

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



# // ANNUAL REPORT 2020



British Water Ski & Wakeboard is an operational brand of the British Water Ski Federation Ltd Company No: 913182  
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## CONGRATULATIONS!

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







## CHAIR'S VIEW

A huge welcome to all our clubs, members and participants as we reach the 70th anniversary of British Water Ski & Wakeboard. As an ocean going statement of the obvious, 2020 has been a year like no other. Due to the efforts of clubs and operators we have still thankfully been able, in many facilities, to at least experience the thrill of our sport across our many disciplines. That has required hard work and ingenuity, not least given the myriad views and opinions that need to be cohered in best meeting the threats presented by the pandemic. Unfortunately Ski Racing has been mired in problems around insurance. There can be no greater priority for BWSW than seeking to find answers to this. This has been pursued assiduously by HQ and those involved in Racing during 2020. We are, of course, all in this together. Racing has one of the strongest legacies and profiles for our sport. Its problems today are potentially the rest of our sport's tomorrow.

For many years your board have, in successive reports, pointed out the challenges of "pay and play" and the pressures on membership organisations generally.

Let's recognise this but aim to focus going forward on meeting the exigencies of today as an inescapable reality that is not going to change anytime soon. At the AGM we will seek to alter our articles to provide for e-members who join up on presenting themselves for a first time ski or ride. HQ are in discussion with operators to get this underway and Jane Peel, our Head of Communications, is looking to produce e-communications, during the summer months, for e-members, as well of course for our subscribing paid up members, who will remain solely entitled to all the other privileges of membership. Jane is extremely realistic as to the particular challenges in gathering content – please enable Jane to be as effective as possible in supplying her with information and responding on a timely basis. This will be an essential underpin of a successful effort.

At the AGM we will also seek to change our company name to The British Water Ski & Wakeboard Federation Limited to align our name and brand more closely with our sport. In recent years disciplines have perhaps not been as tied in to our corporate identity as they might.

This is necessary in order to ensure the benefit of being part of a limited liability entity and the coverage that can afford. We have taken steps to remedy this. It remains an important matter for disciplines to keep in the front of mind.

Historic rectitude has meant this year we have been able to weather the financial deficit caused by the pandemic, assisted significantly by the flexibility offered by Sport England in the application of grant funding. It is a testament to the efforts of HQ that we are so well regarded as a national governing body by Sport England. Your board recognise however that every pound lost this year is a pound that cannot go to promote and support our sport. Staffing overhead costs have been reduced and we have had to make difficult cost cutting decisions that we would never have wanted to make.

On the positive side 2020 has seen the introduction of a significant number of initiatives in the context of financial and human investment in seeking to build profile and participation as well as membership interaction.

These have been well rehearsed in our magazine and are not repeated by me here. I hope they will have demonstrated that your board is both seeking to proactively support and promote the sport and at the same time is open to all suggestions - and, importantly, to following up on them. Let's pause to recognise though that our communications function has seen us on national news outlets for the first time in many years as a result of HQ generated efforts.

It's better to light a candle than curse the darkness and despite everything many candles have been lit this year. We are obviously now particularly exposed to the storms of world events but whatever they may threaten we have a strong organisation and great membership base. Let's look forward to renewing our efforts to ensure the great legacy of our sport, created over previous years, is both preserved and enhanced.

**Martin Winter**  
Chair







## CEO'S VIEW

**We are very fortunate to be a part of a social, family orientated and exciting sport with a very committed community at its heart.**

### Season 2020

We seem to be in some new kind of "normal" at present but it has been good to see so many back on the water. Water skiing and wakeboarding were two of the very first sports to get back up and running with the relaxation of restrictions. With indoor sport closed for an extended period many of our centres have had many newcomers experience this great outdoor sport for the first time.

Grassroots sport has had a great deal of support from Sport England during this unprecedented period and their flexibility regarding funding, advanced grant payments and a very swift response to support governing bodies has been of great help. Many of our clubs and centres have also benefited from the various grant initiatives available to ensure they are sustainable, this has all helped our sport to get up and running quite quickly after the initial lockdown ended.

### Inspiring Sport

The return to the water has no doubt reminded us of what a great outdoor sport we are part of. A tremendous destination sport that inspires volunteering, creates communities and fosters lifetime friendships, provides pathways that link grassroots sport to the elite level, memorable achievements, blue skies and release from the pressures of everyday life. 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. In these recent unprecedented times this great outdoor sporting experience has provided a great sense of release, relieved stress and anxiety and improved self-esteem and mental health.

### Teamwork

I have to commend the BWSW Board and a now much smaller HQ team for their tireless hard work in difficult circumstances, keeping in touch with and assisting members, clubs, centres and the wider BWSW family. Many of you contacted us for advice, support and

guidance to navigate your way through these difficult times and we became the clear port of call for up to date translation of government guidance into operating procedures for the sport. A crisis can often bring people together and while you may have appreciated us being there for you, we certainly appreciated you also being there for us.

### Community Spirit

We are very fortunate to be a part of a social, family orientated and exciting sport with a very committed community at its heart. Once again thanks for the continuous hard work from our small staff team and the many hundreds of volunteers working within our sport for the benefit of all our members.

**Patrick Donovan**  
Chief Executive Officer



## THANKS TO

*Finally, a note of thanks to 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 for delivering success.*



## OUR ORGANISATION

# WHO ARE WE?

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



### Serving the Sport

Our main role is acting on behalf of our Water skiing and Wakeboarding participants to develop and serve the sport. A non-profit making organisation with all our income invested in developing and supporting the sport across the UK from the grassroots level through to our top athletes. Our aim is to maintain a safe, enjoyable and exciting sport for everyone whilst continuing to grow participation through developing accessible entry pathways and good coaching standards to ensure that first time experience is memorable and positive.

### So What Do We Do?

As the governing body for your sport, we are the central source of information and guidance for our members and participants. Our staff team can assist and support on a range of subjects to our clubs and members. Whether finding an affiliated 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.

### Qualifications & Standards

Coaching, driving and cable operation – our range of certified qualifications have value and recognition within the wider sport with the success of our UK Coaching Certificate (UKCC) coaching pathway. Our ongoing coaching development has seen the

introduction of the Straight Line Cable Operator qualification which acts as an entry level to the UKCC Cable Wakeboard coach licence. BWSW continues to create new courses and qualifications to provide different pathways of learning such as our newly developed 'Learn to Drive' boat course. BWSW ensures our qualifications are regularly reviewed to certify standards are maintained whilst promoting good practice within the sport allowing progression for our coaches.

### Products & Services

BWSW offers a variety of products for members and affiliates. Our affiliation scheme caters for a range of sites – recent years have seen an increase in overseas commercial sites wishing to join our Accreditation scheme. BWSW provides a comprehensive

membership package to include personal accident insurance, bespoke club liability insurance, the BWSW magazine four times a year, BWSW website, newsletters and social media platforms. Our online club and member portal provides website integration to renew and update membership, qualifications and to customise preferences and profiles.

### Communication

Regular communication with our members is essential in ensuring we are effectively updating all participants of the on-goings of the sport whether this be safeguarding updates, competition dates, new qualifications or coaching courses for example. Regular newsletters will be sent to full subscribing members in addition to our newly subscribed e-members as well as continued updates

via our social media channels across all communication platforms. We appreciate that our diverse membership audience likes to be contacted in many different ways, so offering a variety of communication methods is key to ensuring we are communicating with all membership groups 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. BWSW continues to adapt our existing entry pathways as well as creating new schemes and promotions to ensure we are offering as many accessible avenues to our sport.

BWSW supports club development, help clubs to source and apply for funding where

appropriate e.g. facilities and supporting clubs through accreditation schemes. This work strengthens our network ensuring there are quality facilities for existing and new participants in the sport.

### Networking & Events

Coaching conference, 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, Campaigns & Safeguarding

Continued research is key to ensuring good practice and development of the sport – we support the quiet enjoyment of the sport whilst

campaigning and researching to keep up to date with new developments and safety requirements. We assist with planning as well as environmental issues and provide guidance for our affiliates. BWSW is committed to ensuring that all young and vulnerable people who participate in water skiing & wakeboarding have a safe and positive experience, and our One Voice safeguarding policy is therefore for everyone involved in the sport. The provision of safeguarding training, knowledge and guidance and the implementation of safeguarding practices that support, protect and empower young people is the key to embedding safeguarding throughout the sport.

### Training & Volunteer Support

We recognise that our sport would not operate without the huge input our officials, volunteers, coaches and club welfare officers have in supporting our diverse and technical sport. With youth engagement programmes such as Cutting Edge and Progressive Edge, we provide an effective and fun introduction to the sport via our skilled and qualified coaches – a sport that offers a range of disciplines including specialist facilities to cater for those with all types of disabilities, it really can meet the needs of any individual. A very social, family orientated and exciting sport with a strong community at its heart.

## WHAT DO WE DO?



# MEMBERSHIP DIVERSITY

## Our members

Our diverse, multi-discipline sport can provide challenges in catering to the needs of all our individual members. However, our aim is to ensure that our membership package, service and support is valued and recognised through our membership subscription.

Retaining existing and recruiting new members are equally important tasks that BWSW continues to face each year. This year has provided additional obstacles for us in both being able to engage and allow participation for new

and existing members. Despite a later start to the season due to restrictions, we have seen a positive number of participants enjoying the sport and continuing to renew their membership. With Water Skiing and Wakeboarding being one of the first few sports to open up to participation when initial restrictions were relaxed, it seems to have opened up new opportunities for people. A sport that some may not have thought to consider before, or for previous members who lapsed for one reason or another, COVID-19 and restrictions on indoor sport has

encouraged them to join us on the water once again. We have seen many new beginners trying the sport for the first time, young and older. It is so enlightening to see a varied range of individuals we have in our sport.

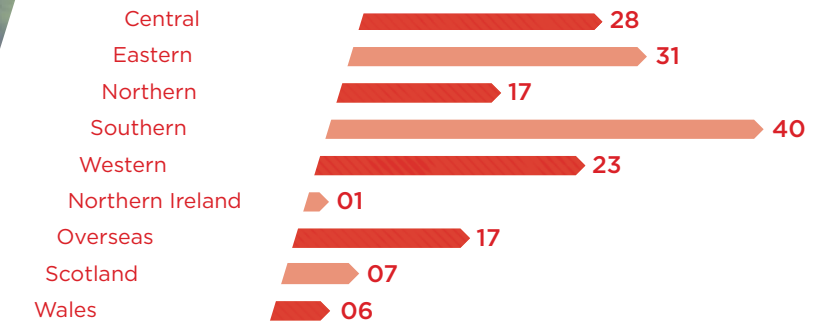
There are many thousands of recreational users e.g. "pay and play" riders at cable tows and recreational boatowners who do not have formal links with the organisation. Building a strong relationship with these recreational users, demonstrating value and good communications are key to

success in this area. Communicating with these recreational / casual users is a key focus for us and something we are continuously re-visiting.

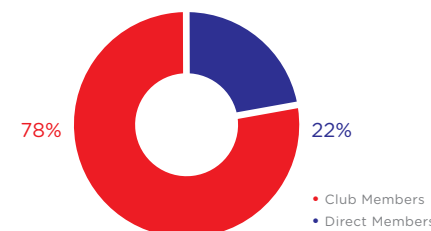
We have introduced an E-Member category to our membership offer to allow non-members to sign up to receive newsletters – our aim is to try and communicate with our participants further in order to create a bigger awareness of our sport and encouragement to entice regular participation and membership.



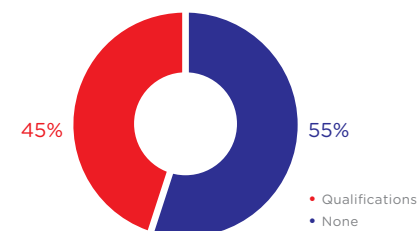
## Facilities by Area



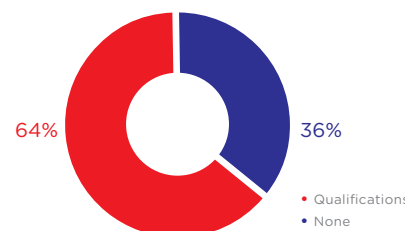
Club V Direct Membership



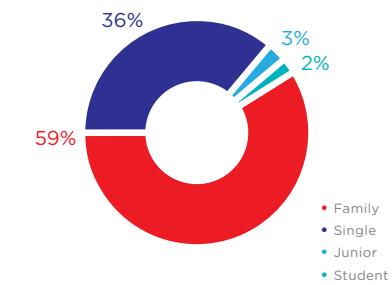
Club Member Qualifications



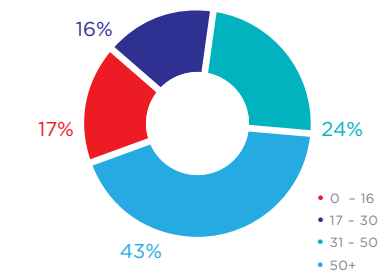
Direct Member Qualifications



Membership Plan Comparison



Member Age Comparison



Gender Comparison







## MEMBERSHIP DIVERSITY

### Membership Sustainability

We rely on our network of affiliates, coaches, volunteers and officials using their knowledge and experience to make the beginner feel comfortable, confident and most of all enjoy their first time on the water. A positive first time experience on the water is essential in retaining someone within the sport and to ensure continued activity as well as easily accessible pathways.

A social and family orientated sport, the emotional attachment many of our participants have is a strong reason for some to join to support the sport they know and love. Our products, services and tangible benefits are another reason – many therefore join for functional reasons such as obtaining a qualification. Our coaching and driving qualifications have been developed over the years to ensure that they are of a high standard and meet all safety requirements for both the voluntary and commercial sector – the success of these qualifications is recognised with nearly 50% of our members holding some form of BWSW qualification. Clearly, this is a huge driver for why people join BWSW and continue to renew each season.

We also offer a range of benefits as part of our membership package to include our Personal Accident Insurance which is reviewed each season to ensure we are offering something that demonstrates value. Following previous membership surveys, it was found that insurance and qualifications are two of the main motivating factors in joining BWSW and therefore, it is essential we focus on these as a priority each season.

There is significant churn within our sport and a clear changing pattern of commitment and how people consume sport which has been a factor in eroding membership numbers across many sports. However, we recognise the positives in that this change has led to lower cost entry and exposes our sport to new and more diverse communities. Understanding more on what makes our casual participants and core members “tick”, levels of satisfaction and perceived value of our membership scheme will help us to shape a more customer centred and appropriate offer ongoing.

**Kylie Cooper**  
Operations Manager





# OUR PRIORITIES



## COVID Repercussions on 2020 Plans

The pandemic was never expected or welcome but nonetheless the inevitable repercussions of which affected us all as a sport and more importantly the world.

As an outdoor sport we have been quite fortunate, the impact has not been as severe as on some other sports and the leisure industry as a whole. However, the measures / restrictions put in place by the Government greatly affected all centre and club operations, also affecting BWSW plans and programmes that were set out for the 2020 season.

## Participation

Being a tumultuous year, it is difficult to assess the wider impact on participation in a season where there has been so much disruption on many fronts.

It has been encouraging people participated as much as possible in 2020. It is still of the utmost importance to persist in improving participation in our sport and this is still at the centre of what we do at BWSW. Our work continues to focus on ensuring that key access points to the sport which have a major throughput of participants are delivering a good experience for all. BWSW centre accreditation aims to ensure that with quality facilities, a high standard of coaching and customer service, newcomers to the sport and regular participants have the best experience possible.

## Cutting Edge and Progressive Edge

Cutting Edge – the progression pathway we have been proudly developing and distributing for over 10 years. It is a Sport England funded programme that has seen great success, displayed primarily by the annual competition which has grown year on year. It is admired by others as a standout progression platform for participants and as a coaching tool.

Progressive Edge – seeing another setback to the release of the wakeboard and wakesurf awards for another season this is a priority to deliver for the 2021 season.

## One Voice – Safeguarding youth involvement and understanding

It is more important than ever that young participants gain a clear understanding of safeguarding principles and how they can protect themselves by understanding the danger signs of safeguarding poor practices. Knowing that there are people who can help, that they can speak to safeguarding officers, club welfare officers and others in qualified safeguarding roles.

There is also the consideration of young people being able to be aware of another person; a fellow student or a friend that may be being subjected to maltreatment and suffering from safeguarding related issues.

It is most important that any young person can feel that they are not alone and know that others have also had negative experiences and there are people to talk to.

Safeguarding is something that we take very seriously and following our Club Welfare Officer “One Voice” campaign in 2019/20 (which will continue) we will be focusing on youth involvement and understanding of safeguarding.

## Affiliate Support

The support and training we can provide ensures clubs/centres are operating at the standards expected in the sport. These operating standards are seen as the main opportunity to provide participants with a safe and fun experience, with the clubs/centres being a quality point of access to the sport.

In response to the pandemic we tried to focus our support in updating guidelines, speaking with government officials and opening the sport to as many as possible, as soon as possible whilst adhering to the restrictions. Like all, we have found difficulties in this time of uncertainty, but our priority will always be to our affiliates.

## Partnerships

As the National Governing Body for our sport we are recognised by the key decision makers and funding bodies at national and local level. It is important to recognise the role of Sport England as our funding partner and other organisations such as the Child Protection in Sport Unit and the Activity Alliance for their ongoing support and guidance provided.

It is very much a partnership with these organisations and others that ensures water skiing and wakeboarding is enjoyed safely for as many people as possible.

## Diversity in sport

Greater diversity in sport is so important to achieve, ensuring that athletes, participants, coaches, members, and volunteers are well represented in the sport irrespective of age, gender, sexuality, ethnicity, disability, religion or belief.

The important factor for anyone who wishes to be involved in our sport or just wants to ‘give it a try’ is opportunity to progress talent, show enthusiasm and has enjoyment from our sport in an open and welcoming environment.

We have initiatives that are to be implemented for the coming season with the directive to improve participant diversity.





## BUSINESS DEVELOPMENT

### Affiliate Growth and Diversification of Income

Growth of affiliates is always a continual development target but may well be a more challenging task to previous years. Where there is need for stabilisation and a return to normality, growth is still a pragmatic goal we must work towards, in the UK and overseas.

Developing our income streams will continue, looking at innovative ways to utilise the resources we have in our arsenal, such as our qualifications and courses etc. Last year saw the development of the Straight Line Cable qualification. This coming season will see the introduction of the Ski Boat Driver 3 (SBD3) and opportunities for growth will be identified for additional revenue and income streams.

There is not a full appreciation of how the overseas centres have fared. However, some centres have shown interest in affiliating, to meet our standards and to access our qualifications. Owners/operators seeing the benefit they can have for their own centres and the potential impact that has had as a destination for sport in their resort/area.

### Development Summary

The focus for business development has to be driven by objectives to bring new participants to the sport. Introducing new participants to the sport is still a key priority for the year ahead. It has been made relevant to everyone in 2020 that spending time outdoors is immensely important for our health and mental wellbeing. Whether walking, running, water skiing or wakeboarding it's better to be outside and active.

Engaging with those who have aimed to be more involved in sport (especially water sports) will be a great opportunity to keep the enthusiasm for water skiing and wakeboarding and introduce them to our multiple discipline sport and in turn to our affiliated centres and clubs.

**Keir Boissevain**  
Business Development Officer





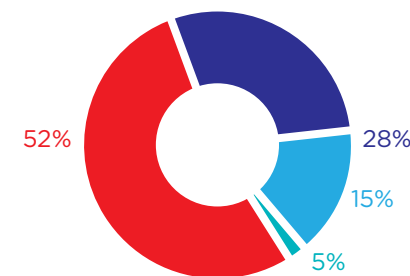
# PARTNERSHIPS AND STATISTICS

## Our Network

Our network of affiliates consisting of voluntary and commercial clubs/centres and other affiliated partners are an integral part of the structure of British Water Ski & Wakeboard.

Our continual target is to expand our network of affiliates within the UK and finding new opportunities overseas, establishing more accredited centres in varying countries. To improve the potential for overseas centres to affiliate to BWSW, we provided additional support and training where there is a need. With the firm belief that when holidaymakers experience the sport for the first time, there is a greater chance of them continuing to participate when returning to the UK.

## Our Facilities



Number Club / Centre Facilities

## Approved Centres

Our accreditation programme offers the providers of this diverse sport to voluntarily affiliate to BWSW and undergo our accreditation process. Therefore, ensuring their facility meets and maintains industry standards of operating. Once accreditation has been completed the centres will receive our 'Kite mark' which is an endorsement from BWSW that a site is safe and operating at a high standard.

Accreditation to BWSW provides centres with the opportunity to access funding/grants from Sport England and Active Partners. Who in turn will ensure affiliation to the NGB has been completed. School and community groups also actively seek the 'Kite mark' accredited status of centres when choosing a location for participation.

## Affiliation

The bespoke liability cover for our voluntary affiliate clubs, ensures peace-of-mind with the terms of the cover and is a primary reason for voluntary clubs to affiliate. Followed by the support of clubs through our resources, grant funding that we receive from Sport England and maintaining the standards and qualifications for participants to experience their chosen discipline.

We greatly appreciate the support we have received from our affiliates during this past season. Affiliating to a National Governing Body is immensely important in any sport.

Affiliation assists the sport's growth, development, future and its overall existence. This would not be possible without the constant efforts from our voluntary member clubs, commercial

members clubs, the coaches, the volunteers, the committee members and the participants at our network of clubs.

## Ski Boat Driver (SBD) Programme

The SBD programme is the stronghold for our qualification suite, the standard for driving for towed water sports in the UK.

The SBD3 award rewards drivers who demonstrate the level of skill expected at a commercial facility which is demonstrated through driving slalom skiers, wakeboarders, wakesurfers and beginners on the boom. The SBD3 award is being taken forward, being in the final stages of development, to be made available and courses organised in due course.

**Keir Boissevain**  
Business Development Officer



## Our Facilities

Voluntary members club facilities	88
Commercial clubs / centres facilities:	
• Boat	47
• Straight line cable	25
• Full system cable	10

## Ski Boat Driver Qualifications

Registered test centres	58
SBD1 licences issued	13
SBD2 licences issued	198
ICC boat driving licences issued	170
Members hold an SBD qualification	49%

## Cutting Edge/Progressive Edge

Clubs actively delivering	58
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## Officials

Officials supporting our competitions	110
Officials receiving training and CPD	7

## Volunteer Survey

Active 10 years +	49%
Volunteer coach roles	44%
Volunteering once per week +	43%
Very satisfied experience	65%
Very rewarding experience	74%
Aged 45 to 64 years	48%
Female volunteers	32%

## Board Diversity

Female directors	30%
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# BWSW COACHING PROGRAMME

The coach continues to play such a key role in our sport, affecting a participant's enjoyment and success.

Our coaching programme continues to influence the coaches who deliver high standards across the industry, increasing participant retention.

The global pandemic clearly required us to suspend our coaching programme at the beginning of lockdown. After clear latent demand and at a time it was safe to do so we re-opened our coaching programmes. In the Autumn of 2020, we ran three coaching courses qualifying 17 new coaches ready for the start of the new season.

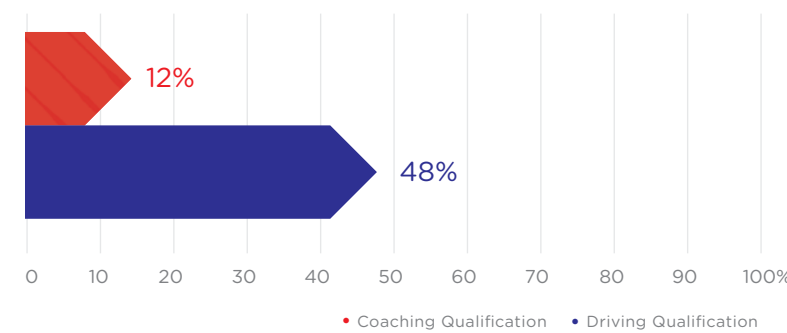
Due to our coaching programme's reputation further countries, companies and individuals are looking to utilise our programmes for coaches, drivers, and cable operators in the years ahead. As an organisation we continue to expand the reach of our qualifications and this will always be influenced by our wider remit and the goals of the organisation for which we are funded.

This focus has evolved and changed in recent years and moving forward our coaching programme will continue to reflect this change and prioritise accordingly.

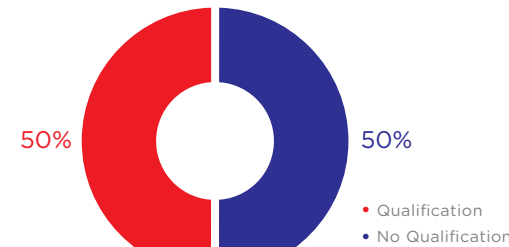
A key to success is having qualified coaches in place to deliver fun, safe and effective coaching. As such, new qualifications and training such as the Straight-line Cable Operator (level 1 and 2) and a new Learn to Drive course will aid our drive to keep standards at an exceptional level.

**Sam Geller**  
Qualifications & Training Coordinator

Members who retain a BWSW Coaching or Driving Qualification



Members who retain a BWSW Qualification









# BUSINESS AND FINANCE

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

## Our Funding

The key to understanding our funding lies in knowing 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.

BWSW has four significant sources of funding; membership and affiliations, coaching and driving courses, competition and licence income together with Sport England grants.

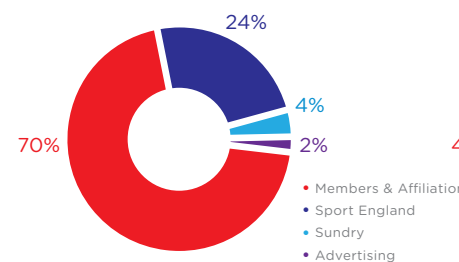
The aim is to strike a balance that enables us to support all the elements of our Whole Sport Plan. As a result of the COVID-19 challenges the current Whole Sport Plan now

covers a five year funding period ending in March 2022. From it an Operational Plan is produced which sets out the priorities for the current period.

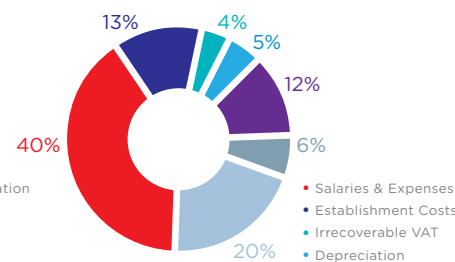
Our budgets are structured to ensure that we support these priorities through the three core activity areas; Business, Development and Excellence.

## Overview

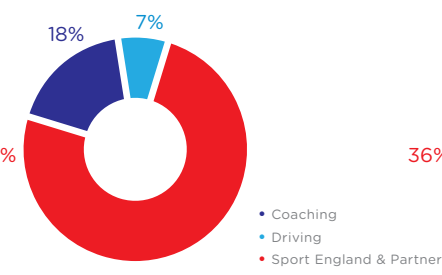
The pie charts show how the three core areas are funded and how these funds are used to underpin our various core activities. These charts include the restricted activities of the Lascelles Memorial awards and the World Class programmes (principally Talent) as part of broader Excellence, discipline activities.



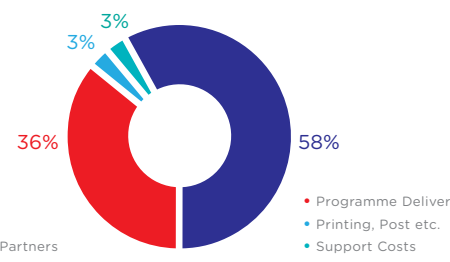
Business income



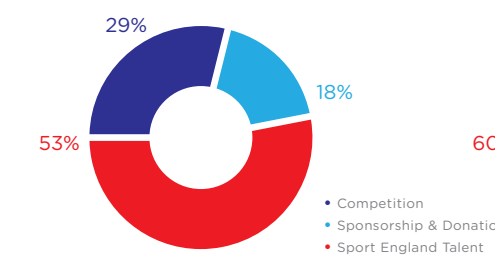
Business expenses



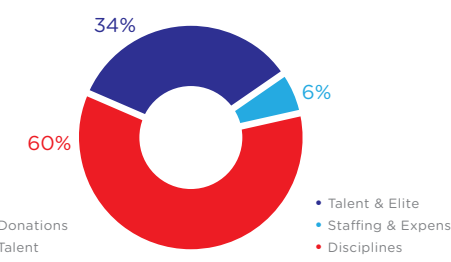
Development income



Development expenses



Excellence income



Excellence expenses

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 staffing costs are also allocated to these three key areas of the organisation to include Talent.

As a result of COVID-19 challenges, the insurance issues and operational limitations faced by Ski Racing we have seen a significant drop in membership in 2020. As a result, we have had to make a number of difficult decisions in respect of managing our costs and reducing our staff head count to mitigate the shortfall in membership and discipline income.

Through these actions we have been able to minimise the potential deficit which will enable BWSW to invest and support our sport as we look to recover members and encourage them to return to BWSW and the water in 2021.

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 restricted grant funded programmes created by individual disciplines.

## Sport England Funding 2017/21

BWSW has historically had a highly successful talent programme for many funding cycles but a change in Sport England policy has meant a very reduced level of funding for the programme with funding for non-Olympic / non-Commonwealth Games talent programmes terminating within the current funding round.

While we remain a long term funded partner of Sport England, any level of future funding is not guaranteed and there is a need to demonstrate increased self-reliance and to develop and diversify our income streams. Beyond membership more marketable products and services such as qualifications and kite marks are an area of focus as we aim to increase the ratio of self-generated business income to

grant funding to support our activities.

In 2020 in the face of the COVID-19 challenges Sport England have stepped up to the plate, made available significant funds and resources in support of all funded sports. They have enabled existing grant funding to be used more flexibly, made available emergency funding for those sports where it is critical and most importantly for our sport they have committed to an additional year of funding at the current level for the year ending March 2022, ahead of the next four year funding round for 2022 / 26.



# BUSINESS AND FINANCE

## Membership

The organisation's membership scheme is continuously under review with an aim to revitalise our offer for what is a diverse community and a challenging environment.

Members join BWSW for both functional and emotive reasons creating connections with our community. Offering relevant products and services will be key to growing our membership. It is recognised that there are further opportunities in terms of products and services we can offer to ensure the development of new income streams and to avoid any over reliance on grant funding streams.

An innovative approach together with investment will enable the development of a broad educational programme to supplement our existing range of courses and qualifications. In addition, a more business focussed approach with more ambitious targets for expanding our reach and network will also facilitate growth and income generation in partnership with a commercial pay and play accredited sites.

We are in the process of establishing incentives to support all waterski and wakeboard sites / clubs in promoting participation in our sport which we believe will be at the core of developing our sport.

## Governance

Overall, the Board consider that the Company is delivering effectively today as a governing body though we recognise the need for continuous improvement and to stabilise and increase the membership base.

The aim of the Company is to be innovative, flexible and relevant to its stakeholders, servicing its existing members and extending its reach into new areas where the sport is offered whether in the UK or overseas.

The Company continues to follow a strategy which restates its aim to create a high quality, sustainable and enjoyable sporting infrastructure that attracts new, retains existing and re-engages former participants within the sport and develops the talent to deliver international success.

During 2020 our sport along with all other aspects of life has faced severe disruption and challenges as a result of the COVID-19 pandemic. However, we are very pleased that many of our members have been able to benefit from getting on the water this summer and have continued as members of BWSW, that said many have not.

As a result, ahead of the 2021 season BWSW will be actively looking to re-engage with those members who did not maintain their membership in 2020 with a view to getting these individuals back on to the water, enjoying our sport and re-joined as members of BWSW.





# BUSINESS AND FINANCE

## Financial Year 2019/20

The accounts presented are for the period 1st April 2019 to 31st March 2020. The accounts show a reasonable financial performance, with core activities delivering a minor deficit for the year of £5k (2018/19 – Surplus £23k). Included within general activities are non-cash depreciation charges of £22K therefore before non-cash charges there is a cash surplus on general activities of £17k (2018/19 – Surplus £44k). We do aim to balance the need to build reserve funds whilst also investing as much of our income back into the sport while remaining financially viable.

Furthermore, in any one financial year and dependent on the size and source of any surplus or particular projects in place at the time, the company does aim to invest at least 50% of any surplus back into the sport at grassroots level. Any additional funds remaining support our reserves policy for “rainy day” scenarios, seasonal cash flow and for any major investment and future modernisation of the core business infrastructure e.g. IT.

Membership and affiliation fees are a primary income stream. Membership and affiliation income from clubs and cable sites and both club and individual memberships was slightly down at £299k. Underlying membership

numbers show no indication of growth though there remains a solid, core membership within the sport.

The number of accredited commercial sites which account for a great deal of throughput within the sport demonstrates an improved infrastructure across the sport which is driving the success we are seeing in growing participation particularly in the “pay and play” sector. However, we are not yet being as successful as we want in attracting these participants to join us as members.

During the year business expenses decreased slightly to £476k (2018/19 – £482k), with the most significant factor relating to establishment / HQ costs. Communications and magazine saw some increase in cost as we aim to invest more in the quality, consistency and reach of our messaging.

## Development 2019/20

Grant funded programmes continue to provide successful outcomes and assist with developing income streams such as coaching courses and driving awards. The company has been successful in leveraging grant funded initiatives and continued to promote BWSW self-funded development programmes such as Cutting Edge and accreditation.

Coaching course income at £44k is significantly down on the 2018/19 figure (£53k) with a more depressed market and a qualification recognition issue in a key overseas market impacting on the number of candidates. Coaching and driving continue to provide a useful self-generated income stream however and opportunities for growth with overall development income in the year of £253k. Our development programmes continued to deliver a significant net income of £92k very slightly down on the prior year of £90k.

## Excellence 2019/2019

Income to support Excellence activities (the disciplines of the sport) has continually declined since 2012 due to the termination of various elite funding streams in recent years. This reflects the challenges faced by the disciplines in raising mainstream income and commercial sponsorship outside of grant funding. Non-Olympic status, lack of wider public profile and scale remain major challenges in this area. Excellence income showed a decrease in the self-generated income from the disciplines. Changes in income and increased expenditure reflected the patterns of varying activity each season in relation to events both in the UK and overseas.

## Outlook

The overall aim of the company remains acting on behalf of the interests of its stakeholders to serve the sport; a not for profit making organisation with all of our income invested in developing and supporting the sport from the grassroots level through to our top athletes. We recognise that we operate across a diverse and challenging environment in an increasingly complex world.

BWSF Ltd is a financially robust 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 provides some level of short-term cushion for the organisation against any unexpected loss or reduction in a major income stream.



## 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** – members who compete in the competition programmes run by the various disciplines of the sport.
- **Training Programmes** – includes coach training and the Ski Boat Driver programme.
- **Participants** – our members who participate in different ways and who also subsidise their involvement. This includes our officials, coaches, competitors and the many volunteers supporting their clubs.

## Auditor's Statement

To the Directors of the British Water Ski Federation Ltd – We have examined the summary financial statements set out on pages 30/31.

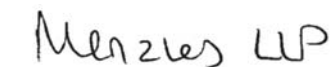
## Responsibilities

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 2020 and complies with the applicable requirements of section 427 of the Companies Act 2006.



**Janice Matthews FCA (Senior Statutory Auditor)**  
for and on behalf of **Menzies LLP**  
Chartered Accountants Statutory Auditor  
Centrum House, 36 Station Road,  
Egham, Surrey, TW20 9LR  
Date 8th December 2020

## Directors' Statement

The Directors have pleasure in presenting the summary financial information for the year ended 31 March 2020. 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 21st October 2020. These summary financial statements have been signed by Patrick Donovan on behalf of the Directors on 21st October 2020.





# British Water Ski Federation Ltd - Financial Statement 2019/20

## BRITISH WATER SKI FEDERATION LIMITED (A company limited by guarantee) INCOME AND EXPENDITURE ACCOUNT - YEAR ENDED 31 MARCH 2020

	Unrestricted	Lascelles Fund	World Class	Year Ended	Year Ended
	General Activities	Restricted Activities	Restricted Activities	31/03/2020	31/03/2019
	£	£	£	Total	Total
	£	£	£	£	£
<b>Income</b>					
BWSF Income	736,749	-	-	736,749	798,892
Lascelles Fund	-	17	-	17	18
World Class Performance	-	-	-	-	2,272
World Class Talent	-	-	67,481	67,481	66,940
<b>Total Incoming Resources</b>	<b>736,749</b>	<b>17</b>	<b>67,481</b>	<b>804,247</b>	<b>868,122</b>
<b>Expenditure</b>					
BWSF Expenses	-741,088	-	-	-741,088	-775,485
Lascelles Fund	-	-750	-	-750	-11,000
World Class Performance	-	-	-	-	-2,272
World Class Talent	-	-	-67,481	-67,481	-66,940
<b>Total Resources Expended</b>	<b>-741,088</b>	<b>-750</b>	<b>-67,481</b>	<b>-809,319</b>	<b>-855,697</b>
<b>Net incoming/(outgoing) resources before taxation</b>	<b>-4,339</b>	<b>-733</b>	<b>-</b>	<b>-5,072</b>	<b>12,425</b>
Tax on net incoming/(outgoing) resources	-360	-	-	-360	-374
<b>Net incoming/(outgoing) resources after taxation</b>	<b>-4,699</b>	<b>-733</b>	<b>-</b>	<b>-5,432</b>	<b>12,051</b>
Fund balance b/forward at 01/04/2019	992,013	3,335	-	995,348	983,297
Fund balance c/forward at 31/03/2020	<b>987,314</b>	<b>2,602</b>	<b>-</b>	<b>989,916</b>	<b>995,348</b>

### 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.

## BALANCE SHEET AS AT 31 MARCH 2020

	31/03/2020		31/03/2019	
	£	£	£	£
<b>Fixed Assets</b>				
Intangible Assets		33,821		45,095
Tangible Assets		424,787		432,630
		<b>458,608</b>		<b>477,725</b>
<b>Current Assets</b>				
Stock		-		-
Debtors	114,844		99,614	
Bank balances and cash	632,186		736,531	
		<b>747,030</b>		<b>836,145</b>
<b>Less: Creditors:</b>				
Amounts falling due within one year	-199,922		-294,822	
<b>Net Current Assets</b>		<b>547,108</b>		<b>541,323</b>
<b>Total Assets less Current Liabilities</b>		1,005,716		1,019,048
<b>Less: Creditors:</b>				
Amounts falling due after more than one year	-15,800		-23,700	
		<b>989,916</b>		<b>995,348</b>
<b>Net Assets</b>		<b>989,916</b>		<b>995,348</b>
<b>Funds</b>				
<b>Members Funds</b>				
General Fund		987,314		992,013
<b>Restricted Funds</b>				
Lascelles Fund		2,602		3,335
World Class Performance Funds		-		-
		<b>2,602</b>		<b>3,335</b>
		<b>989,916</b>		<b>995,348</b>

### RESERVES POLICY

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

## BRITISH WATER SKI FEDERATION LIMITED (A company limited by guarantee) DETAILED INCOME AND EXPENDITURE ACCOUNT - FOR THE YEAR ENDED 31 MARCH 2020

INCOME	Year Ended	Year Ended	EXPENDITURE (Continued)	Year Ended	Year Ended
	31/03/2020	31/03/2019		31/03/2020	31/03/2019
	£	£		£	£
<b>Business Income</b>					
Membership & Affiliations	299,282	303,857	Legal & Professional Fees	22,871	24,629
Sport England Grant	100,480	103,242	Audit Fees & Services	8,765	7,810
Sponsorship & Donations	-	7,000	Irrecoverable VAT	19,014	22,088
Royalties	-	-	Depreciation	22,106	21,289
Bank Interest Received	2,373	1,954	Bank Charges	5,127	5,262
Social Functions & Presentations	6,650	4,221	Meeting Costs	9,050	10,726
Sundry Income	736	-63	Printing, Postage & Stationery	23,149	22,168
Magazine Advertising Income	8,055	10,821	General Expenses	4,541	5,228
IT Project Grant	7,900	7,900	Publicity & Associations	4,251	4,378
Distribution & Carriage	-	-148	Social Functions & Presentations	7,399	8,874
			Magazine Expenses	56,112	48,445
<b>Total Business Income</b>	<b>425,476</b>	<b>438,784</b>	<b>Total Business Expenses</b>	<b>475,687</b>	<b>481,593</b>
<b>Development Income</b>			<b>Development Expenses</b>		
Coaching Programmes	43,905	53,329	Salaries & Staff Expenses	93,201	93,240
Driving Programmes	18,719	21,108	Printing, Postage & Stationery	5,190	7,878
Sponsorship & Partners	1,274	1,184	Development Car Costs & Leases	4,956	6,956
Sport England Grant	189,448	215,427	Development Programmes	57,526	92,156
			<b>Total Development Expenses</b>	<b>160,873</b>	<b>200,230</b>
<b>Total Development Income</b>	<b>253,346</b>	<b>291,048</b>	<b>Excellence Expenses</b>		
<b>Excellence Income</b>			Excellence Programmes	104,528	93,662
Competition Income	35,950	32,322	<b>Total Excellence Expenses</b>	<b>104,528</b>	<b>93,662</b>
Licences & Levies	21,977	20,314	<b>Total Expenses</b>	<b>741,088</b>	<b>775,485</b>
Sponsorship, Partners & Misc	-	16,424	<b>Surplus for the year on Ordinary Activities</b>	<b>-4,339</b>	<b>23,407</b>
			<b>Surplus before taxation</b>	<b>-4,339</b>	<b>23,407</b>
<b>Total Excellence Income</b>	<b>57,927</b>	<b>69,060</b>	<b>Taxation</b>	<b>-360</b>	<b>-374</b>
<b>Total Income</b>	<b>736,749</b>	<b>798,892</b>	<b>Surplus after tax</b>	<b>-4,699</b>	<b>23,033</b>
<b>EXPENDITURE</b>	<b>Year Ended</b>	<b>Year Ended</b>			
	<b>31/03/2020</b>	<b>31/03/2019</b>			
	£	£			
<b>Business Expenses</b>					
Salaries & Staff Expenses	192,824	185,432			
Establishment Costs	64,251	69,669			
Telephone	6,236	11,267			
Insurance	27,072	32,035			
Leasing Costs - Office Equipment	2,919	2,293			

## NOTES TO THE FINANCIAL STATEMENTS

Debtors	31/03/2020	31/03/2019		
	£	£		
Trade Debtors	67,836	54,783		
Prepayments and Accrued Income	47,008	44,831		
<b>Total</b>	<b>114,844</b>	<b>99,614</b>		
<b>Creditors: amounts falling due within one year</b>	<b>31/03/2020</b>	<b>31/03/2019</b>		
	£	£		
Trade Creditors	29,213	40,140		
Other Creditors	445	445		
Corporation Tax PAYE	360	374		
Accruals and Deferred Income	5,916	3,605		
VAT Payable	160,449	236,268		
	3,539	13,990		
<b>Total</b>	<b>199,922</b>	<b>294,822</b>		
<b>Tangible Fixed Assets</b>	<b>Plant &amp; Machinery</b>	<b>Freehold Land &amp; Buildings</b>	<b>Fixtures &amp; Fittings &amp; Equipment</b>	<b>Total</b>
	£	£	£	£
<b>Cost:</b>				
As at 1st April 2019	23,952	477,120	20,683	521,755
Additions	-	-	2,990	2,990
<b>As at 31st March 2020</b>	<b>23,952</b>	<b>477,120</b>	<b>23,673</b>	<b>524,745</b>
<b>Accumulated Depreciation</b>				
As at 1st April 2019	19,378	59,447	10,301	89,216
Depreciation	642	6,300	3,890	10,832
<b>As at 31st March 2020</b>	<b>20,020</b>	<b>65,747</b>	<b>14,191</b>	<b>99,958</b>
<b>Net Book Value</b>				
As at 31st March 2020	<b>3,932</b>	<b>411,373</b>	<b>9,482</b>	<b>424,787</b>
<b>As at 31st March 2019</b>	<b>4,574</b>	<b>417,673</b>	<b>10,382</b>	<b>432,629</b>