

Alexander Denny



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

PADI Pro Member

Trustee of the Nautical Archaeology Society Diving Officer: Eden Divers (BSAC 1689) Committee Member: Holborn Sub-Aqua Club (BSAC 0130)

Member: Nautical Archaeology Society Sub-Aqua Club (BSAC 2574)

Member: UK Mine/Cave Diving and Exploration (UKMC)

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

This is my third time standing for Council. While I received strong support on both previous occasions, I have not yet been elected. This year, I hope to change that and to play a direct role in helping BSAC address the challenges it faces. If we seize the right opportunities, BSAC can do great things for British diving.

One of the most pressing issues is membership growth and retention. Diver and member numbers continue to fall and long-term recruitment of new divers remains a concern, with many perceiving scuba as inaccessible or expensive. BSAC must challenge this through clearer messaging around affordability, community and opportunity, supported by stronger use of social platforms such as Instagram, TikTok and Lemon8 to reach younger and more diverse audiences. Flexible and fast-track training options should also be prioritised to reflect modern lifestyles.

Financial sustainability is another key challenge. Inflation continues to increase costs for both BSAC and its members, while pool closures and rising training expenses are placing pressure on clubs. BSAC should diversify income through sponsorship, grants and merchandise, while strengthening member value via better digital tools, training resources and exclusive content to support retention.

BSAC must also adapt to changing demographics. Our membership mirrors an ageing population, while younger audiences expect digital engagement and inclusivity. Continued efforts to attract women and ethnic minorities are essential. Snorkelling and environmental initiatives can provide accessible entry points for younger people, creating pathways into scuba diving.

The organisation also faces growing competition from commercial agencies such as PADI and SSI. BSAC's strengths — its club structure, high training standards and focus on UK diving — must be more effectively promoted. Collaboration with other agencies where appropriate, alongside celebrating iconic UK sites such as Scapa Flow and St Abbs, can help differentiate BSAC.

Environmental stewardship is central to BSAC's purpose. Strengthening conservation programmes and embedding sustainability into training will reinforce member values and enhance BSAC's reputation.

Finally, technology and governance demand attention. While Council's commitment to digital transformation is welcome, the recent website and Association Management System rollout highlighted weaknesses in project management and oversight. Restoring member confidence in online services must be a priority.

By tackling these challenges with clear strategy, strong governance and renewed focus on members, BSAC can secure its future as the UK's leading diving community.

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

Specific experience or expertise in charity or NGB governance: I have a decade of experience in governance, including for charities in related fields and was recently appointed as a Commissioner by the Institute of Directors to its Commission on the role of NEDs. I am currently a trustee of the Nautical Archaeology Society, a role I have held since 2019, and was previously a trustee of MARINELife from 2015 to 2023.

Membership-based organisations: As stated above, I am already a trustee of the Nautical Archaeology Society which is a membership based organisation with a high degree of overlap with BSAC. I am also an elected Non-Executive Director of the Association of Investment Companies, the trade association for UK listed funds, which is a membership organisation paid for by subscription. Elsewhere I am on the committees of two diving clubs and therefore understand the importance and challenges of maintaining membership numbers and delivering value to members.

HR: I am not an HR professional but I chair the nominations committee of the Association of Investment Companies and sit on the People and Remuneration Committee of Margetts Fund Management. I also have extensive experience in recruitment and in people management.

Strategic financial management: I come from a professional financial services background and have been COO of several listed investment companies and a director of two further PLCs and of Margetts Fund Management. As a budget holder and accountable executive, I have always demonstrated a high degree of financial competence, acumen and responsibility.

Commercialisation and income diversification: In addition to the roles already listed, I am Non-Executive Director of the University of Sussex Students' Union Trading limited – the company which operates the bars, restaurants and retail outlets on Campus at the University. I have extensive experience in commercial activities and diversifying income streams and in overall financial risk management.

AI: I am a founder and Director of an AI SAAS company called BoardGuru.ai. Additionally, I have undertaken extensive training in the practical application of AI, its data governance and risks and have a genuine personal interest in the technology.

Personal statement

Those that know me from the diving scene know that I really love the sport, I love the ocean and I am fiercely committed to promoting excellence in UK diving

However, far more relevant to these elections should be that I genuinely have the knowledge and experience to help. This experience covers in business management, financial literacy and corporate governance all of which would make a meaningful difference and impact at BSAC – helping it to achieve ongoing survival and success.

Being a good diver is not enough to be a good council member and as an organisation BSAC needs to focus on its governance and getting the basics right.

This is the third time I have run for election which demonstrates how serious I am about it – this time I humbly ask for your vote so that I can help ensure BSAC still exists well into the future.