

Edward Haynes



Please give details of all diving industry related interests, whether remunerated or not, and any other potential conflicts of interest

None

What do you think are the key challenges facing BSAC, and what should we be doing to address them?

Direction:

During my time as BSAC Chair, I've been clear where BSAC is going. BSAC's strategy was developed by the former and current Vice-chairs. The strategy was approved by the Board looking ahead 5 years to 2029.

Not having a seamless IT membership system has prevented club officers from managing their club's membership. The new AMS (Association Membership System) is now becoming a reality, should enable club administration for all.

Preparing the Chair position for being filled by an appointed Independent Non-Executive Director, the next move in modernising BSAC's governance.

Aims:

- Member retention

A challenge in the declining diving industry, great to say I'll grow the membership, but the reality is matching our offering to today's society. This means new types of delivery methods for a more diverse membership (the strategy).

Three years ago, I mentioned increased benefits for the membership over and above magazine and 3rd Party Liability insurance. A ScubaPro deal, 40% discount for club equipment, which runs until September 2025 <https://www.bsac.com/news-and-blog/scubapro-becomes-bsac-kit-partner/>

I would like to see more overseas opportunities for you, the members, going forward.

HQ now manage learn-to-dive enquiries and are confirming clubs can train those interested, or (if time is tight) sent to our commercial partners for training, prior to joining a club.

- **Membership income**

Working with the NDO, we are making our courses commercially viable by modularising them. The spin-off is members can now complete their diver qualifications at their own pace.

Non-members will be able to take a BSAC module through a BSAC Centre, receiving a limited BSAC membership, to encourage them to join a Branch.

In addition, I'm investigating BSAC branded products.

- **Modernising governance**

The UK funding bodies are again reviewing their criteria for sporting grants. If BSAC doesn't adopt the principles encouraged by UK Sport in their "A Code for Sport Governance" there is a risk clubs won't be able to receive grant funding.

Council continues to adopt the principles encouraged by the UK Sport & Recreation Alliance. Over the next 3-years I aim to complete the transition of Council to have 25% of independent directors, the third and final, ideally, being an Independent Chair.

- **The environment**

Council approved the "BSAC Environment Statement" at my first meeting as Chair. The environment is one of the 'aspirations' in the 2024-29 Strategy.

Please describe how you would contribute to any / all of these areas

To Support My BSAC Chair Nomination:

- **Commercial / contract management:**

Over the last three years I've overseen the BSAC Egypt agreement, and undertook a physical audit in 2024, helping to ensure BSAC's values and standards were being upheld. I've been heavily involved in the negotiations for a new BSAC Korea agreement.

- **Human resources / organisational transformation:**

I lead the relocation from Old Trafford to Piccadilly Gate of MoD Manchester. This was done at the same time as I restructured the Asset Accounting Centre to reflect

the changing needs of Defence. I managed a workforce of 35 staff and oversaw another 40 as the Head of MoD Manchester.

In line with other Council members the Chair doesn't have direct staff responsibilities, however, the ability to coordinate Council member's goals and HQ activities is an essential part of the role. The Chair manages the CEO, assisted by the Vice-chair and the People and Culture Committee to remove personal bias. Council scrutinise HQ's performance against agreed objectives.

- **Business development and product development:**

Working with the CEO I've provided advice and guidance on turning BSAC's strategy into live projects.

The development of products and/or services for BSAC rests with the National Diving Officer (NDO) assisted by the Head of Diving & Training. Working with the NDO I ensure Council fully consider which products or services should be pursued with the appropriate priority. Which includes consideration on how products and services will integrate with the club environment.

- **Finance:**

I was the budget holder for the Asset Accounting Centre with an operating budget in the region of £2M.

All Board members are equally responsible for managing BSAC's finances. My experience as a budget holder, linked to my Chartered Internal Audit experience enables me to follow the Accounting jargon.

- **Numerical or analytical skills:**

A large part of internal audit work involves the analysis and manipulation of data to understand what is happening, and to a lesser extent to predict future trends.

- **Strategy and risk management:**

To prevent the Asset Accounting Centre from being dissolved I developed a new strategy based of contract management rather than asset control.

I have been actively involved, with the Vice-chair, in the development of the current strategy. And working to develop actions to mitigate major risks and maximise opportunities. These same skills would be used for the development of future projects.

Personal statement

BSAC Chair:

My Objectives:

To contribute my extensive experience in leadership, and organizational management to BSAC, driving retention, fostering a sense of community, and ensuring the continued promotion of safe and enjoyable diving experiences for all members.

- I would like to build on the ScubaPro partnership (running until September 2025) with other suppliers, not necessarily from the diving industry.
- The introduction of products and/or services to non-members to diversify our income.

Leadership:

During my first term as BSAC Chair I've:

- worked with the Honorary Secretary in producing viable meeting agendas,
- encouraged Council members to have their say during discussions,
- encouraged the new independent non-executive directors to fully participate in discussions,
- advised sub-committee chairs as necessary.
- contributed to the revised governance framework in line with Sports England's Code of Governance [1], which has been implemented over the last 2 and a half years,

Doing a 2nd term as BSAC Chair would provide stability enabling recent changes, like the AMS (Association Membership System) to properly bed in.

Standards:

As a Chartered Internal Auditor, I live by the Code of Ethics [2] of the Institute of Internal Auditors. Council's sub-committees have produced fantastic results over the last few years. The Nominations Committee managed the recruitment of a number of key volunteers, for example the:

- Non-Executive Directors, and
- new chair of the Audit Committee.

People & Culture (P&C) committee have produced a Director's Code of Conduct, something that was lacking.

The Business of BSAC:

The management of BSAC, I believe, should be undertaken by HQ with the CEO being held to account by Council. HQ now have clear 2025 objectives from BSAC's Strategy. Performance reviews are undertaken in conjunction with the Vice-chair and the People and Culture Lead.

The External Role:

During my first term I made presentations for BSAC Japan's 35 anniversary conference, BSAC Korea's environmental conference, the Royal Household (at the 70th Themes Run). I've also held productive discussions with representatives of other UK diving agencies.

Personal:

I learned to dive with the military in 1977 going from Snorkel Diver to Advanced Diver then to Advanced Instructor, whilst diving throughout the world, which I still do.

I'm the DO of Fyne-divers SAC and a member of HMS Neptune (HMBN Faslane).

1. Sport England, (2021), A Code for Sports Governance, available: <https://www.uk sport.gov.uk/resources/a-code-for-sports-governance>
2. Code of Ethics, available: <https://www.iaa.org.uk/resources/ippf/code-of-ethics/>

Thank you for taking the time to read my nomination.

Edward