

# Honorary Secretary

## Edward Haynes



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

Honorary Secretary of the International Association of Dive Professionals (IADP).

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

\* Falling membership:

Society has changed in the last decade or two. I've observed an increase in non-divers asking for quick qualifications so they can accomplish a 'bucket list' item; few ask to learn to dive in British waters.

We, BSAC, need to find new ways of communicating with non-divers and new divers who learned via another training body. For example, I believe the development of services useful to holiday divers, where local dive operators could provide packaged training should be pursued.

\* Relevance of the organisation for continued membership:

The average membership age of BSAC is progressively increasing. Yet the likes of PADI can still attract young customers, particularly those on a gap-year.

I think, BSAC, needs to refocus marketing to fully embrace digital media. The logo was changed a few years ago to be more relevant to the younger generation. The BSAC App should be a pivotal tool providing its available to none members.

\* Developing new income streams:

There are skills which we teach that are not the sole domain of diving, like, O2 administration or AED usage.

I believe BSAC should sell these courses commercially to other sporting bodies.

\* Commercial partnerships:

For a number of years BSAC has played with commercial partnerships, with the exception of BSAC Japan none has really produced significant income, see the published Accounts.

I fully support future partnerships should be negotiated. I would like a caveat included, if a minimum agreed income isn't generated the partnership should be terminated.

\* Being a relevant and active Governing Body:

Two questions I often hear. 1. A common question: Why is BSAC of the Governing Body for diving? 2. What does being the Governing Body do for the membership?

I think BSAC should advertise to the wider diving community about Sport England funding for affiliated clubs.

I would like to see the work done by BSAC members who lobby Government to: protect site access; on land and at sea; protect the marine environment: limit legislative restrictions on diving activities, is publicised to the wider diving industry.

The COVID-19 pandemic has demonstrated the need for a single voice for the UK, not one from each Home Nation, for the diving industry. BSAC needs to negotiate with other organisations, commercial and voluntary on how information can be communicated.

**We have identified that the Board would benefit from the following areas of knowledge, skills and experience:**

- Legal Expertise
- Commercial / contract management
- Human resources / Organisational transformation
- Business development and product development
- Finance
- Numerical or analytical skills
- Strategy and Risk Management
- IT, especially IT-enabled business change and programme management
- Policy development
- Marketing and Branding
- Communications and Social Media

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

To support my nomination to be the Honorary Secretary:

\* Commercial / contract management:

I've undertaken Audits on suppliers' performance for the MoD and Allied Vehicles Ltd. In addition, I've managed sub-contractor performance.

I would apply the same principles to any agreements BSAC was to have.

\* Human resources / Organisational transformation:

I lead the relocation of MoD Manchester to Piccadilly Gate. This was done at the time as I restructured the Asset Accounting Centre (AAC) to reflect the changing needs of Defence. I managed a workforce of 35 staff and oversaw another 40 as the Head of Establishment.

The Honorary Secretary does not have direct staff responsibilities, however, the ability to coordinate Council members and HQ activities is an essential part of the role. For example: I recently worked with HQ to establish BSAC's EU Representative in Europe for the GDPR.

\* Business development and product development:

Following the Defence review in 2010 I restructured the AAC to provide relevant assurances to asset owners, for example missile systems, aircraft operations, Search & Rescue and communications systems.

The detail in developing products or services for BSAC rests with the NDC and HQ staffs. As a Board member I would assist in deciding which products or services should be pursued with the appropriate priority.

\* Finance:

I was the budget holder for the AAC 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 enables me to follow the Accounting jargon.

\* Numerical or analytical skills:

A large part of 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 AAC from being dissolved I developed a new strategy based of contract management rather than asset control.

I have been actively involved in the development of the current 3-year strategy working with other Strategy Team members. Working to develop actions to mitigate major risks and maximise opportunities. These same skills would be used for the development of future projects.

\* Previous Post Holder:

I was the BSAC Honorary Secretary from 2015/18 where I:

- introduced the synopsis of Council meetings.
- assisted in the drafting amendments to the AofA.
- was actively involved with the development of the 2016/20 strategy.

## **Personal statement**

\* Diving:

I started diving in Belize when serving in the British Forces. Having got the diving bug I joined Dolphin (Cirencester) SAC on my return to the UK. I served on the Branch's committee as Secretary, Treasurer and finally Chair. It was great to see the Branch spurn new Branches in neighbouring towns. I gained my AI in 2013 after running the South Scotland monthly open water training sessions since 2007. I'm the Diving Officer for Fyne-divers SAC where I facilitate members to undertake the type of diving they want.

\* BSAC HQ Assistance:

In 1999 I contacted the BSAC Chair offering my professional help (on Corporate Governance) following the financial troubles. I worked with staff at HQ to produce the BSAC Operations Manual. Later I took over authorship of the Branch Officers' Handbook and successfully argued for it to be an on-line resource. I have been asked, over the years, to review documentation for compliance with the Articles of Association (AofA) and the Companies Act 2006 (CA06).

\* BSAC Council:

In 2005 I was successful in being elected to Council. In 2010 I was elected again, this time I accepted responsibility for Information Technology and assisted in writing the current AofA to comply with the CA06. In 2015 I was elected as Honorary Secretary; I initiated the publication of a synopsis of Council Meetings as part of my commitment of openness to the membership.

\* Outside BSAC:

I'm a Chartered Member of the Institute of Internal Auditor and hold Certified Internal Auditor and Qualification in Internal Audit Leadership certifications. I ran an audit function in Manchester, with a budget of £2m, monitoring the performance of Defence contractors. For the last 7 years I've been providing governance advice to my employer, in Glasgow. In 2019 the company restructured the Board following recommendations I had made.

I'm one of two lay auditors for the Institute of Transport Administration.

I'm the Honorary Secretary of the International Association of Dive Professionals (IADP).

What do I bring to the role of Honorary Secretary?

- \* A wealth of knowledge about BSAC, at Branch, Regional and National levels.
- \* Experience on the management of large commercial organisations.
- \* Personal involvement in managing a £2m business.
- \* Previous know-how on being the BSAC Honorary Secretary.

My LinkedIn profile is: [www.linkedin.com/in/edward-w-haynes](https://www.linkedin.com/in/edward-w-haynes)