

Carline Deal



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

no conflicts of interest

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

Key Challenges

BSAC is facing a steady decline in UK membership driven by three systemic issues:

(1)Retention and Demographics: The current training model is time intensive compared to competitors like PADI, leading to high drop-out rates among new recruits who want faster qualification. Furthermore, the brand suffers from an image problem, perceived internally and externally as an exclusive "dive club for older men." While university clubs attract youth, they fail to retain them, and the core membership is aging out due to health concerns.

(2)Operational Fragility: The organisation relies on volunteers for 70% of its training. Because instructors have full-time jobs, training can be delayed /postponed due to external (work & family) commitments.

(3)Lack of Facilities: There is a critical shortage of training venues. Local authority swimming pools are closing due to budget cuts, and UK open water conditions are often poor, creating bottlenecks for practical training.

Proposed Solutions

To ensure sustainability and growth, BSAC must modernize its business model:

Targeted Digital Marketing: Shift investment from legacy media to social media and

micro-influencers. This allows BSAC to target younger demographics with precision, track ROI in real-time, and rebrand away from the "old man's club" image.

Hybrid Staffing Model: Transition from a purely voluntary system to a hybrid model employing paid, independent instructors supported by volunteers. This would formalize training schedules, ensure reliability, and allow HQ to enforce quality control and growth targets that voluntary club members will benefit from.

Infrastructure Investment: Address facility shortages by lobbying local MPs and Councillors to protect community pools. Simultaneously, BSAC should explore contracting private pools (e.g., gyms) funded by membership fees to ensure reliable access to training water.

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

As an existing member of Council, I am keen to continue serving and to build on the experience and insight I have developed through my current term. My contribution is grounded in a strong understanding of the organisation, its members, and the governance responsibilities of Council, alongside a broad portfolio of board-level and executive experience.

I bring direct experience of charity, NGB, and membership-based governance through my role as a current Director of the British Sub Aqua Club (UK) and as International Director for BSAC. This has involved oversight of safeguarding, member engagement, financial sustainability, risk, and digital development within a complex, volunteer-led environment. I also sit on the governing board of Rochester Cathedral Enterprises Ltd and chair the Advisory Board of Positive Transition CIC, where I support mission-led organisations to balance purpose, accountability, and long-term resilience.

My approach to people and HR matters is practical and values-driven. I have led and advised organisations through growth and change, with a strong focus on leadership capability, inclusion, safeguarding, and organisational culture. This is reinforced by my background managing diverse teams across sectors, and by my military service, which shaped my commitment to accountability and wellbeing.

I offer strong financial and commercial insight, drawn from board oversight, regulated financial services, and my experience as a founder and managing director. I have supported organisations to think clearly about financial resilience, income diversification, and commercial opportunities that remain aligned with their core mission and member expectations.

Finally, through my MedTech and digital governance work, I engage with emerging technologies from a board perspective—focused on opportunity, risk, ethics, and practical application. I bring informed curiosity and constructive challenge to ensure technology supports strategy rather than distracts from it.

Personal statement

My wish to remain a Council member comes from both my passion for diving and my belief in BSAC's enduring value as a member-led organisation. BSAC's legacy—built on safety, skills, community, and volunteer commitment—is one I deeply respect, and I am motivated by the opportunity to help evolve that legacy so it remains relevant and resilient for future generations of divers.

Over the past three years on Council, I have gained a clear understanding of the realities of governance within a National Governing Body and membership organisation. Working constructively with fellow Council and Board members, I have contributed to discussions around safeguarding, financial sustainability, digital capability, international engagement, and member value. This experience has reinforced the importance of informed challenge, collective responsibility, and steady leadership during periods of change.

I value the collaborative culture of the current Board and Council and have seen first-hand how trust, continuity, and diverse perspectives strengthen decision-making. Serving through this period has deepened my appreciation of the balance required between honouring BSAC's traditions and responding confidently to a changing external environment.

Looking ahead, I want to continue supporting BSAC's growth by strengthening its value proposition, supporting responsible income diversification, and ensuring decisions remain firmly grounded in member benefit. Remaining on Council would allow me to build on what I have already contributed and continue serving BSAC with commitment and clarity as it shapes its next chapter.