOCUMENT THEN YOU HAVE A CONNECTION WITH A GREAT AND ONGOING BRITISH SPORTING SUCCESS STORY...



Our Primary Aims

- To remain financially sound and to best provide for the future of the sport.
 - To ensure good governance and assurance; to be fit for purpose for the 21st century.
 - To attract, support and retain participation in the sport.
 - To ensure our athletes can compete and excel at international level.
 - To raise the profile of the sport through excellence and greater participation.
- To develop our volunteers through our club, regional and international structure.
 - To offer a sound educational programme and promote safety and good practice.
 - To raise awareness of environmental issues and promote sustainable codes of practice. We achieve these aims through the three key management areas of:
 - Development
 - Excellence
 - Business Administration & Finance

Another season over where we continued our aim to create a high quality, sustainable and dynamic sporting infrastructure that attracts new, retains existing and re-engages lapsed participants within the sport.

A diverse landscape

As a sports governing body we work across a rich and diverse landscape and key to our role is creating opportunities and a framework for access to recreational and competitive sport. But of course water skiing and wakeboarding provides 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 work inspires volunteering, creates communities that encourage social cohesion, provides pathways that link grassroots sport to the elite level, international influence, educational programmes, hosting international titled events and release

from the pressures of everyday life. Life changing, inspirational, character building and exhilarating – we are all part of a sport that has a very wide and positive impact that transcends the sporting landscape. At the heart of this activity your sports governing body operates as a complex, modern and professional organisation helping to deliver impact alongside an enviable volunteer network.

Partnerships

Sport is very much a people business and as such it is all about partnerships whether other sports organisations, our clubs, accredited cables, committees and of course you - the great team of parents, coaches, officials and volunteers who tirelessly give their time to coaching, managing clubs and running events. It is simply what drives our sport and makes it work from the playground to the podium.

Fit for purpose & ready to deliver

It is clear that grant funding is not a right but an investment that has to be earned. 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 funds provided. BWSW has a commendable track record of delivery, is well placed to influence and impact on the sport and has demonstrated that it is a strong governing body fit for the 21st Century. It is the support of our members and key funding partners that help us to carry out the very diverse areas of our work.

Finally thanks to our very impressive and skilled staff team and of course our key funding partner Sport England for recognising the potential, believing in our vision and providing key support. 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 within our organisation for delivering success.

Patrick Donovan
Chief Executive Officer

WHO ARE WE? WHAT DO WE DO?

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. 2014-15 saw 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

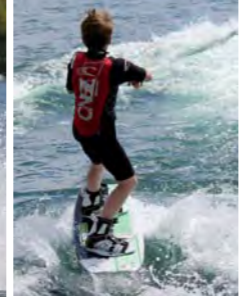
Officials, volunteers and club welfare officers – we recognise the huge input our members have in supporting the sport and aim to widen the safe and quiet enjoyment of the sport.

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.





Cutting Edge Boat Competition



Cutting Edge



Inclusion



Cutting Edge

DEVELOPMENT UPDATE 2015

ENCOURAGING PEOPLE TO PARTICIPATE IN OUR SPORT IS AT THE CORE OF WHAT WE DO IN THE DEVELOPMENT TEAM

The Team

The aim of BWSW's Development Team is to increase and sustain participation in the sport. The Team has worked hard on a varied menu of offers and support for all clubs within the BWSW network. Through working with our affiliates and partners, we have been successful at giving people the opportunity to try and to love our sport in whichever discipline they choose.

It has been a challenging but rewarding year as we were 'a woman down' however we were confident that we could continue to work with our key clubs to increase participation in the sport. The key to a successful season was to build on our achievements from last year and be ready to hit the season running.

Increased Participation

Encouraging people to participate in our sport is at the core of what we do in the Development Team. Each year, we work towards participation targets set out and agreed with our funding partner, Sport England. By achieving these targets we guarantee our funding for the next season. The key measure for regular participation is '1 x 30 minutes' per week throughout the season – this measure makes sustaining new participants in the sport vital to our role.

We continued to work closely with our accredited cable sites and key affiliated clubs to gather data on participation in the sport and ultimately achieve our targets. The last two seasons have shown a steady increase in participation, particularly in Cable Wakeboard, and this season has been no different.

This ongoing, steady increase is extremely encouraging for the sport as a whole as it shows clubs are attracting new people to try the sport, encouraging them to return and retaining them as regular participants.

Our priorities;

- Increase participation in children and young people (14-25 years) and adults (26+ years)
- Increase the number of opportunities available to disabled people
- Develop key partnerships to support our work
- Support clubs to increase and maintain their membership
- Achieve the Advanced Safeguarding Standards

The Team would like to thank all the clubs, cables, volunteers and partner organisations who have worked with us over the season on a variety of projects, programmes and events.

Cutting Edge

Cutting Edge is our long standing participation programme that introduces children and young people to our sport. The pre-season Club Survey highlighted the programme as one of the most beneficial and most used areas of support offered to clubs. Therefore, the programme remained in its current format for clubs and coaches to use in the most effective way for them.

The Cutting Edge Water Ski syllabus was reviewed and subsequently updated with an improved skill progression and up to date 'off-water' activities and challenges. The new syllabus will be ready to launch in 2016 alongside a new Platinum Award.

We were pleased to introduce 6 new sites to the programme this year and are looking forward to seeing their progress over the next season.

Award Winners:

- Silver Award Winners: 23
- Gold Award Winners: 17
- Platinum Award Winners: 2



Cutting Edge Boat Competition

Our annual Cutting Edge Boat Competition took place at Castle Water Ski Club in Lincolnshire. As always the aim of the competition is to introduce young skiers and riders of all abilities to competition in a fun and supportive way. This year's competition had 42 entrants making up 6 teams from the Northern Region, Yorkshire & Humberside and the East Midlands along with an Allstars team.

For the first time, the competition was run on one lake instead of two; this change proved to be a success and will give more clubs the opportunity to host the event in the coming years. We would like to see more clubs and regions getting involved providing more opportunities for young people to compete.

On the Edge

On the Edge is BWSW's adult participation programme which introduces new participants to our sport and re-engages lapsed participants. Based on Cutting Edge, On the Edge follows a progression of skills that encourages and celebrates success at every stage.

Now in its 3rd year, On the Edge has remained a popular programme with our clubs; proving to be beneficial as a marketing tool, a coaching aid and for participant motivation. On the Edge was offered to clubs, this year, as a resource to introduce people over 18 to the sport and retain them as regular participants. Alongside this, funding was available for blocks of 6 subsidised sessions for the participant. This year, On the Edge introduced 240 new participants to the sport at 10 sites across the country; bringing the total number of new participants, since the project began in 2013, to over 500.

Participating sites said:

- *"On the Edge lends itself so well to parents of current riders - they come and watch their children but don't get involved. It has given many parents a push to start and the reduced rates really help."* (Liverpool Wake Park)
- *"We've had so much interest in On the Edge - we started running a women's only session with subsidised sessions for mums, through On the Edge, and daughters, through Sportivate."* (Blackpool Wake Park)
- *"I have just started my sessions with the On the Edge programme - it's so nice to be around other new riders as I don't feel so self-conscious"* (Rider Case Study)

Wakelake used On the Edge funding to work with adults in recovery from addiction as part of their treatment. This has shown the additional benefits it can have and the scope of who can benefit from it.

- *"This year we worked with people as part of their treatment which is really innovative and a little bit of a risk but it's worked so well. They really liked the concept of this as part of their residential treatment and the funding makes it feasible."* (Wakelake)

Inclusive Programme

Previously, the Inclusive Programme focused on developing and supporting sites to become inclusive through training and provision of equipment. This allowed us to identify and build a network of sites that were set up to cater for participants with impairments. This year, our focus shifted to promoting opportunities for disabled people to water ski and wakeboard.

We have achieved this by doing the following;

- Improving information on the website
- Creating links with National Disability Organisations
- Working with specific clubs to offer open days and taster sessions to local disability groups

In addition, we worked as part of 'Team Watersports' with British Rowing, British Canoeing and the RYA to develop a multi watersports offer for families with a disabled family member. This year, the group completed the research stage of the project and collected views of disabled people and their families in relation to what the offer should look like.

Case Study:

BWSW worked with Bluebird Deaf Water Ski Club this year to increase the number and quality of opportunities available to deaf people in the local community. Bluebird Deaf received funding to build an accessible jetty which has improved the experience for new participants, members and volunteers alike. The club also hosted two open days for deaf children and their families that BWSW supported through promotion via its own communication channels and contacts at partner organisations including UK Deaf Sport and Active Norfolk.

Partnerships

Our partnerships with local and national organisations are integral to our work so we have maintained existing and developed new relationships with those who can support us to achieve our aims.

We developed new links with two National Disability Organisations, UK Deaf Sport and Mind, alongside our existing partnership with the English Federation of Disability Sport (EFDS). This enabled us to ensure we are offering a sport that is accessible, appealing to people of all abilities and has challenged how we promote the sport.

The team would particularly like to thank Sport England for their continued support with funding, guidance and insight. Also, the support we have received from CSP's, EFDS and CPSU continues to be invaluable.

Club Support

Our clubs are the backbone of water skiing and wakeboarding in the UK and provide the access point for people who want to try our sport for the first time. Therefore, it is important to work with our clubs to ensure they are offering the best experience to new and existing members.

We undertook a Club Survey pre-season to get feedback from clubs and help us to prioritise our time and tailor the support available to clubs. Some of the key facts and figures were;

- Clubs made most use of 'Club Visits', 'Cutting Edge Programme' and 'Coaching Courses'
- 67% of clubs were either 'Satisfied' or 'Very Satisfied' with the support they received
- Clubs are most interested in 'Funding Support', 'Club Bursaries' and 'Cutting Edge Programme'
- The majority of clubs prioritised 'Increasing or maintaining membership', 'Developing youth participation' and 'Improving facilities'

Based on our findings, we were pleased to offer a varied menu of support including bursaries, resources, funding support, marketing support and access to online resources. This year, we were able to support every club that responded to our offer and were proactive in improving their club.

Safeguarding

Safeguarding was a new area of responsibility for the Development Team this year and became a priority area of work in relation to achieving the Safeguarding Advanced Standards. We worked closely with the Child Protection in Sport Unit (CPSU) to ensure we achieved the standards relating to Codes of Practice and Behaviour, Equity and Communication.

Key Achievements:

- Reviewed and updated Safeguarding policy and procedures
- Relaunch of the BWSW Ski Safe policy
- Created a safeguarding communications plan
- Created a new Code of Ethics and Behaviour
- Created a Ski Safe section on the BWSW website

BWSW has a comprehensive implementation plan for Safeguarding which will continue to be communicated and shared with clubs, committees and members. We look forward to your continued support in ensuring water skiing and wakeboarding remains a safe and enjoyable sport.

Natalie Masters & Laura Mumford
Development Team

BWSW STATISTICS

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

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. Once again, the 2015 affiliation fees were frozen with previous improvements to the club liability insurance cover provided remaining the same. Our development team were one staff member down this season due to maternity leave however, the team have continued to work hard in order to provide support, guidance and development opportunities to our clubs. BWSW relies on our clubs to drive our membership and therefore, maintaining a good relationship which requires support provided by both parties is essential.

Ski Boat Driver (SBD)

The BWSW network of SBD driver training centres was reviewed during the 2014 season with many examiners attending re-training to ensure that high standards are maintained and that the level of teaching is consistent. Our driving programme is endorsed by the Maritime & Coastguard Agency and re-affirms our commitment to good practice and promoting safety. Once again the large number of members taking our awards demonstrates the relevance and value of the scheme.

With the need for progression and to offer an entry level to boat driving, this season BWSW launched the SBD1. The SBD1 is a revamp of the SBD2 into two distinct parts to meet the driving needs of our clubs and members on both coastal and inland waters. The SBD1 is the minimum recommended driving standard for a driver who will be towing water skiers, wakeboarders and inflatables on a lake or inland waterway in the British Isles.

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. BWSW's 2013-17 strategy focusses on supporting the grassroots area of the sport and developing grassroots competition – the introduction and development of the straight line cable and the competitions that are run allows a fun and easier learning experience for someone new to the sport. The key is capturing these recreational participants and enticing them to join their governing body, be part of the 'family' and to ensure that we as a governing body remain relevant and representative.



Our Affiliates

- 72 Voluntary members based clubs
- 18 Commercial members based clubs
- 03 Armed Forces clubs
- 08 Accredited UK ski schools
- 10 Accredited overseas ski schools
- 05 Accredited full cable tows
- 14 Accredited straight line cables

Ski Boat Driver Qualifications

- 58 registered test centres
- 270 SBD2 licences were issued
- 226 ICC boat driving licences issued
- 45% of BWSW members hold an SBD Level 2
- 60% of BWSW members (aged over 16 years) who can actually take the SBD test hold an SBD Level 2
- 97 members hold an SBD Level 3

Coaching Structure

- 742 members hold a BWSW coaching/instructor qualification
- 140 licensed Instructors
- 17 licensed Club Coaches
- 07 licensed Senior Coaches
- 183 BWSW Level 1 Coaches
- 411 UKCC Level 2 Water Ski & Wakeboard Coaches
- 32 UKCC Level 2 Cable Wakeboard Coaches
- 17 UKCC Level 3 Wakeboard Coaches
- 10 UKCC Level 3 Water Ski Coaches
- 07 active coaching programme Tutors & Assessors
- 68 qualified System 2.0 Operators
- 24 qualified Cable Operators

Safeguarding

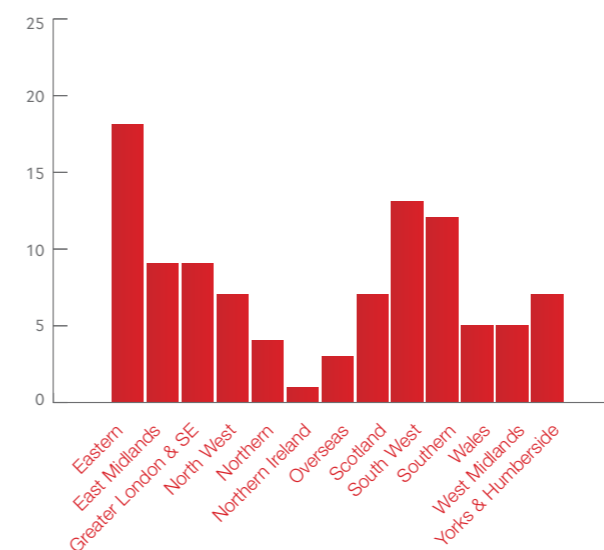
- 99 DBS Checks processed
- 102 Club Welfare Officers
- 52 Safeguarding and Protecting Children courses attended

Cutting Edge

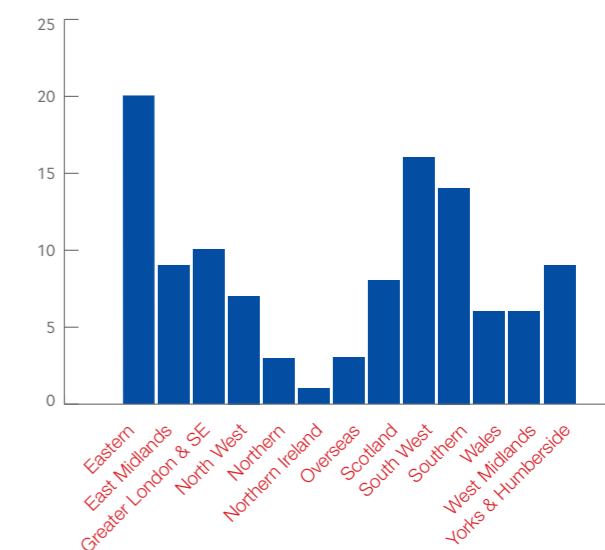
- 49 Clubs active delivering Cutting Edge

MEMBERSHIP

Regional membership by %



Number of Clubs & Ski Centres by Region



BWSW Coaching Programme

Our UKCC coaching revamp continues to strengthen and impact on our young talented athletes and also provide for newcomers to the sport at the various access points we offer. The take up of courses remains strong and as we move forward focusing on a quality offer is bringing tangible results and maintaining our impact.

As a facility driven sport centred around members clubs and pay and play cable facilities BWSW is in a strong position to influence and impact on the sport – the organisation has a key aim to remain at the heart of the sport and this is very much the case. We have a strong club structure embedded within the organisation and a strong influence over the quality of our

pay and play commercial facilities through our accreditation scheme. Additionally we work with holiday providers such as Neilson who have adopted our coaching framework and this assists us in ensuring a good first time experience of the sport with signposts back to our club network within the UK. Key to success is having the people in place with the skills to deliver from beginners trying the sport for the first time through to the elite level. Our broad range of qualifications provides for all levels of coaching, across the disciplines and ensures key skills are in place to support the sport. Externally assessed and nationally recognised our qualifications provide currency and recognition across all aspects of the sport from voluntary clubs to paid employment.



TALENT DEVELOPMENT PROGRAMME - 2015

Talent Development Programme

The Talent Development Programme (TDP) had another successful year in 2015. Sport England fund the TDP and BWSW have a number of targets to achieve each year to maintain the funding stream. We are coming to the end of the third year of a four year programme and with increasing numbers of athletes being selected for the TDP year on year, each adding to its status, the TDP clearly assists with guiding young athletes on the pathway to success and creating a sporting habit for life amongst those selected. We now have over eighty active athletes covering the three disciplines of Tournament, Cable Wakeboard and Boat Wakeboard.

Thirty one 3-day talent development camps have taken place so far this year, along with 11 talent spotting days. The TDP has visited fourteen different venues across the country and we plan to increase the coverage in 2016.

We added twenty four athletes to the TDP in 2015. There are criteria for selection, so this is a tough target to reach and demonstrates the talent at the introductory stage of the England Talent Pathway. BWSW are 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. The success of the new talent spotting days run through the TDP, linked with heavy promotion of this through social media, has increased the awareness of what BWSW can offer a talented young athlete. We added fifteen athletes in 2015 directly through talent spotting day attendance. Seventy six athletes have shown an interest in being selected for the TDP by applying for a talent spotting day through the BWSW website. We will continue with this format in 2016, as the days have proved successful in finding, coaching and monitoring young athletes. We purposely lowered the age for applications (10-16yrs old) so we are now able to monitor a talented young athlete for up to two years before adding them to the TDP (age 12-21yrs old).

The TDP is judged on clearly defined and measurable targets:

- Medals won by TDP athletes at titled European Championships and World Championships
- Number of talented athletes across the three priority disciplines actively involved in the TDP activity
- Number of TDP athletes retaining their place on the Programme
- Percentage of TDP athletes whose lead coach has completed a NGB recognised coaching course to a minimum standard of UKCC Level 2
- Number of disabled athletes involved on the England Talent Pathway

The above list of measures highlights the diversity the TDP needs in order to accommodate athletes to help achieve its targets. The emphasis is no longer solely focused on medal success but encompasses a variety of additional measures, carefully thought out with input from Sport England, enabling each individual athlete to add to the strength of the TDP. 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. As an example, thirty four



athletes currently on the TDP have qualified as UKCC coaches while on the programme. The TDP assists with this and actively encourages athletes to develop their skills, outside of a training and competing environment, with the aim of producing a more rounded individual who can put something back in to the sport. The format of athletes 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 and year on year develop their skills to add robustness to the TDP. BWSW produce some of the best coaches in the world and this knowledge is a valuable strength utilised by the TDP. Also, we 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 sports science relevant topics and fitness testing. Results are monitored and interventions applied when required. Additional 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.

The TDP continues to be the benchmark for young talented English athletes. Many thanks must go to all the athletes involved 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 fourth year in 2016 and we will continue developing from the knowledge gained over the first three years to produce a more robust ongoing programme.

Richie Fazackerley
Talent Development Programme Lead



Photo by Max Hunt

Photo by Sandra A. Mailer



WORLD CLASS PERFORMANCES

GOLD MEDALS

Tournament

<ul style="list-style-type: none"> Joel Poland 	Under 17 Boys Slalom	E&A Youth Championships
Jack Critchley	Under 21 Mens Jump	E&A Under 21 Championships
Jason Seels	Over 35 Mens Jump	E&A 35+ Championships
Katie Iowe	Over 45 Ladies Jump	E&A 35+ Championships
Tim Hazelwood	Over 45 Mens Jump	E&A 35+ Championships
Paul Hammersley	Over 55 Mens Jump	E&A 35+ Championships
Paul Hammersley	Over 55 Mens Overall	E&A 35+ Championships
Carol Worship	Over 65 Ladies Slalom	E&A 35+ Championships
Jonathan Cohen	Over 65 Mens Slalom	E&A 35+ Championships
Carol Worship	Over 65 Ladies Tricks	E&A 35+ Championships
Team	Over 35 Team Overall	E&A 35+ Championships

Cable Wakeboard & Wakeskate

<ul style="list-style-type: none"> Matt Muncey 	Boys Cable Wakeboard	E&A Championship
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Disabled

Claire Ellis	Women Standing Division Tricks	World Championships
Claire Ellis	Women Standing Division Slalom	World Championships
Claire Ellis	Women Standing Division Jump	World Championships
Claire Ellis	Women Standing Division Overall	World Championships
Claire Ellis	Women Overall	World Championships

Water Ski Racing

Hannah Bird	Junior Girls	Europe Cup
James Barlett	Mens F2	Europe Cup

SILVER MEDALS

Tournament

Thomas Asher	Open Mens Jump	E&A Open championships
<ul style="list-style-type: none"> Joel Poland 	Under 17 Boys Overall	E&A Youth Championships
Jason Seels	Over 35 Mens Overall	E&A 35+ Championships
Joanne Porter	Over 45 Ladies Slalom	E&A 35+ Championships
Janina Maher	Over 45 Ladies Tricks	E&A 35+ Championships
Joanne Porter	Over 45 Ladies Jump	E&A 35+ Championships
Chris Singleton	Over 45 Mens Jump	E&A 35+ Championships
Joanne Porter	Over 45 Ladies Overall	E&A 35+ Championships
Tim Hazelwood	Over 45 Mens Overall	E&A 35+ Championships
Chantal Clements	Over 55 Ladies Slalom	E&A 35+ Championships
Sheila Cohen	Over 65 Ladies Slalom	E&A 35+ Championships
Juliet Thompson	Over 65 Ladies Tricks	E&A 35+ Championships
John Philips	Over 65 Mens Tricks	E&A 35+ Championships
John Philips	Over 65 Mens Overall	E&A 35+ Championships

Cable Wakeboard & Wakeskate

Sharmy Kurup	Masters Ladies Cable Wakeboard	E&A Championship
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Boat Wakeboard & Wakeskate

<ul style="list-style-type: none"> Bryce Corrand 	Junior Men	E&A Championships
Megan Barker	Open Women	E&A Championships
Team	Team Overall	E&A Championships

• Athlete supported by the the Sport England funded Talent Development Programme

INTERNATIONAL TITLED EVENTS 2015

SILVER MEDALS

Barefoot

Bibby Curtis	Junior Slalom	E&A Championships
Bibby Curtis	Junior Tricks	E&A Championships
Tom Heaps	Junior Slalom	E&A Championships
Tom Heaps	Junior Jump	E&A Championships
Tom Heaps	Junior Overall	E&A Championships
Team	Combined Team Competition	E&A Championships

Water Ski Racing

Sarah Bennet	Eurokids A	Europe Cup
Samantha Clark	Junior Girls	Europe Cup
Jake Frame	Mens F2	Europe Cup
Marissa Alongi	Ladies F1	Europe Cup
Kurt Brooks	Mens F1	Europe Cup
Rod Hawkins	Masters	Europe Cup

BRONZE MEDALS

Tournament

Freddie Winter	Open Men Slalom	World Water Ski Championships
<ul style="list-style-type: none"> Joel Poland 	Under 17 Boys Overall	World Junior Championships
<ul style="list-style-type: none"> Joel Poland 	Under 17 Boys Tricks	E&A Youth Championships
<ul style="list-style-type: none"> Team 	Under 17 Team Overall	E&A Youth Championships
<ul style="list-style-type: none"> Joel Poland 	Under 21 Mens Tricks	E&A Under 21 Championships
Harry Spavin	Under 21 Mens Jump	E&A Under 21 Championships
Kelly Atkins	Over 35 Ladies Slalom	E&A 35+ Championships
Tim Hazelwood	Over 45 Mens Slalom	E&A 35+ Championships
Joanne Porter	Over 45 Ladies Tricks	E&A 35+ Championships
Kate Hazelwood	Over 45 Ladies Jump	E&A 35+ Championships
Katie Lowe	Over 45 Ladies Overall	E&A 35+ Championships
Keith Jones	Over 55 Mens Tricks	E&A 35+ Championships
Juliet Thompson	Over 65 Ladies Slalom	E&A 35+ Championships
Mike Hornagold	Over 65 Mens Slalom	E&A 35+ Championships
John Philips	Over 65 Mens Jump	E&A 35+ Championships

Cable Wakeboard & Wakeskate

<ul style="list-style-type: none"> Ryan Peacock 	Junior Men Cable Wakeboard	E&A Championship
Dale Crossley	Masters Men Cable Wakeboard	E&A Championship

Boat Wakeboard & Wakeskate

Charlotte Bryant	Open Women	E&A Championships
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Barefoot

Tom Heaps	Open Jump	E&A Championships
David Field	Senior Tricks	E&A Championships
Paul Turner	Senior Overall	E&A Championships

Water Ski Racing

Lauren Bird	Eurokids B	Europe Cup
Max Stedford	Eurokids B	Europe Cup
Harvey Robinson	Mens F2	Europe Cup

OUR MONEY & HOW WE USE IT

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... AND OF COURSE THESE ARE GOOD QUESTIONS TO ASK!

Our Funding

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. The aim is to strike a balance that enables us to support all the elements of our Whole Sport Plan.

The current Whole Sport Plan covers a four year funding period ending in March 2017, 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 three core activity areas; Business, Development and Excellence.

Overview

The pie charts show how the three core areas, are typically funded and how these funds are used to underpin our various core activities. These charts exclude the restricted activities of 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.

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 2014/15

The accounts presented are for the period 1st April 2014 to 31st March 2015. The accounts show improved financial performance, with core activities delivering a surplus for the year of £21k (2014 – Deficit £35k).

During the year we benefitted from savings in major establishment costs, legal and professional fees and irrecoverable VAT which more than offset inflationary rises in other expenses. The savings reflect the return to a normal level of spend after the investments made in 2013/14.

Membership and affiliation fees are a primary income stream. Membership and affiliation income increased as a result of an increased number of affiliated clubs and cable sites and membership inflation offsetting the decline in membership numbers. While member numbers have continued to fall the rate of reduction has slowed.

Increasing participation benefitted from the additional infrastructure which is available and open for business.

BWSF Ltd is a financially strong organisation – the company has considerable assets (principally our HQ office building) and cash reserve funds to support our highly seasonal cash flows. Our reserves policy would cushion the organisation against any unexpected loss of a major income stream.

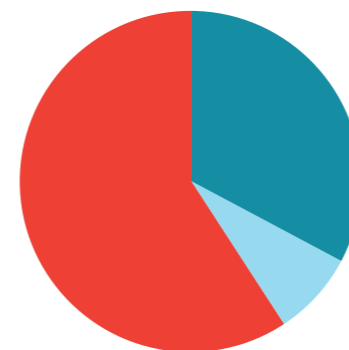
Development 2014/15

Our Development programmes for coaching and driving continue to provide a stable income stream. Development income showed 16% growth year on year principally due to the well managed and successful expansion of our UKCC coaching delivery and an increase in driving income.

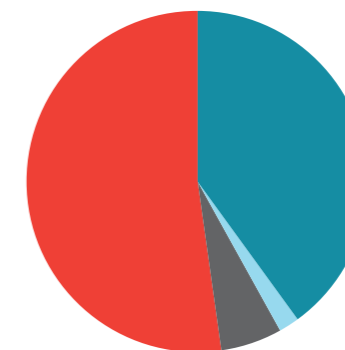
The associated development programme expenses have increased in-line with the increasing revenue, delivering a net income of £163k compared to the £151k in the prior year.

Excellence 2014/15

Excellence income showed a decrease in the self-generated income from the disciplines. The disciplines post UK Sport grant funding have limited ability to generate funds through competitions and levies in the absence of any major commercial sponsorship.



Development programmes funding
 ● 33% Coaching
 ● 8% Driving
 ● 59% Sport England



Development programmes costs
 ● 40% Programmes
 ● 2% Printing, Postage etc.
 ● 6% Support Costs
 ● 52% Staffing & Expenses

Outlook

2015/16 sees the company looking towards the future, the economic environment remains challenging for all sports including waterskiing. During 2015/16 we will continue to manage costs carefully, the Board continues to focus on 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.

Governance

At last year's AGM there was a very clear message from the membership to the Board that there needed even more transparent and timely communication with the membership. As a result in 2015/16 we have invested in modernising our structure by putting in place new articles of association, which were approved by Special Resolution at the December General Meeting.

The two major changes the new articles deliver are:

- 1) the voting member clubs vote on the appointment of directors; and,
- 2) the Advisory Council is aligned with, the disciplines and member clubs interests to facilitate communication from the grass roots through to the Board.

We are reviewing what we offer, what we charge and how we can continue to strengthen our training and qualifications and diversify our income streams to reduce our reliance on membership income.

That said membership income is and will continue to be a critical income stream and as a result we are working hard to rejuvenate how we engage and communicate with the clubs and members. We want to ensure that members recognise and understand what we deliver and are proud to say they are part of British Water Ski and Wakeboard.

Sport England Partnership

We very much value our strong partnership with our key funding partners and our affiliated organisations and remain optimistic for the forthcoming final year of the current funding round.

Looking forward we have started the preparations for the next Sport England four year funding cycle. The 2017-21 Whole Sport Plan proposal and funding application is expected to be submitted to Sport England in late Spring 2016.

The current 2013-2017 Sport England funding has been fundamental in enabling BWSW to support the development of the sport and the infrastructure which has seen 12 new cable wakeboard parks and a stable number of very active waterski clubs. This has been pivotal in delivering the increased grass roots participation and continued successes on the international stage across all disciplines.

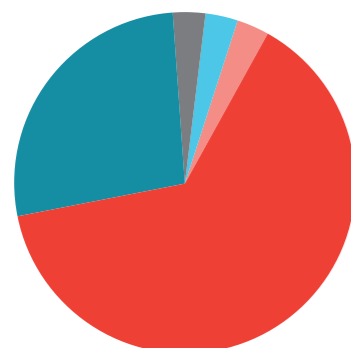
We hope to secure continued funding from Sport England for the funding period 2017-2021 to enable BWSW to continue to support the development and growth of the sport and increased participation across the country.

Peter James
Treasurer

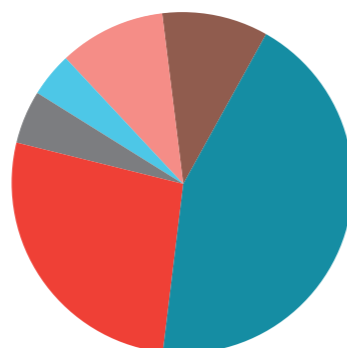


Sources of Funding

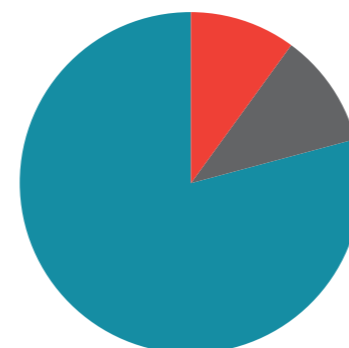
- **Membership** - annual affiliation fees and membership subscriptions.
- **Sport England** - exchequer and lottery funding supporting specific programmes and core activity - primarily development and our Talent programme.
- **Partners** - for example advertisers in our Water Ski & Wakeboard magazine.
- **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 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.



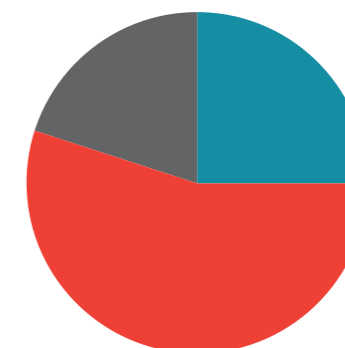
Business programmes funding
 ● 64% Membership & Affiliation
 ● 27% Sport England
 ● 3% Sponsorship & Donations
 ● 3% Sundry
 ● 3% Advertising



Business programmes costs
 ● 44% Salaries & Expenses
 ● 27% Establishment Costs
 ● 5% Irrecoverable VAT
 ● 4% Depreciation
 ● 10% Magazine
 ● 10% Printing & Postage



Excellence programmes funding
 ● 11% Competition/Apparel
 ● 79% Sport England Talent
 ● 10% Licences & Levies



Excellence programmes costs
 ● 55% Talent & Elite
 ● 20% Staffing & Expenses
 ● 25% Disciplines

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 2015 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 December 2015

Menzies LLP

DIRECTORS' STATEMENT

The Directors have pleasure in presenting the summary financial information for the year ended 31 March 2015.

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 3rd August 2015.

These summary financial statements have been signed by Patrick Donovan on behalf of the Directors on 1st December 2015.

Patrick Donovan

Patrick Donovan Director and Company Secretary

British Water Ski Federation Ltd - Financial Statement 2014/15

BRITISH WATER SKI FEDERATION LIMITED (A company limited by guarantee)
INCOME AND EXPENDITURE ACCOUNT - YEAR ENDED 31 MARCH 2015

	Unrestricted General	Lascelles Fund Restricted	World Class Restricted	Year Ended 31/03/2015	Year Ended 31/03/2014
	Activities	Activities	Activities	Total	Total
	£	£	£	£	£
Income					
BWSF income	787,704	-	-	787,704	735,597
Lascelles Fund	-	88	-	88	121
World Class Performance	-	-	930	930	15,336
World Class Talent	-	-	144,991	144,991	133,705
Total Incoming Resources	787,704	88	145,921	933,713	884,759
Expenditure					
BWSF expenses	-767,011	-	-	-767,011	-770,497
Lascelles Fund	-	-9,800	-	-9,800	-11,000
World Class Performance	-	-	-930	-930	-15,336
World Class Talent	-	-	-144,991	-144,991	-133,705
Total Resources Expended	-767,011	-9,800	-145,921	-922,732	-930,538
Net incoming/(outgoing) resources before taxation	20,693	-9,712	-	10,981	-45,779
Tax on net outgoing resources	-151	-	-	-151	-173
Net incoming/(outgoing) resources after taxation	20,542	-9,712	-	10,830	-45,952
Fund balance b/forward at 01/04/14	781,964	45,165	-	827,129	873,081
Fund balance c/forward at 31/03/15	802,506	35,453	-	837,959	827,129

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 2015

	31/03/2015	31/03/2014
	£	£
Fixed Assets		
Tangible Assets	538,468	551,875
Current Assets		
Stock	11,024	-
Debtors	158,424	119,807
Bank balances and cash	447,648	527,969
	617,096	647,776
Less: Creditors:		
Amounts falling due within one year	-262,305	-309,322
Net Current Assets	354,791	338,454
Total Assets less Current Liabilities	893,259	890,329
Less: Creditors:		
Amounts falling due after more than one year	-55,300	-63,200
Net Assets	837,959	827,129
Funds		
Members Funds		
General Fund	802,506	781,964
Restricted Funds		
Lascelles Fund	35,453	45,165
World Class Performance Funds	-	-
	35,453	45,165
	837,959	827,129

BRITISH WATER SKI FEDERATION LIMITED (A company limited by guarantee)
DETAILED INCOME AND EXPENDITURE ACCOUNT - FOR THE YEAR ENDED 31 MARCH 2015

INCOME	Year Ended 31/03/15	Year Ended 31/03/14 (Restated)	Year Ended 31/03/15	Year Ended 31/03/14
	£	£	£	£
Business Income				
Membership & Affiliations	295,233	274,873	26,291	35,091
Sport England Grant	122,154	122,029	7,280	7,915
Sponsorship & Donations	16,068	12,207	23,984	32,409
Royalties	280	495	19,357	18,873
Bank Interest Received	669	622	5,368	4,823
Social Functions & Presentations	4,367	3,559	8,450	8,562
Sundry Income	2,418	1,999	18,423	17,054
Magazine Advertising Income	12,627	14,733	5,021	2,116
IT Project Grant	7,900	7,900	3,298	6,498
	461,716	438,417	8,200	4,670
Total Business Income	461,716	438,417	47,878	46,570
Coaching Income				
Coaching Programmes	96,117	69,840		603,121
Driving Programmes	21,331	16,857		
Sponsorship & Partners	-	-160		
Sport England Grant	169,910	162,095		
	287,358	248,632		
Total Development Income	287,358	248,632		
Excellence Income				
Competition Income	17,609	29,776		
Licences & Levies	19,501	18,200		
Team Uniforms & Tracksuits	1,520	572		
	38,630	48,548		
Total Excellence Income	38,630	48,548		
Total Income	787,704	735,597		
EXPENDITURE				
Business Expenses				
Salaries & Staff Expenses	318,550	314,224		
Establishment Costs	49,609	60,074		
Telephone	3,688	3,945		
Insurance	38,662	36,397		
Leasing Costs - Office	5,406	4,012		
	415,815	428,652		
EXPENDITURE (Continued)				
Legal & Professional Fees				
Audit Fees			26,291	35,091
Irrecoverable VAT			7,280	7,915
Depreciation			23,984	32,409
Bank Charges			19,357	18,873
Meeting Costs			5,368	4,823
Printing, Postage & Stationery			8,450	8,562
General Expenses			18,423	17,054
Publicity & Associations			5,021	2,116
IT Project			3,298	6,498
Social Functions & Presentations			8,200	4,670
Magazine Expenses			47,878	46,570
			593,248	603,121
Total Business Expenses			593,248	603,121
Development Expenses				
Meeting Expenses				378
Printing, Postage & Stationery			4,000	4,334
Development Support Costs			15,937	12,363
Development Programmes			104,122	80,116
			124,059	97,191
Total Development Expenses			124,059	97,191
Excellence Expenses				
Meeting Costs				769
Excellence Programmes			49,704	69,416
			49,704	70,185
Total Excellence Expenses			49,704	70,185
Total Expenses			767,011	770,497
Surplus/(Deficit) for the year on Ordinary Activities			20,693	-34,900
Surplus/(Deficit) before taxation			20,693	-34,900
Taxation			-151	-173
Surplus/(Deficit) after tax			20,542	-35,073

NOTES TO THE FINANCIAL STATEMENTS

	Year Ended 31/03/15	Year Ended 31/03/14
	£	£
Debtors		
Trade Debtors	66,648	48,579
Pre-payments and accrued income	91,776	71,228
VAT Recoverable	-	-
Total	158,424	119,807
Creditors: amounts falling due within one year		
Trade Creditors	32,374	53,329
Corporation Tax	151	173
PAYE	8,319	6,971
Accruals and deferred income	220,854	246,663
VAT Payable	607	2,186
Total	262,305	309,322
Tangible Fixed Assets		
Database	£	£
Project	112,738	71,847
Machinery	71,847	477,120
Plant & Buildings	-	-
Fixtures & Equipment	477,120	5,950
Total	667,655	661,705
Cost:		
As at 1st April 2014	112,738	-
Additions	-	5,950
As at 31st March 2015	112,738	5,950
Accumulated Depreciation		
As at 1st April 2014	11,274	-
Provision to 31st March 2015	11,274	545
As at 31st March 2015	22,548	545
Net Book Value		
As at 31st March 2015	90,190	5,405
As at 31st March 2014	101,464	-