

waterski & wakeboard scotland

SCOTTISH GOVERNING BODY

COO ANNUAL REPORT 2026



Introduction

2026 has been another year of progress for Waterski & Wakeboard Scotland as we continue to deliver against our 2025–2027 Strategic Plan.

We've expanded opportunities to participate, strengthened our development and competition pathways, and continued building the people and structures needed to support our sports across Scotland.

Alongside this progress, we've recognised the challenges that come with growth, particularly around organisational capacity and long-term sustainability.

This report reflects on what we've achieved, what remains outstanding and the lessons that will help shape our next steps as we prepare to develop our next strategic plan.

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The Problems

We set out to solve



Our 2025 - 27 plan

From stabilisation to growth

Not enough capacity to grow our sports

We didn’t know our true reach

Our clubs and sites are spread across Scotland

Our income limits how fast we can grow

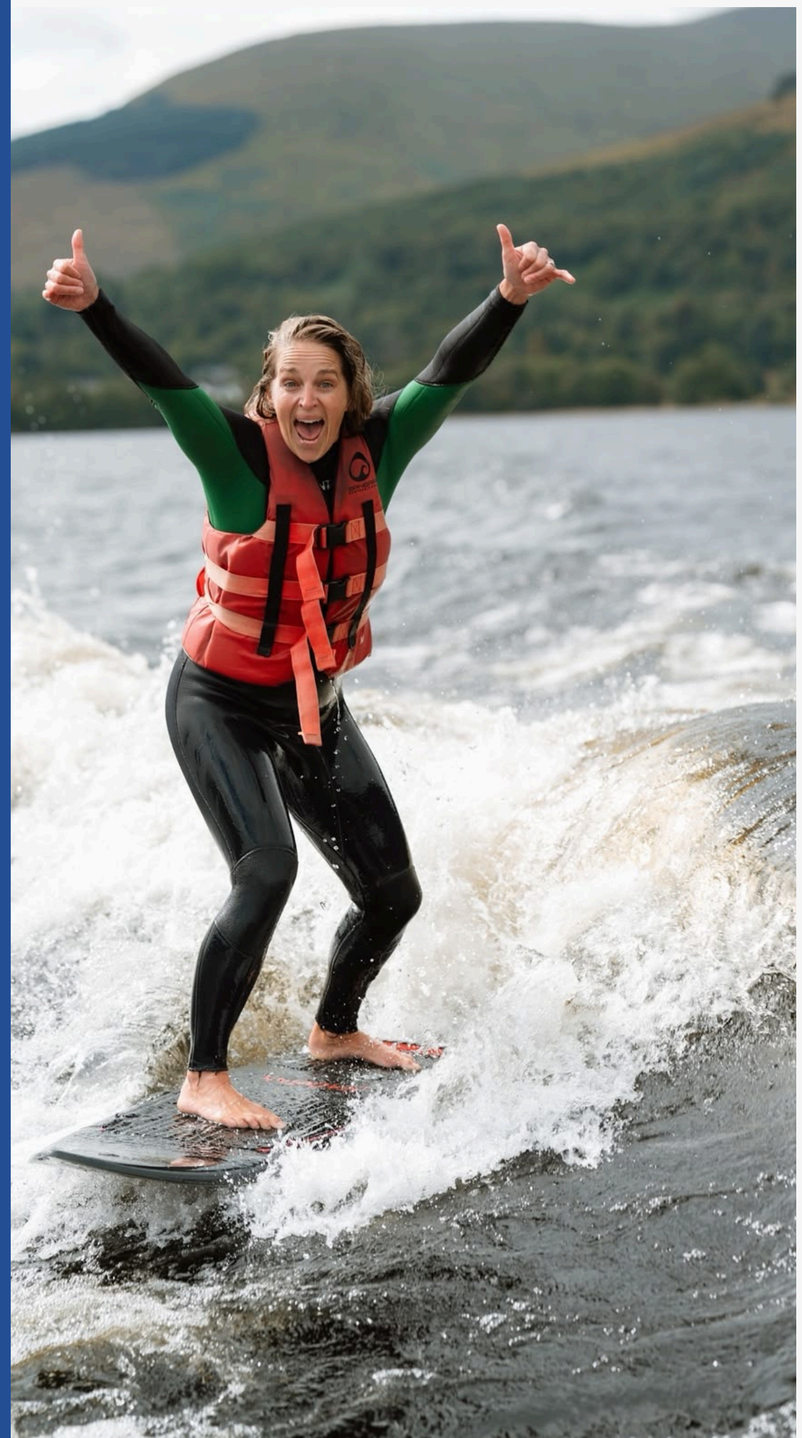
60 to 140 contracted staff hours a week in season

113 to 132 paid members (+17%)

33 to 47 active volunteers (+42%)

23 to 39 qualified active coaches (+70%)

0 to 4 qualified officials



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Where we are now

386 regular participants engaging directly with WWS this season.

132 paid members

254 programme participants across She Shreds, Little Ripples, Pathway to Podium and our competition series

Active at nine sites, with programmes running at six

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A competition calendar
For every level

A clear route from a first competition to ranking events, in both waterski and wakeboard.



Backyard Waterski Series

Entry-level competition



Scottish Wake Series

Re-established, boat and cable



Two ranking tournaments

Town Loch Triple Trophy and Scottish Waterski Festival



First competition at Inchmurrin

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More ways in, more ways on

Little Ripples

67 children across three sites in its first full season

She Shreds

129 women and girls taking part this season

Development Pathway

Squads in both disciplines, with Pathway to Podium launched for wakeboard

Community Programmes

Running at three sites, delivering schools, charity and Get on Board sessions

Building the foundations

NTS Management Committee

Established to oversee the running of Town Loch

Competition Committee

Established to lead our competition calendar

Restructure

In-season hours more than doubled, year-round development time up by half

Modernising our membership

Proposed a new Participant membership category to better recognise those engaging through our programmes.

The people, structures and membership model to support continued growth.

Not yet delivered



Articles of Association

Originally targeted for November 2025. Review completed, with proposed amendments brought forward for member approval.

Safeguarding

Policies drafted, but full compliance now expected April 2027, not November 2026

Independent Directors

Planned to grow from one to three, not yet achieved

NTS Lease

Ten years in the making, with Heads of Terms being agreed and completion targeted for March 2027

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What we learned

Lesson 1: Governance change takes longer than delivery

Our Articles and safeguarding both took longer than planned. We now build that time in.

Lesson 2: Growth outpaced our structure

Increasing staffing capacity allowed us to expand delivery, but also highlighted the need for a more sustainable operating model. Our next step is to rethink how we use our people and resources, rather than simply adding more staff.

Lesson 3: Counting properly changed the picture

Our reach is bigger than our membership model captured, which is why the Participant category matters.



Already
in motion



PATH coaching framework

Developing our PATH coaching framework, aligned with the Scottish Coaching Certificate, and progressing our Growth & Innovation Fund application to support future development.

Participant data

Improving how we record participation, engagement and membership to build a clearer picture of our reach and impact across Scotland.

Growing our own income

Exploring sponsorship and opportunities to diversify income, including potential additional activities at Town Loch, subject to the necessary agreements and approvals.

Town Loch operating model

Reviewing how Town Loch operates to support long-term sustainability, with further engagement, consultation and appropriate governance approvals required before any changes are agreed.

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Thank you

Ambitious. Growing.
Honest about what it takes.

