

Chair

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?

In my opinion, there has not been a clear steer from the Chair as to where BSAC is going. It was the Vice-chair that drove the current strategy through to implementation, delayed by a year because of COVID-19. The strategy shouldn't be something that gets re-invented every few years, but reviewed annually to capture opportunities.

OBJECTIVES I AIM TO ACHIEVE:

- Retention of Members

Membership numbers have been in steady decline since the 1990s. Over the years BSAC has spent £10s of thousands on various recruitment campaigns with little noticeable effect on overall numbers. The problem, as I've always seen it, is not retaining divers we've recruited in the past. I believe the membership model needs to offer something for qualified divers over the magazine and 3rd Party Liability insurance.

OBJECTIVE: I would like to see more partnerships with manufacturers, like the Suunto EON deal that is running to March 2022.

- Reliance on Membership Income

The vast majority of BSAC's income is generated from membership income, there is a small amount from franchises/licenses' and BSAC Centres. Making our courses commercially viable by modularising them. The spin-off is members would have the opportunity to complete their diver qualifications at their own pace.

OBJECTIVE: Non-members to be able to take a BSAC module through a Centre, receiving a 3 month mini-BSAC membership to encourage them to join a Branch.

- Relevant to the wider diving community (UK and overseas)

During the COVID-19 pandemic, still impacting our diving, BSAC was a leading voice in the UK diving scene, providing valuable advice on how to continue to dive (and train). Other organisations, like ScotSAC, did little, leaving their members to adopt BSAC's advice without knowing if the insurer would support their actions. The funding bodies are again reviewing their criteria for sporting grants If BSAC doesn't adopt the principles encouraged by the UK Sport in their "A Code for Sport Governance" there is a risk Branches won't be able to receive grant funding.

OBJECTIVE: Council to adopt the principles encouraged by the UK Sport.

- Commitment to the Environment

As of 31st December 2021 there was no environment policy or statement from Council. HQ have produced an in-house one, but the current Council didn't endorse it.

OBJECTIVE: I would look at having Council own the environment policy to demonstrate BSAC's commitment to the environment.

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

To support my BSAC Chair nomination:

- Commercial / contract management:

I've undertaken Audits on suppliers' performance for the Ministry of Defence and Allied Vehicles Ltd. Additionally, I've managed sub-contractor performance.

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

- 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 members and HQ activities is an essential part of the role.

- Business development and product development:

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

The detail in developing products and/or services for BSAC rests with the National Diving Committee and HQ staffs. As Chair I would assist in deciding which products or services should be pursued with the appropriate priority.

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

I have been actively involved in the development, with the Vice-chair 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.

- Current Council Position:

I am currently the BSAC Honorary Secretary where I:

- Re-launched the synopsis of meetings, drafted by Council members, for the membership.
- Lead the team drafting amendments to the Article of Association to clarify who is on Council.
- Have been actively involved with the development of the 2022-24 strategy.

Personal statement

Leadership:

During my time with the Ministry of Defence (MoD) I lead the Asset Accounting Centre through fundamental change, making the organisation fit for the 21st century.

I don't believe being a member of the ITC or SDC training circuits are essential skills for the Chair of BSAC's Board. Being able to work with fellow volunteers (i.e. the Articles re-write), how to set objectives for BSAC's CEO and move the organisation forward are more important.

I believe BSAC should begin to embrace the principles recommended by the Sport and Recreation Alliance, in particular the Dec 21 governance requirements^[1] for funding by Sport England (including the other Home Nation sports funding bodies).

Standards:

As a Chartered Internal Auditor, I live by the Code of Ethics^[2] of the Institute of Internal Auditors. I believe the introduction of the Nominations and Disciplinary committees to be a great leap forward for BSAC. I also support the work being done on BSAC's Governance Framework and propose BSAC acquiring the new ISO 37000 "Governance of Organisations"^[3] certification; covering Purpose, Strategy, Oversight, Accountability, Stakeholder engagement, Leadership and Data and decisions.

The Business of BSAC:

The management of BSAC, I believe, should be undertaken by HQ with the CEO being held to account by Council. The current, and past Chairs, have not required Council to set defined objectives for the CEO; the current strategy corrects this oversight.

The External Role:

I have presented to audiences in excess of 500, and – admittedly some time ago – interacted with the Royal Household. I don't hold qualifications from other diving organisations as I've found, over my 43 years of diving, BSAC has catered for all my diving needs. Therefore, I have no conflict of interest when representing BSAC with other organisations.

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.

In 2000 I took over the Branch Officers' Handbook, getting it incorporated into the BSAC website. From 2007 until the pandemic, I have overseen the South Scotland regional training sessions, used by members from all over the UK.

1. Sport England, (2021), A Code for Sports Governance,
2. Code of Ethics, available: <https://www.ia.org.uk/resources/ippf/code-of-ethics/>
3. ISO 37000:2021, (2021), Governance of Organisations, ISO, Geneva: Switzerland