

Emma James



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?

BSAC's income, funding and life blood is driven by a membership / subscription business model which, whilst providing the full support that many members seek, has also fallen out of favour with many divers and snorkellers - in particular, the younger and/or family demographic, who tend not to want to commit to one single activity or interest and who have alternative demands on their time and financial resource. Declining membership therefore presents BSAC with an ever-increasing financial challenge to continue to offer the same high level and safe diving training dependent on volunteers all around the country.

Having now been on BSAC Council for 3 years, first as an Ordinary Council Member and most recently co-opted as Honorary Secretary, I continue to see BSAC's challenges as an opportunity to diversify. In particular by diversifying revenue streams that may attract a broader profile of member by offering more flexible options to access BSAC instruction, diving, snorkelling and all aspects of the underwater environment.

The BSAC 5 year strategy (available to all members) exists as our guiding resource and for which I am a keen and active supporter. Each element of the strategy has a logical order of priority to address our challenges and first focuses on improving our technology - modernising and automating time consuming and expensive manual processes, freeing up time and resource to deliver diver training. It also prioritises developing snorkelling as an entry route to diving; increased member value and

engagement; increasing environmental awareness and action through BSAC. Ultimately, growing diving for all its diverse benefits both to individuals and communities around the UK.

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

With over 30 years professional background in International Publishing and Licensing at a senior executive level and most recently as an independent consultant and non-executive and board director, I would bring experience in and could contribute to:

- Specific experience or expertise in charity or NGB governance
- Commercialisation and income diversification,
- HR
- AI (and its evolving applications)

Charities and not for profit organisations are fundamentally different from commercial businesses but BSAC benefits from broad experience and expertise in both organisational models. During a 30+ year career as a publisher, the business experience I have gained was firstly largely international and commercial. Currently, as an independent publishing consultant, I have now gained experience as a board director for several not for profit organisations and charities.

During my initial 3-year tenure on BSAC Council, together with the HQ team, I have worked with Royal Foundation supported charities, seeking common objectives to collectively benefit from a louder voice for universal benefit. Representing BSAC, I have attended several rewarding events with the Clean Water Sports Alliance, an environmental water sports alliance with whom BSAC is associated and the aim of which to lobby to improve UK waters to the benefit of our sports.

On Council, I have been deeply involved with and most recently chaired the Rights, Licensing and IP committee to ensure we are exploring (and presenting to Council) all possibilities of commercialising our IP and rights as well as protecting the same.

Although not an HR professional, having run a team of approximately 70 people across offices in 8 different countries, I have gained very wide experience of all HR matters. I have also contributed as a group member to the BSAC People & Culture committee over the past 3 years.

Through publishing - an industry significantly affected by the emergence of AI - I keep abreast of AI developments. The parallels in publishing with BSAC IP and owned copyright are multiple and I am able to make a difference to help protect against any threats or propose any possible opportunities.

Personal statement

I am a specialist in book publishing and have worked at senior executive and board director level for the last fifteen years. Learning to dive 13 years ago ignited an enthusiasm for the underwater world and a desire to learn more about marine conservation - hence my ambition to continue to use my transferable skills to BSAC as Honorary Secretary.

As well as having gained experience of the role of Honorary Secretary whilst seconded to the role during the last 12 months, the key skills that enable me to be a strong candidate for the position are that, I am highly organised, demonstrate rigorous attention to detail and am committed to ensure that BSAC follows good governance on behalf of its membership. I am also privately enrolled onto a foundation course in Corporate Governance which will ensure correct and accurate fulfilment of the role and legal responsibilities.

I am able to draw upon experience from my corporate career which includes market investigation, business opportunity research and an intuitive grasp of market and brand development opportunities. I am task, results, and customer oriented and understand and appreciate diverse global cultures. I am naturally curious and am known for developing strong, positive, and enduring business relations.

Working in an international environment for over 30 years, I am happiest when with people of diverse nationalities and cultures and I speak and write fluent Spanish and good French having lived, studied, and worked in Spain, Colombia, and France. English is my native language. I have travelled to and concluded business negotiations with partners in over 50 countries around the world.

My business achievements include the leadership of an international business P&L turning over approximately £50M with a team of 70 people responsible for licensing and trade sales, marketing, and operations based in London and internationally. For three years, I was on the board of directors of a Portuguese joint venture company.

Throughout my career I have benefited from additional executive education at Harvard Business School (Managing Strategy for Action) and London based training including High Performance Management, People Management, Finance & Budget Management.

Further career and education information can be found on my LinkedIn profile page: <https://www.linkedin.com/in/emma-james-0aa60b41/>

I would absolutely relish continuing my work with BSAC for the next three years in the position of Honorary Secretary, becoming more deeply involved in and contributing to the long-term strategy and goals.