

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



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**//
ANNUAL
REPORT
2023**





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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 REPORT

“Life is like riding a bicycle. To keep your balance you must keep moving” said eminent physicist Albert Einstein. As we look forward to 2024 it would be hard to disagree it is any different for BWSW across all our disciplines. Plenty of highlights for 2023, but plenty of movement required in 2024.

A wonderfully generous legacy from Jill Howard to Friends of Tournament must be a particular highlight – how pleased Jill would be to have witnessed the youth festival at Oxford Wakeboard & Waterski Club at the Waterski Nationals. I remember a young skier who had just achieved the qualifying score for the European under 17s, at the last opportunity, running up to the jury tower to get the score submitted, only to find Jill had already done it. This sort of person and this sort of thing moves the dial. It creates champions of the future and long term participation in our sport.

The possibility of holding a Euro Boat Wakeboard competition in 2024 is a great opportunity to bring an international tournament back to the UK. Still a way to go, but GB representation at the World Waterski Racing Championships in November was a step forward in dealing with the issues for that discipline. Medals in the Waterski Worlds, the Disabled Waterski Worlds and the Barefoot Europeans, to name but a few (see page 23),

again show us punching well above our weight internationally. Some great initiatives planned by Cathy Hughes, our Equality, Diversity and Inclusion lead with Kylie Cooper and Keir Boissevain are coming to fruition too. Check out the website!

Plenty of challenges though

• Challenge 01

Our membership is heavily drawn from behind the boat activity. We need to bring in the thousands more participants involved in Cable. We want to work with Cable operators to achieve wider involvement even if it is at e-membership level. The accreditation process requires a significant HQ time commitment for Cable. We need to obtain the benefit of the involvement of these participants even where we can't monetise it through full membership. It is great that we have 900 e-members to communicate with but we could achieve a lot more. This is key to meeting our diversity goals set by Sport England.

• Challenge 02

To a significant extent this is a sport sustained by volunteer participation under the supervision of a very small, dedicated team at Chertsey. There is a material component at board level which, because of the necessary time commitment, is carried out by those of a certain age no longer in full time employment (like myself). This carries the risk of last century thinking being utilised to address the needs and requirements of the 2020s. Whilst obviously every effort is made to ensure that the thinking of the older generation is not too out of style we need a younger involvement. As part of this we need systems that mean the time commitment for directors is reasonably consistent with also carrying on a full-time job and keeping growing families happy, which is not currently the case.

• Challenge 03

Our Sport England funding carries the need for the appointment of independent directors to a multi-disciplinary sport with very limited cross over and a labyrinthian committee structure. Getting anyone up to speed, however willing they may be, takes a considerable period, even where people do have a prior background in the sport. The Sport England rules do allow the involvement of those who have experience of our sport so long as they can objectively be described as independent. Let's call the task

of seeking some independent directors with background in the sport (but no immediate recent immersion in club committees etc) challenge no 3.

• Challenge 04

Despite the limited resource at HQ, there is an expectation that, as a national governing body, BWSW will be magically imbued with the expertise needed to deal with the compliance burden of 2024, both in terms of giving assistance to member centres and formulating policies and strategies. Sport England funding is directed to making participation in the sport more diverse. The assumption behind this is that everything in the compliance garden is fine. We need to work hard to make that assumption correct as far as possible.

• Challenge 05

This is not to mention balancing the budget with a financial management system that certainly needs upgrading. We need to ensure we have the necessary contemporaneous insight as to whether we can afford the incremental £5k or £10k of expenditure when an opportunity arises.

• Challenge 06

Then there is having to find time for interaction with the International Federation on wider sport issues.

Oh and of course trying to do some good for the wider sport.

Please be assured your board will be seeking to do exactly that and meet all those challenges and more in 2024. Every “regular” skier or rider not signed up by a centre as a member impacts our ability to meet these challenges. A national governing body, warts and all, can only be as strong as its membership base!

Martin Winter
Chair





STRATEGY PURPOSE & MISSION

British Water Ski & Wakeboard (BWSW) has always had a very strong sense of purpose as an organisation and has a very broad sense as to who we are and what we do. We play a unique role in a dynamic outdoor sporting landscape and for over 70 years we have innovatively helped to support and develop the sport into the multi-discipline offering that it represents today.

Our Primary Aims

- To remain financially sound and to best provide for the immediate needs and longer-term future of the wider sport.
- To actively demonstrate sound governance and assurance; to be fit for purpose for the 21st century.
- To run the sport efficiently and effectively whilst demonstrating value to our key stakeholders.
- 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.
- Commitment to improve inequality of access to and participation in our sport through our existing facilities and new partners in more diverse communities.

- Support a skilled and valued workforce in both voluntary and commercial settings.
- Raise awareness and profile of the sport and provide a coordinated voice to an existing and wider audience through a variety of channels.
- Commitment to play an ongoing active role in Sport England strategy – to contribute towards the positive impact of sport on our wider community.

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

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

As we reflect on the season just passed, I would like to give a very big thank you to our members, discipline committees, volunteers and key stakeholders who have supported the wider sport on the ground. We routinely undertake a very broad range of activities, support, representation and engagement on your behalf with an exceptionally slim resource. This would not be possible without the collaborative working and commitment of all those involved in our sport.

Five-Year Strategy

At the beginning of the year, we launched 'Us' - our restated five-year strategy for waterskiing and wakeboarding which is at the heart of our partnership working. Our ambitions within this strategy guide our work as a primarily volunteer-led sport that is also publicly funded, working to a set of core values to enable and support our mission. We continue to work with a broader range of external partners to access their expertise, resources and support, to influence and affect change within the sector as a Sport England funded 'System Partner'. A 'System Partner' plays a connecting, influencing or governing role within the sport and physical

activity sector and is therefore well placed to create the conditions for positive change to help more people engage and reap the benefits of being active.

Funding Requirements

One of the things we do at BWSW is keep our eyes keenly on the changing funding landscape. The funding we receive supports our core activities and enables us to provide services to our clubs, centres, members and participants. In a typical year 40% of turnover is public funding which is essential to support the work that we carry out as routine on your behalf. Within the current Sport England strategy there has been a major shift in emphasis towards the important and more complex theme of "tackling inequality" and removing barriers to access physical activity and the benefits this can provide. BWSW has a strong understanding of the positive impact of community sport and the benefits of early physical literacy and the building of lifetime sporting habits. We also recognise that while for many of us sport and physical activity is a normal part of everyday life this is not a level playing field.



Factors and barriers that impact access include demographic, gender, age, disability and long-term health conditions as well as ethnicity and culture. Grant funding is not a right but an investment that has to be earned.

This year has seen, once again, the ever-increasing requirements for organisations like ours to remain compliant and eligible for continued funding. It is a resource hungry and demanding area of work to include safeguarding and welfare standards, anti-doping and the very broad range of requirements within the current sports code. We continue to demonstrate that we are fit for purpose and eligible for continued public funding to enable us to support our clubs and centres, inject investment into the sport and support the services we provide with a very small staff headcount.

Our Vision

One of our key visions, as we plan for year three of the five-year funding agreement, is to significantly improve on gender parity, improve adaptive access and provide for greater urban access to more diverse, non-traditional audiences.

Whilst the funding is extremely important, essential to our success however, is the need to maintain and develop our income streams. We cannot rely on public funding alone and key to developing and supporting the sport is self-generated income through membership, qualifications, donations and developing other services. This very much underpins everything we can and aspire to do with your aspirations always outweighing the available resource.

Future Challenges

Looking forwards, season 2024 will be one of many challenges. It's hugely important that we ensure that the various access points and pathways within our sport remain relevant and attractive to an ever changing, more complex and diverse consumer. We aim to improve our communications and profile, improve our coaching offer and adapt to changes in volunteering, participation trends, the impact of inflation on our costs and also provide for a safe and welcoming sporting environment.

Thank you

We are very fortunate to be a part of a social, family oriented and exciting sport with a very committed community at its heart. As always, thanks for the continuous hard work from the many hundreds of volunteers working across all aspects of our sport for the benefit of all our members. Thank you to everyone who has contributed so much in so many ways during the season; in particular huge thanks to our staff team who have been under immense strain during a particularly difficult season operationally and who continue to work tirelessly to keep the wheels on the track.

Patrick Donovan
Chief Executive Officer

OUR ORGANISATION

WHO ARE WE?

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



Serving the Sport

Our main role is acting on behalf of our waterskiing 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, ensuring that we remain inclusive and provide opportunities and pathways for a diverse participant base. Being out on the water gives your body the essential exercise you need whilst offering something which is fun, thrilling and rewarding and can provide a sense of release from everyday life pressures. There are so many benefits not only to your physical but also your mental health in being active, especially in a sport such as ours which offers a different kind of release and sense of outdoor freedom.

BWSW aims to ensure that you enjoy the sport in a welcoming and safe environment and that our membership package provides you with benefits and value each season.

So What Do We Do?

As the governing body for your sport, we are the central source of information and guidance for our members, participants and centres - maintaining standards, providing safety guidelines which are regularly reviewed and updated whilst also offering support. Our small staff team can assist on a range of subjects to all who have an involvement with our sport. 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 and updates policies to support your sport.

Qualifications & Standards

Coaching, driving and cable operation – our range of qualifications have value and recognition within the wider sport in both the voluntary and commercial sectors. BWSW continues to create new courses and qualifications to provide different learning pathways in order to cater to all. We develop and review our qualifications to ensure standards are maintained and that we are offering something which is relevant and achievable to our audience, whilst promoting good practice within the sport and allowing progression for our coaches. Our driving qualifications have been developed to include additional modules to cover wakesurf and inflatables for example in order for individuals to develop and progress whilst ensuring they are qualified in more specific areas. As our sport continues to develop the need for further training in specific areas becomes essential so that safety is a priority in all that we do.

Products & Services

BWSW offers a variety of products and services for members and affiliates to meet the needs of our dynamic sport. Our affiliation scheme caters for a diverse range of facilities, both voluntary and commercial. BWSW provides a comprehensive membership benefits scheme. Our online club and member portal provides website integration to renew and update membership, qualifications and to customise preferences and member profiles. In order to segment our membership and participation base we have recently updated the profile area of our website to improve our understanding of the demographics of our sport. This essential insight is part of a strategy to improve our profile and reach and encourage a more diverse audience to participate in the sport.

Communication

Understanding the people and communities of our sport is crucial in communicating effectively. Regular interaction with our members is essential in ensuring we are updating all participants with the news and on-goings across the sport. Regular newsletters are sent to full subscribing members in addition to our newly subscribed E-members. We have focussed on developing our social media channels across all communication platforms to ensure regular and relevant content is updated in a timely manner. We appreciate that our diverse membership audience has a preference in terms of how they wish to be contacted, so offering a variety of communication methods is key to ensuring we are communicating with all membership groups effectively.

Investment & Support

Whether investment in facilities, development programmes or supporting young talent, our key role is to invest and develop the sport for you and the future generations. BWSW continues to adapt our entry pathways as well as creating new schemes to ensure we are offering as many accessible avenues to our sport. BWSW supports club development, assists clubs with sourcing and applying for funding where appropriate e.g. facilities and supports commercial centres through our accreditation scheme. This work strengthens our network ensuring there are quality facilities for existing and new participants in the sport providing a quality first time experience.

Networking & Events

Officials seminars, driving examiner training, sports first aid training, networking events and calendar competitions. As a member you can access a wealth of knowledge and be part of an active 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 waterskiing and wakeboarding have a welcoming, safe and positive experience and our One Voice safeguarding policy sets out the key principles as well as providing best practice guidance. Additional safeguarding training and workshops are offered to key roles within our workforce. We continue to review policies regularly and create new guidelines for the safe operation and development of the sport. We invest in specialist external advice to ensure that our guidelines, policies and procedures are accurate, meaningful and effective.

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.

WHAT DO WE DO?

MEMBERSHIP, PARTICIPANTS & DIVERSITY

Our Sport

A social, exciting sport which brings with it a real community feel – a family sport that offers a connection and a sense of belonging. With a variety of disciplines, centres and access points, our sport can offer something for everyone. A dynamic and diverse sport that allows anyone to be able to participate. Regardless of your demographics, our role is to cater for any individual and provide a sport which can be enjoyed safely by all. Not only a sport which can offer physical fitness and benefits, it can also offer release from everyday stresses and support positive mental health. Being out on the water provides a sense of release

and research shows that cold-water immersion produces physiological changes that help us to relax and assists with calming when feeling stressed or anxious. There are many proven benefits to participating in physical exercise, especially outdoor / water based sports. Our role is to ensure you receive those benefits in a safe, welcoming and enjoyable environment.

Membership Journey

A positive first time experience on the water is essential in retaining someone within the sport and to ensure continued participation. We rely on our network of affiliates, coaches, volunteers and

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

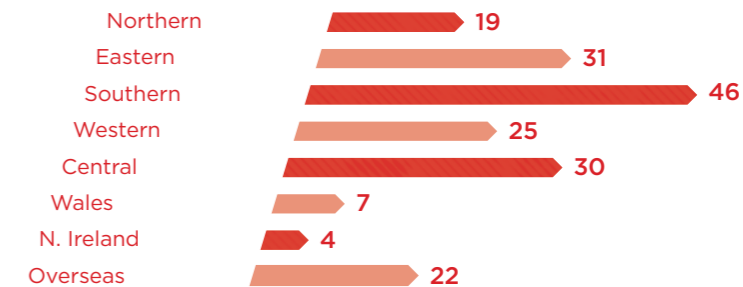
In order to remain connected with our new participants it is crucial we

are able to communicate effectively to encourage progression pathways, share additional options for other centres, access to competitions and promotion of our sport. We need to be able to clearly demonstrate what our sport has to offer in order for our new and casual participants to progress and become dedicated, long term members for the future.

Once a committed member, it is part of our role as your governing body to continue to demonstrate the value in our membership offer, our staff team, website and resources.



Facilities by Area



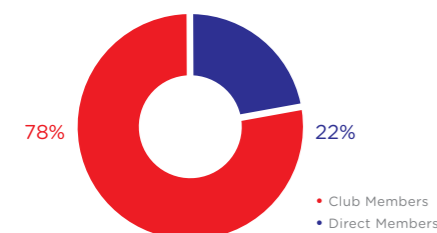
Membership Numbers



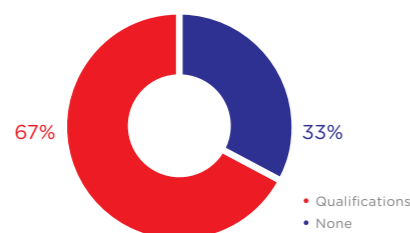
Followers



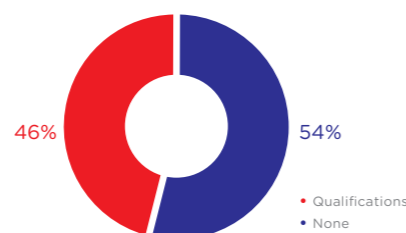
Club V Direct Membership



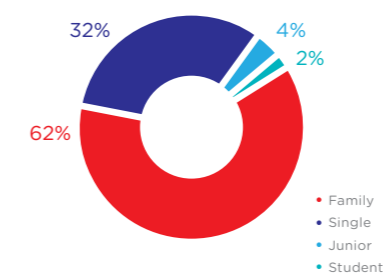
Club Member Qualifications



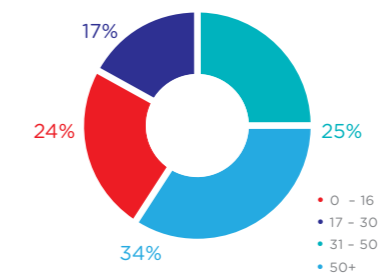
Direct Member Qualifications



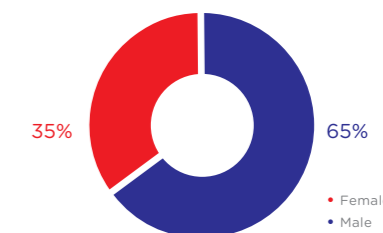
Membership Plan Comparison



Member Age Comparison



Gender Comparison



MEMBERSHIP, PARTICIPANTS & DIVERSITY

Membership Package

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

Our Members

Understanding the demographics of our members and participants is key to developing and growing our sport, as well as recruiting new participants. We cannot develop and communicate effectively if we do not understand the current members and participants of our sport and what motivates them and makes them 'tick'. Regardless of age, gender, ability, ethnicity, religion etc., everyone should feel welcome and have an equal opportunity to get out on the water and enjoy our sport. We are committed to making our sport in all its forms more inclusive and diverse and we will continue to demonstrate this through tackling inequality of access.

Your Membership Matters

BWSW is dedicated to ensuring we remain financially sound by diversifying our income streams as increasingly we cannot overly rely solely on public funding. Your membership subscription is therefore a critical income stream to support us in ensuring we retain our status as a recognised sport, that we can administer, support and develop the sport and provide for and encourage a safe environment and promote good

standards. It is clear there are a lot of recreational users especially within the cable community who are participating but not necessarily joining as full paying members. We encourage each and every one of you involved in our sport to join and support the work that we do across the sport and wider community. Your support ensures that we have the capacity, capability and that we are eligible to attract grant funding streams for our clubs and centres. We use our position as a recognised sport to represent your interests and provide influence and advocacy across the outdoor watersports sector.

Sustainability

Whilst we continue to find alternative avenues to recruit new members, retaining our current membership base is equally important. We are grateful to all those who commit to support the sport with a membership subscription. We understand that this may be a challenge considering the current climate, but we ask that you see the value and recognition of our sport, and also the work that we do and therefore encourage you to continue joining and supporting what we all love. Some members continue to renew year on

year due to their emotional attachment to the sport, many of our participants have a functional reason for joining such as obtaining a qualification, others join as they see the benefit in our products, services and other tangible benefits. Whatever your reason for participating in our sport and joining as a member, we thank you.

We have seen an increase in our E-member sign-up which allows recreational participants to sign up to receive newsletters – the purpose for this is to communicate with our non-member participants further in order to create a greater awareness of our sport and encourage regular participation and, in time, membership. Adding more participants to our E-membership allows us to understand how many recreational users we have and include them in our member count to understand how many individuals are participating in and enjoying our sport.

Kylie Cooper
Operations Manager



DIVERSITY & INCLUSION

TACKLING INEQUALITY

Encouraging Progress

2023 has seen encouraging progress as BWSW continues to deliver inclusive opportunities to participate in our sport, as well as supporting people who are already participating. Our work has been underpinned by strong collaboration with a number of expert partners including Activity Alliance, the Black Swimming Association and other watersports governing bodies including British Canoeing, the Royal Yachting Association and Swim England.

Our quarterly magazine has featured a growing diversity of images and content, featuring the achievements of young participants with autism and learning difficulties, up to high performers such as Mary Jones. We have some new introductory videos showing a range

of abilities and diverse participants and they are available for you to use too to promote our sport. BWSW has delivered a number of education and training opportunities including our first ever disability training session for coaches in June with the help of Access Adventures and culminating in our inaugural online Inclusion session in October. We are determined to continue to learn and spread the learning amongst our clubs and centres, coaches and members so that everyone can benefit from what has been delivered and achieved.

We are encouraged that members have taken on the challenge of delivering on our inclusion priority and reaching out to new audiences; honourable mentions going to Ellingham for its Help for Heroes initiative, Access Adventures

for the work with Marjory Kinnon special school, Lagoon for work with LGBT+ groups and Thorpe for its women only sessions. If you would like to know more about any of this work, please contact us so we can link you to the individuals delivering the work.

Action Plan

On the governance front, as part of the Sport England funding, BWSW has been tasked with developing a Diversity and Inclusion Action Plan – DIAP for short – which will be published at the end of 2023. It sets out a series of actions that the BWSW Board will lead on but will be delivered by the whole organisation. One of the priorities is to establish an EDI Working Group to continue the work and plan for new activities.

As 2024 starts, I'd like to thank everyone who has helped with this work. BWSW will continue to build upon the great work that has been delivered and we're looking forward to providing even more opportunities for as many people as possible to enjoy our sport.

Cathy Hughes
EDI Lead



BUSINESS DEVELOPMENT

OUR PRIORITIES



2023 Summary

The BWSW business development strategy involves advancing the sport by expanding our network of affiliates, creating mutually beneficial relationships and by improving the equality, diversity and inclusiveness of our organisation and the sport as a whole to benefit the future of the sport, our affiliates, our members, and our coaches.

Business Development

Business development for a sport national governing body involves a constant strategy of expanding the federation's reach, influence, and financial stability. This includes securing Sport England funding, fostering partnerships, growing our network of affiliates, and promoting the sport's growth at all levels. It also encompasses effective promotion and communication to enhance the sport's presence, ensuring the NGB's continued success and development.

With the apparent small decline in the consistent attendance of participants taking part in the sport, which has been especially noticeable following the travel restrictions

being lifted and the current cost of living crisis, it is imperative that the sport is more accessible and inclusive to attract a wider audience. To challenge this trend, our primary objective is to address inequality by increasing accessibility and inclusivity through grants. We will be collaborating with partners to implement initiatives that reduce barriers for potential participants and by developing resources, training and supporting our affiliated clubs and centres, which will almost certainly attract new participants. This is a top priority for the future of the sport and will be a priority again for the upcoming season.

Affiliate Growth

Our constant aim is to actively engage and grow our network of affiliates by improving and broadening our resources and offerings, enticing a greater number of centres and clubs seeking affiliation with British Water Ski & Wakeboard. A primary developmental goal is the establishment of new centres and clubs. Additionally, it is essential to reconnect with former affiliates and motivate them to re-affiliate, underlining our commitment to the growth of the sport.

Overseas expansion is a keen target market for the growth of BWSW in terms of developing our income streams. There is a perceived demand from overseas centres to affiliate

with BWSW and we are committed to directing efforts to understand how we can attract more overseas facilities. Our qualifications and accreditation criteria are a determining factor for overseas centres wanting to affiliate and achieve the necessary knowledge and tools to meet their desired high standards. We are committed to ensuring they provide a safe and enjoyable experience for UK holiday makers whilst participating in the sport.

Delivery

BWSW's business developmental focus on Equality, Diversity and Inclusion (EDI) entails developing and producing resources and grants to establish a more inclusive and equitable sports environment.

These resources may include training programmes, educational initiatives, and grant funding aimed at supporting clubs and centres in promoting diversity and inclusion within their membership and participant structure. By strategically utilising available resources and grants, clubs and centres can cultivate a diverse and inclusive club and workplace, leading to improved innovation, participant satisfaction, and overall growth of the sport.

Providing as much support as possible with resources and / or funding for our affiliated clubs and centres, is essential. The grants that were awarded in the 2023 season to go towards EDI projects and events, reached a total of circa £30,000.

Grants awarded to assist with:

- Facility improvements (accessibility)
- Specialised equipment (for disability and female participants and female coaches)
- Female only coaching courses
- Adaptive skier / rider coaching courses
- Inclusive events / competitions
- Female only and disability participation sessions

We highly value these supportive methods, and the chance for further funding for affiliated clubs and centres will be available once again in the 2024 season.

PARTNERSHIPS AND STATISTICS

Our Network

The BWSW network of affiliates is comprised of voluntary members' clubs (including armed forces clubs), commercial members' clubs, accredited centres and SBD centres. The network of affiliates consists of many varying types of facilities that cater for waterski and wake disciplines and a large variety of different activities.

Partnerships

Crucial to BWSW's ongoing success, Sport England serves as a key partner supporting our continuous development. The funding received as the national

governing body is instrumental in offering opportunities for initiative development, access to grants, and providing support to clubs and centres through valuable resources. This support empowers BWSW and its dedicated volunteers to enhance the growth and development of the sport, ensuring its enduring impact on the waterski and wakeboard community.

Acknowledgment must also be extended to additional influential organisations supporting our sport, including (but not exclusive to) the Child Protection in Sport Unit, the Activity Alliance and UK Coaching. Their ongoing support and

provision of resources contribute significantly to ensuring the safe enjoyment of waterskiing and wakeboarding by a broad audience.

Progressive Edge & Cutting Edge

BWSW's Progression Pathway, a Sport England funded programme:

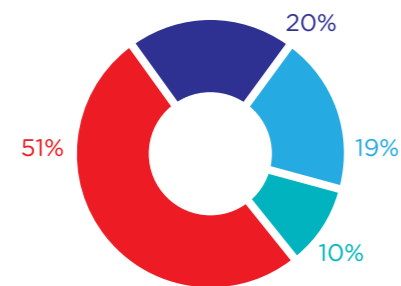
Progressive Edge and Cutting Edge progression pathway certification is for waterskiing, wakeboarding, cable wakeboard, kneeboard, barefoot skiing and wakesurfing and is designed to guide the beginner participant from

novice to advanced levels. Starting with fundamental skills, the participants advance through structured training, coaching, and certification programmes. BWSW's goal is to introduce new participants by developing their skills, their safety awareness and to begin a lifelong passion for these exciting, towed water sports.

Keir Boissevain
Business Development Officer



BWSW Network, Facility Composition



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



Our Affiliates

Voluntary members based clubs	54
Commercial members based clubs	16
Armed Forces clubs	4
Accredited Sites	34

Ski Boat Driver Qualifications

Registered test centres	58
SBD licences issued	262
ICC boat driving licences issued	127
Members who hold an SBD qualification	47%

Officials

Officials supporting our competitions	107
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Cutting Edge/Progressive Edge

Clubs actively delivering	75
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Safeguarding

Safeguarding courses completed	54
DBS checks completed this year	83
Anti-doping courses delivered	4

Board Diversity

Female directors	25%
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BWSW COACHING PROGRAMME



Our Workforce

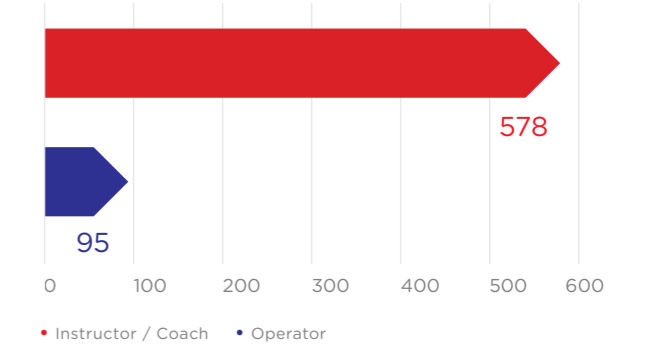
A quality first time experience of the sport is key to ensuring a satisfied and returning loyal customer for the long term future. Our coaches, instructors and operators play a crucial role in confidence building, skills development, encouraging retention and acting as important role models and ambassadors for the sport. As such, maintaining a coaching pathway that is fit for purpose, regularly reviewed and that meets the needs of changing, new and diverse audiences is key.

Our Coaching Pathway

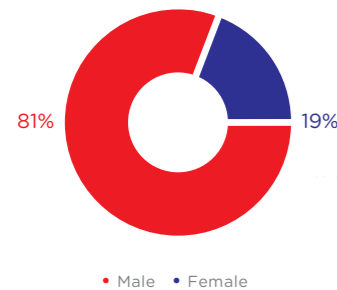
Having aligned our coaching pathway to the UK Coaching Certificate system for more than a decade, this year we decided to bring this back in house and offer solely BWSW endorsed qualifications without an external examining body. This has assisted in reducing bureaucracy, exposure to cost and provides a greater level of flexibility in what we offer and how we offer it as part of our coaching pathway. As always, a key aim remains to provide qualifications that offer currency and recognition across both the voluntary and commercial sector and to

support and develop ongoing, the core skills and competencies of our workforce. A challenge is to re-imagine the provision of coaching from the perspective of the participant or potential participant. A focus is to improve a person's experience of the sport by providing more specialised support and coaching provision to meet the individual's needs and aspirations together with more particular specialised needs. This requires an improved, broader and more flexible coaching pathway and greater development opportunities for our coaches.

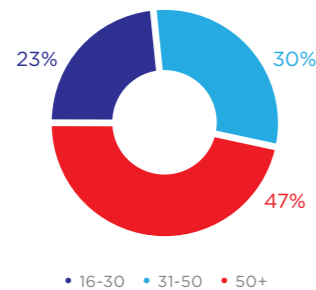
Coach / Operator Qualified



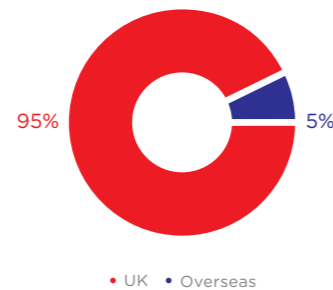
Coach / Operator Gender Comparison



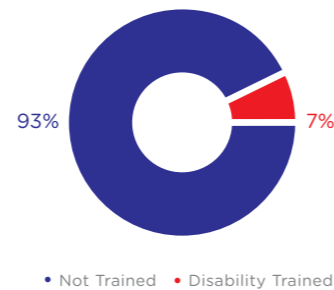
Coach Age Comparison



UK & Overseas Coaches



Disability Trained Coaches



Key Areas Identified for Improvement

- avoiding large volumes of formal learning in short time frames (overload), providing more flexible learning, ongoing support and 'informal learning' with opportunities for continuous development / CPD
- greater recognition of prior learning, existing skills and qualifications of those wishing to join the coaching pathway journey
- broader 'learner centred' coach pathway delivery e.g. online learning, distance learning providing for greater flexibility and delivery to a more 'tech savvy' customer and providing a more open and accessible coach education offer

- recognising and addressing barriers to the coaching pathway for particular groups, improving the representation of women, also under-representation of coaches from particular communities and those with disabilities
- providing new and existing coaches with opportunities for ongoing learning and development aligned with newly stated and now more prominent strategic objectives such as tackling inequality
- greater reach and recognition of our qualifications outside of our more traditional network of clubs and centres to include national park authorities, harbour authorities and other areas of recreational activity
- utilising coaching and qualifications as part of our approach to encourage safety and good practice in a variety of settings

2023 Season Achievements

- restating our qualifications as internally endorsed and assessed
- after a period of decline and stagnation, increasing the number of courses run this year to encourage and include more female coaches as well as increasing the number of cable coaches
- running a number of specific disability workshops with Access Adventures and Activity Alliance, providing coach development opportunities in relation to coaching someone with a disability or other life limiting condition
- providing workshops to aid the development of the coach skill set so that they have the knowledge and experience required to support a more diverse range of participants

- offering our coaches access to disability specific centres of excellence where they were able to volunteer and support, in order to gain hands on experience of working with those with a disability and other specialised needs
- the provision of state-of-the-art seated equipment to demonstrate how we can support those with a disability and improve access

It has been an interesting year, not without its challenges and we thank all those involved who support the ongoing development and delivery of our qualifications, courses and related training.

Driving and Coaching
Development Working Group

MEDALS & WORLD RECORDS

EUROPEAN & WORLD CHAMPIONSHIPS

In 2023, our athletes have continued to prove themselves to be among the very best in the world in their field, with multiple British World and European Champions being crowned across the age categories. The outstanding results at IWWF titled events are listed opposite alongside a handful of other podium highlights from some of the world's most prestigious elite competitions. More GB success came in both cable wakeboard and wakesurfing at international events outside the aegis of the IWWF. You can find the results of World Wake Association events on the WWA Rideline App.



1ST GOLD

WATERSKI

Freddie Winter	Men Slalom	Open World Championships
Joel Poland	Men Tricks	Waterski Pro Tour
Kelly Atkins	+35 Women Slalom	E&A +35 Championships
Will Morrison	+35 Men Jump	E&A +35 Championships
Katie Lowe	+55 Women Jump	E&A +35 Championships
Jon Wilkinson	+55 Men Slalom	E&A +35 Championships
Chantal Clements	+55 Women Slalom	E&A +35 Championships
Paul Hammersley	+65 Men Jump	E&A +35 Championships
Paul Hammersley	+65 Men Overall	E&A +35 Championships
Juliet Thompson	+75 Women Slalom	E&A +35 Championships
Juliet Thompson	+75 Women Tricks	E&A +35 Championships
John Phillips	+75 Men Jump	E&A +35 Championships
John Phillips	+75 Men Tricks	E&A +35 Championships
John Phillips	+75 Men Overall	E&A +35 Championships
Claire Ellis	Standing Ladies Tricks	World Disabled Champs
Claire Ellis	Standing Ladies Jump	World Disabled Champs
Claire Ellis	Standing Ladies Overall	World Disabled Champs
Claire Ellis	Tournament Ladies Overall	World Disabled Champs
Jill Williams	*VI Ladies Tricks	World Disabled Champs
Jill Williams	*VI Ladies Jump	World Disabled Champs
Jill Williams	*VI Ladies Overall	World Disabled Champs

BAREFOOT

Henry Sullivan	Junior Boys Tricks	E&A Championships
Henry Sullivan	Junior Boys Jump	E&A Championships
Henry Sullivan	Junior Boys Overall	E&A Championships

CABLE WAKEBOARD

Dale Crossley	Masters Men (+30)	E&A Championships
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WAKESURF

Anthony Edwards	Pro Men Skim	CWSA World Championships
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2ND SILVER

WATERSKI

Joel Poland	Men Overall	Open World Championships
Joel Poland	Men Tricks	US Masters
Joel Poland	Men Jump	US Masters
Will Asher	Men Slalom	US Masters
Freddie Winter	Men Slalom	Moomba Masters
Freddie Winter	Men Slalom	Waterski Pro Tour
Jack Critchley	Men Jump	Waterski Pro Tour
Will Morrison	+35 Men Overall	E&A +35 Championships
Hilary Winter	+55 Women Slalom	E&A +35 Championships
Katie Lowe	+55 Women Overall	E&A +35 Championships
Jonathan Cohen	+70 Men Slalom	E&A +35 Championships
Carol Worship	+75 Women Slalom	E&A +35 Championships
Carol Worship	+75 Women Tricks	E&A +35 Championships
Mike Hornagold Snr	+75 Men Slalom	E&A +35 Championships
Mike Hornagold Snr	+75 Men Tricks	E&A +35 Championships
Team	Team	E&A +35 Championships
Claire Ellis	Standing Ladies Slalom	World Disabled Champs
Jill Williams	*VI Ladies Slalom	World Disabled Champs
Hannah Tomsett	Seated Ladies Slalom	World Disabled Champs

BAREFOOT

Henry Sullivan	Junior Boys Slalom	E&A Championships
Matilda Mulcahy	Junior Girls Tricks	E&A Championships
Rick Moyes	Open Men Tricks	E&A Championships
Team	Team	E&A Championships

CABLE WAKEBOARD

Karena Clayton	Veteran Women (+40)	E&A Championships
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WAKESURF

Jennifer Edwards	Pro Women Skim	CWSA World Championships
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3RD BRONZE

WATERSKI

Charlie Fearn	U14 Jump	E&A Youth Championships
U14 Team	U14 Team	E&A Youth Championships
Will Asher	Men Slalom	Waterski Pro Tour
Rob Hazelwood	Men Overall	Moomba Masters
Kelly Atkins	+35 Women Jump	E&A +35 Championships
Kelly Atkins	+35 Women Overall	E&A +35 Championships
Will Morrison	+35 Men Tricks	E&A +35 Championships
Katie Lowe	+55 Women Tricks	E&A +35 Championships
Rodney Rowlands	+65 Men Jump	E&A +35 Championships
Keith Jones	+65 Men Tricks	E&A +35 Championships
Alan Robertson	+75 Men Slalom	E&A +35 Championships
Team	Team	World Disabled Championships

BAREFOOT

Matilda Mulcahy	Junior Girls Slalom	E&A Championships
Matilda Mulcahy	Junior Girls Overall	E&A Championships
Paul Turner	Senior Men Tricks	E&A Championships

WORLD RECORDS

Joel Poland
Open Men Overall World Record
Florida, USA, 2 September (approved)

Joel Poland
Open Men Overall World Record
Alabama, USA, 16 September (pending)

Jill Williams
Visually Impaired Ladies (V2/3) World Tricks Record
1,260 pts, British Nationals, August

Jill Williams
Visually Impaired Ladies (V2/3) World Tricks Record
1,340 pts, World Disabled Waterski Championships, September.

BUSINESS AND FINANCE

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

Business Review

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

The 2022-23 season saw continued recovery evidenced by increased activity in relation to coaching and competitions although competitions remain well below pre-COVID levels. Membership remains a key priority area for the Company with a focus on retention and membership capture. However, with some loss of clubs and club facilities, disappointingly there was a loss of 5% of paid up, subscribing members compared to the previous year. We remain highly dependent on clubs and centres signing up their regular skiers and riders for membership.

An increasingly hardened wider marine insurance market resulting in increased insurance costs represents a serious threat to the sport. This underlies the need for clubs and centres to ensure their risk assessments and safety protocols are regularly reviewed and updated.

As regards Racing a third party safety report highlighting failings in the paperwork relating, in particular, to site evaluation and competitor vetting, with the potential for serious consequences for the Company was commissioned and is currently the subject of further work.

During the 2022-23 financial year the Company embarked on the first year of a five year funded strategy aligned to the Sport England ten year strategy Uniting the Movement. The Company is supporting this aim and the more complex area of tackling inequalities which limits access to sport.

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

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



BUSINESS AND FINANCE



Self Generated Income

In terms of self-generated income streams, coaching course candidate numbers significantly improved to a level of candidates more typical of previous years and a more than doubling of coaching income compared to the previous year. An ongoing aim is to diversify income streams with the current focus on qualifications and training where there are opportunities to access new markets including overseas. The Friends of Tournament (FoT) team and the Friends of Wake team have put in a significant amount of effort to raise funds in support of our youth and elite athletes and to promote participation and the development of current and future talent within the sport via a range of initiatives including the relevant government approved lottery schemes. The efforts of all the volunteers who support the disciplines in generating significant funds to support GB representation overseas at titled events and organise development and training days is recognised as fundamental to the future success of the sport.

Whilst the Waterski discipline lost an extremely valuable contributor to the discipline in Jill Howard in 2021, post year end BWSW's FoT committee have received a bequest of over £200,000 from her estate. These funds will be administered by the FoT committee and will be invaluable in supporting the development of the Waterski discipline in the years to come.

Raising the Sports Profile

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

The Company, which is non-profit making, is subject to corporation tax on interest received and activities outside of the scope of its mutual trading. The Company's financial plan is to ensure that it utilises its incoming cash resources in-line with its corporate strategy to achieve its objectives as a sports governing body while maintaining appropriate reserves.

Financial Review

The results for the period are shown in the Income Statement on page 31. The Company has the key aim of remaining financially sound and at the same time to best provide enhancement for the sport. As such the Company aims to achieve a small surplus each financial year to provide for contingency and re-investment in the development and support of the sport. However, in any one year there may be additional surpluses or deficits due to the timing of investment in the sport compared to the income received or unanticipated, exceptional events such as Covid-19. Where appropriate the Company may utilise brought forward accumulated reserves from previous years to enable sporting objectives to be achieved.

Company Income

The Company has income of £673,978 (2022: £595,211) from 'General' activities which resulted in a surplus of £6,302 (2022: £33,340). Included within general activities are non-cash depreciation charges of £20,413 (2022: £20,237). Therefore, before non-cash charges there is a cash surplus on general activities of £26,715 (2022: £53,577).

'General Activities' Income	2023	2022
• Membership	£289,882	£262,392
• Sport England funding (an award of £248,344 with £1,423 deferred as underspend at year end)	£246,921	£248,344
• Coaching & Driving income	£68,971	£41,874
• Various other incomes	£68,204	£42,601

In addition, the Company has recognised deferred income of £13,972 (2022: £11,454) from "World Class" restricted activities, which funded the activity during the year. The activity of this particular financial year related solely to support staffing costs to meet the compliance requirements of the new UK Anti-Doping Framework.

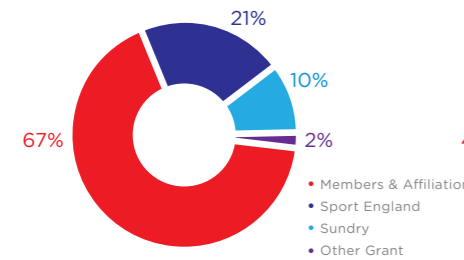
As part of the general activities of the Company during the financial year the company received a donation of £4,500 (2022: £2,555) and the Board covered the awards made at the 2023 AGM of £6,750 (2022: £10,000). Post year end we have received a further anonymous donation of £2,500 and the Board has committed to top up the deemed restricted funds, up to a maximum of £10,000, to cover the awards made at the AGM in 2024.

The net assets of the Company amount to £1,024,672 (2022: £1,019,601). As at 1st April 2023, of the available funds including reserves and deferred income, £187,087 (2022: £187,362) is available for the deemed restricted activities and specific

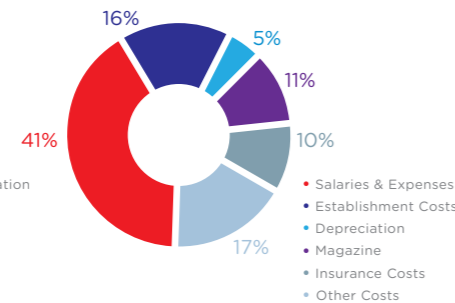
use of the disciplines which includes Boat Wakeboard, Racing, Waterski, Cable Ski, Cable Wakeboard, Lascelles, The Friends of Wake and Friends of Tournament.

The largest components of this are, Friends of Tournament £81,285, Waterski £35,766 and Racing £36,590. As detailed previously, post balance sheet there has been a significant bequest to the Waterski discipline by former Waterski official, the late Jill Howard, which will be reflected, in accordance with accounting advice, as a deemed restricted fund to support the activities of the discipline in accordance with the FoT terms of reference.

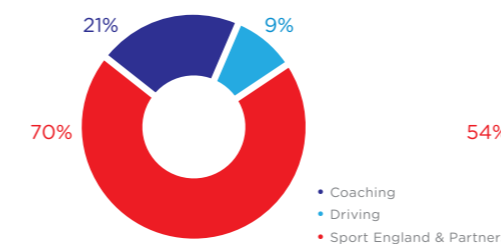

Peter James
 Treasurer



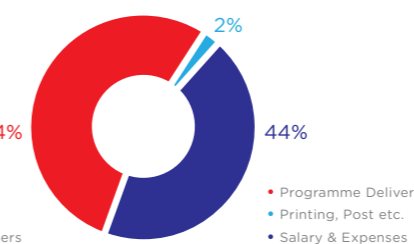
Business income



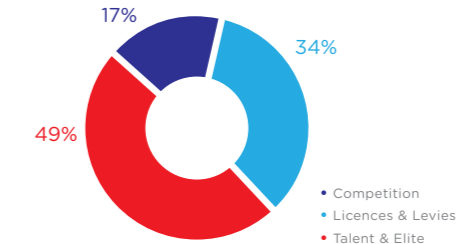
Business expenses



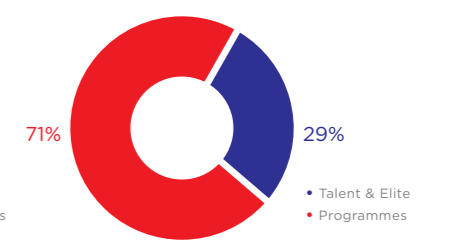
Development income



Development expenses



Excellence income



Excellence expenses



Sources of Funding

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



Auditor's Statement

To the Directors of The British Water Ski & Wakeboard Federation Limited – We have examined the extracted summary financial statements set out on Pages 30 / 31.

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

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

In our opinion, the summary financial statements are consistent with the full annual financial statements and the Directors' and Strategic Reports of The British Water Ski and Wakeboard Federation Limited for the year ended 31st March 2023.

Janice Matthews LP

Janice Matthews FCA (Senior Statutory Auditor) for and on behalf of MENZIES LLP
Chartered Accountants & Statutory Auditor
Magna House, 18-32 London Road,
Staines-upon-Thames, TW18 4BP
Statutory Auditor Date: 18th December 2023

Directors' Statement

The Directors have pleasure in presenting the summary financial information for the year ended 31st March 2023. 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 auditor's report contained no statement under sections 498(2) or 498(3) of the Companies Act 2006.

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

The annual financial statements and the Directors' report were approved on 8th December 2023. These summary financial statements have been signed by Patrick Donovan on behalf of the Directors on 9th December 2023.

Patrick Donovan

The British Water Ski & Wakeboard Federation Limited

Financial Statement - 2022/23

THE BRITISH WATER SKI & WAKEBOARD FEDERATION LIMITED (A company limited by guarantee)
INCOME AND EXPENDITURE ACCOUNT - YEAR ENDED 31 MARCH 2023

	General	World Class	Year Ended	Year Ended
	Unrestricted	Restricted	31/03/2023	31/03/2022
	Activities	Activities	Total	Total
	£	£	£	£
Income				
BWSWF Income	673,978	-	673,978	597,831
World Class Talent	-	13,972	13,972	11,454
Total Incoming Resources	673,978	13,972	687,950	609,285
Expenditure				
BWSWF Expenses	-667,676	-	-667,676	-564,491
World Class Talent	-	-13,972	-13,972	-11,454
Total Resources Expended	-667,676	-13,972	-681,648	-575,945
Net incoming resources before taxation	6,302	-	6,302	33,340
Tax on net incoming resources	-1,231	-	-1,231	-302
Net incoming resources after taxation	5,071	-	5,071	33,038
Fund balance b/forward at 01/04/2022	1,019,601	-	1,019,601	986,563
Fund balance c/forward at 31/03/2023	1,024,672	-	1,024,672	1,019,601

NOTES TO THE ACCOUNTS

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

BALANCE SHEET AS AT 31 MARCH 2023

	31/03/2023		31/03/2022	
	£	£	£	£
Fixed Assets				
Intangible Assets		-		11,273
Tangible Assets		399,819		404,742
		<u>399,819</u>		<u>416,015</u>
Current Assets				
Debtors	153,221		115,698	
Bank balances and cash	798,631		812,247	
		<u>951,852</u>		<u>927,945</u>
Less: Creditors:				
Amounts falling due within one year	-326,999		-324,359	
Net Current Assets		624,853		603,586
Net Assets		1,024,672		1,019,601
Funds				
Members Funds				
General Fund		1,024,672		1,019,601
		<u>1,024,672</u>		<u>1,019,601</u>

RESERVES POLICY

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

THE BRITISH WATER SKI & WAKEBOARD FEDERATION LIMITED (A company limited by guarantee)
DETAILED INCOME AND EXPENDITURE ACCOUNT - FOR THE YEAR ENDED 31 MARCH 2023

	Year Ended	Year Ended		Year Ended	Year Ended
	31/03/2023	31/03/2022	EXPENDITURE (Continued)	31/03/2023	31/03/2022
	£	£		£	£
INCOME					
Business Income					
Membership & Affiliations	289,882	262,392	Legal & Professional Fees	-2,520	27,827
Sport England Grant	90,000	148,602	Audit Fees & Services	12,480	7,735
Other Grant	-	3,484	Irrecoverable VAT	8,497	12,360
Bank Interest Received	6,467	1,582	Depreciation	20,413	20,237
Royalties	16	-	Bank Charges	4,223	4,554
Social Functions & Presentations	8,885	(Net) -833	Meeting Costs	15,763	2,444
Sundry Income	14,102	246	Printing, Postage & Stationery	20,911	24,995
Magazine Advertising Income	50	2,250	General Expenses	-269	300
IT Project Grant	7,900	7,900	Publicity & Associations	5,234	4,577
Sponsorship & Donations	15,977	11,502	Magazine Expenses	46,391	47,614
Total Business Income	433,279	437,125	Total Business Expenses	426,346	403,252
Development Income			Development Expenses		
Coaching Programmes	48,106	19,467	Salaries & Staff Expenses	90,686	92,712
Driving Programmes	20,865	22,407	Printing, Postage & Stationery	4,530	4,200
Sport England Grant	156,921	99,742	Development Car Costs & Leases	-	146
			Development Programmes	112,341	40,559
Total Development Income	225,892	141,616	Total Development Expenses	207,557	137,617
Excellence Income			Excellence Expenses		
Competition Income	4,994	2,083	Excellence Programmes	33,773	23,622
Sponsorships & Donations	165	-	Total Excellence Expenses	33,773	23,622
Licences & Levies	9,648	17,007	Total Expenses	667,676	564,491
Total Excellence Income	14,807	19,090	Surplus for the year on Ordinary Activities	6,302	33,340
Total Income	673,978	597,831	Surplus before taxation	6,302	33,340
EXPENDITURE	Year Ended	Year Ended	Taxation	-1,231	-302
	31/03/2023	31/03/2022	Surplus after tax	5,071	33,038
	£	£			
Business Expenses					
Salaries & Staff Expenses	176,405	156,615			
Establishment Costs	67,965	57,930			
Telephone	8,338	5,907			
Insurance	40,783	29,040			
Leasing Costs - Office Equipment	1,732	1,117			

NOTES TO THE FINANCIAL STATEMENTS

	Year Ended	Year Ended		Year Ended	Year Ended
	31/03/2023	31/03/2022		31/03/2023	31/03/2022
	£	£		£	£
DEBTORS & CREDITORS					
Trade Debtors	73,579	49,285			
Prepayments and Accrued Income	76,705	66,413			
Other Debtors	2,937	-			
Total	153,221	115,698			
Creditors: amounts falling due within one year	31/03/2023	31/03/2022			
	£	£			
Trade Creditors	35,459	13,475			
Other Creditors	448	445			
Corporation Tax	1,228	303			
PAYE	4,118	4,811			
Accruals and Deferred Income	289,996	304,064			
VAT Payable	-	1,261			
Total	331,249	324,359			
Tangible Fixed Assets	Fixtures	Freehold	Plant &	Total	
	Fittings &	Land &	Macinery		
	Equipment	Buildings			
	£	£	£	£	
Cost:					
As at 1st April 2022	23,952	477,120	23,673	524,745	
Additions	-	-	4,216	4,216	
As at 31st March 2023	23,952	477,120	27,889	528,961	
Accumulated Depreciation					
As at 1st April 2022	21,304	78,347	20,352	120,003	
Depreciation	642	6,300	2,197	9,139	
As at 31st March 2023	21,946	84,647	22,549	129,142	
Net Book Value					
As at 31st March 2022	2,648	398,773	3,321	404,742	
As at 31st March 2023	2,006	392,473	5,340	399,819	