

# MINUTES

Of the meeting of the **British Water Ski & Wakeboard Board** held on **Friday 30<sup>th</sup> May** at the **BWSW HQ, Chertsey.**

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## 1. To record attendance and apologies for absence.

### Present:

Patrick Prior  
Patrick Donovan  
Stuart Scott-Ely  
Rose Tranah  
Justine Naylor  
Penny Clifton

### Apologies:

Steve Sopp  
Nicky Caine

Due to the rescheduled date of the meeting this meant that Steve and Nicky were unable to attend.

## 2. To approve the Minutes of the meeting held on 10<sup>th</sup> April 2014.

The minutes were reviewed and unanimously approved by those present.

## 3. Chairman's Comments.

Patrick P had circulated a number of points prior to the meeting re Board recruitment, succession planning / governance and the corporate strategy. Both Patricks had interviewed two candidates for the Board and also met with external consultants to discuss governance.

## 4. Declarations of Interest.

There were no changes to the Directors register of interests.

## 5. Matters Arising not covered by this Agenda.

None recorded.

## 6. To note items for AOB.

a) **National Training Site** - Stuart Scott-Ely asked the board to consider whether BWSW might wish to operate a National Training Site as it once had before in Holme Pierrepont, Nottingham and more recently at JB Ski, Thorpe. He explained that he may be willing to gift leasehold land at Queenford Lakes Watersports Centre in Oxfordshire to BWSW on condition the organisation obtained funding to build the building for which planning consent had recently been granted. Stuart clearly had to declare his interest as freehold owner of the site and he would not take part in any future debate or vote on the merits or otherwise of the topic should the organisation wish to once again consider the national training site concept. *[Following on from the previous experience with Nottingham and Thorpe and post UK Sport elite athlete support obtaining a National Training Site was not currently part of the BWSW 2012-20 strategy though it had always been an aspiration for the organisation].*

## 7. CEO Report

a) Staffing – Patrick D provided an update on the staffing situation – in particular the Talent Development Programme was under particular pressure of staff time (the staff member involved was part time) and this was now under review as the overall project was increasingly resource hungry.

The development team were making a great deal of headway in terms of visiting more clubs

and supporting clubs in reaching out to new audiences. Lancashire Powerboat Club (ex-affiliated club) was re-joining once again and the team were supporting a number of clubs with grant related applications including a Sport England Inspired Facilities bid for White Cross (Yorkshire & Humberside Region). Georgina provided a comprehensive written report for the meeting.

Once again the accreditation scheme was proving hugely time consuming considering the number of sites involved and what was a fairly basic process in demonstrating meeting a standard by supplying for example key documents such as health and safety policies. A review of how this was staffed / operated was required at end of season and the overall requirements of the scheme would need some input from the Development Directorate / those who had the in depth knowledge of running commercial operations and current guidelines on health and safety and best practice in the sporting and leisure industry.

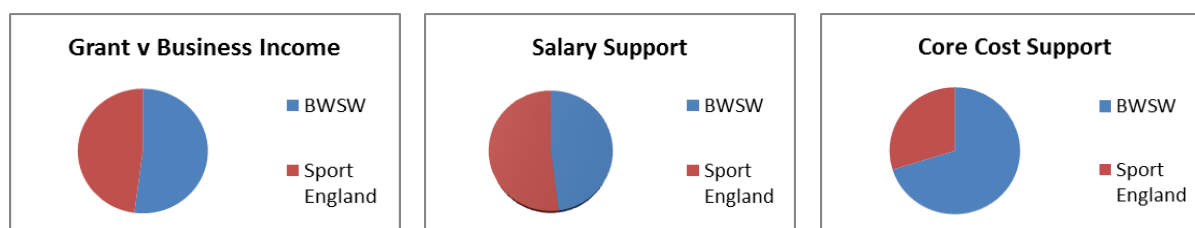
b) Membership – a breakdown of membership data for the season was provided prior to the meeting – just over 5,000 members had registered so far this season with a small number of clubs still not having submitted their first submission. Key facts included:

- 2,000 of last year’s members had not so far renewed – drop off in the sport was a key issue.
- 60% of a typical year’s direct members had renewed by the end of May – direct debit of course aided the process.
- 59% of direct members held a BWSW qualification compared to 44% of club members.
- 47% of members held an SBD qualification.
- Family memberships were the core of the sport.

c) Whole Sport Plan Targets Year 2 Roll Out – with the year two operational plans and timelines now complete and agreed with Sport England Patrick D reminded everyone of the key targets on which the staff were focussing for the year. As we were in a funding environment based on “payment by results” the staff were committed to ensuring targets were met and our key investment partner’s funding delivered the desired results to benefit the whole sport.

## 8. Finance.

a) Treasurer’s Report – Nicky provided a comprehensive summary overview of the finances including the balance sheet position and an analysis of the provisional loss for the year which included planned overspends of reserve funds by business and expenditure of reserve funds by the disciplines, talent and the World Class individual athlete fund. All figures were provisional until the audit had taken place in July. Nicky further highlighted in her report the increasingly costly issue surrounding irrecoverable VAT – as a “non-standard” business BWSW could not recover all of its VAT on expenses and the calculations on how this process operated were quite detailed to administer. In a nutshell the more exempt income the organisation attracted e.g. grant monies the less VAT on expenses could be recovered and this year there was an expense item of £32K on irrecoverable VAT. It was further highlighted that BWSW was a strong governing body financially compared to many in terms of its assets (principally a HQ building), strong cash reserves (built up with circa 10 years of surpluses) and its good mix of business / non business income.



Some NGBs were completely reliant on UK Sport grant and though they held Olympic status they had quite limited commercial sponsorship considering their profile and held no significant assets as such. A note of thanks to Nicky for her very clear summary report which the Board members felt was digestible and succinct.

## 9. Board Related Matters

a) Governance Review – Succession Planning. Both Patrick's had met with Simon Lefevre of Wharton Consulting to assess the strengths and weaknesses of the BWSW structure in terms of the membership franchise, voting rights and Board recruitment processes incorporated into our articles of association. Following on from two days of consultation a review document had been produced outlining strengths and weaknesses and options for change or otherwise. The document was circulated prior to the meeting and provided for an interesting discussion on a quite complex subject area. A number of options were played out from keeping the current structure to moving to a one member one vote structure which was common in some governing bodies; the aim of the document was to provide a good starting point for further consideration.

**Action:** Those present to consider the discussion document outside of the meeting over the next two weeks; it was suggested that an additional meeting could be scheduled in June specifically to "hammer out" the way ahead. Provisional date of Tuesday 1<sup>st</sup> July to be confirmed by those present and those not present asap.

b) Board Recruitment – Patrick D and Patrick P had met with two applicants for the recently advertised Board positions. Both applicants had a strong and long term involvement in the sport and were already Chairs of their own clubs. Their CVs were outlined as were their relevant skills and experience. It was agreed to co-opt these two new members to the Board to fill the existing vacancies.

**Action:** Patrick P would write to both confirming the offer giving both a period of time to consider and confirm.

c) Board Appraisals – with staff appraisals now on the whole complete the Board appraisal process would take place. Patrick P outlined the process.

**Action:** Patrick D would circulate appraisal forms which should be completed and forwarded to Patrick P initially.

d) BWSW Charitable Foundation Update – Stuart updated everyone on the progress with the Foundation and provided a key issues document on points to be addressed e.g. Foundation Name, Objects, Trustees, Registered Address etc.

**Action:** Stuart would come back to the next meeting with a detailed answer to each of the points for all to briefly discuss and agree on.

e) Membership – Pre Review Discussion. With membership clearly affected by a period of recession with club numbers significantly down BWSW needed to prioritise membership; the aim would be to address a number of key issues by September. During the meeting Patrick D circulated a great deal of historical data and survey results on this point. Seeking external consultancy on membership was discussed however this was a costly route.

f) Long Term Strategy – Pre Review Discussion. Our Corporate Strategy 2012-2020 had been produced during the development of our Whole Sport Plan and the strategy was closely linked to the key targets within our Whole Sport Plan and resulting operational plans though it did stretch beyond simple funded programmes. In terms of a review there were areas that could be incorporated into the document in more detail e.g. membership numbers, facilities, the BWSW Foundation and highlighting particular aims and objectives etc.

**Action:** List of amendments to be highlighted to be incorporated into the document at end of season.

## 10. Any Other Business.

N/A

**11. Confirmation of future Meeting Dates** (meeting dates and number of meetings per year to be reviewed in September)

**Board**

Thurs 4 September  
Thurs 4 December

**Advisory Council**

Thursday 16 October  
Sunday 18 January (post AGM)

**Minuted by:**

Patrick Donovan

**CEO**