



# BASI ANNUAL REPORT 2011



**SNOWSPORT SCOTLAND**  
The national governing body for skiing and snowboarding

**Registered Office: The British Association of Snowsport Instructors Limited (BASI)**

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September 2011

Dear Fellow BASI Member,

In this booklet you will find a package of important documents which will be discussed at the General Meeting on Saturday 5 November 2011 at the Snowdome, Tamworth England B79 7ND at 4pm:

The Directors' Annual Reports/Roundups of the year

The Nominees for the Board of Directors

Ordinary Resolutions

Voting Details for all Resolutions

Please note that the Minutes of the 2010 AGM have been posted on the BASI website in the Members area.

<https://www.basi.org.uk/memberlist/2010.aspx>

## NOTE TO MEMBERS

It may be of assistance to Members if the Board indicated the reason for the proposed Resolution to be considered at the General Meeting. This Note is not binding, is not intended to be comprehensive and does not form part of the formal business to be considered at the Meeting. This Note is an opinion only and is not advice to Members, and so Members should reach their own conclusion on the Resolution and are free to take their own independent advice on the Resolution, and so should not vote or abstain from voting on the basis of this Note:

There are positions on the Board at the end of their term and are due for voting, the position of the Secretary to the Board of Directors. The purpose of the Resolution is to consider and vote on the candidacy of the nominated persons seeking election and, if thought fit, to approve one candidate to fulfil the role as detailed.

### How to vote:

- Online from Members' area of BASI Website: click on Voting, each resolution needs to be voted on, when voting on director positions please ensure you vote for only one nominee per position  
Or
- By email to roz@basi.org.uk  
Or
- By post to: BASI (General Meeting), Morlich House, 17 The Square, Grantown-on-Spey, Morayshire, PH26 3HG  
Or
- By Proxy – form attached, please send by email or post (full details on the form). Email/post proxy voting must be received no later than 48 hours before the time of the meeting (deadline at 4pm on the 3rd November 2011)  
Or
- In person at: The BASI GM at the Snowdome, Tamworth, England on Saturday 5th November 2011 at 4pm

*Please note:* The voting is for the Secretary to the Board of Directors and can be voted on by all Full and Life Members.



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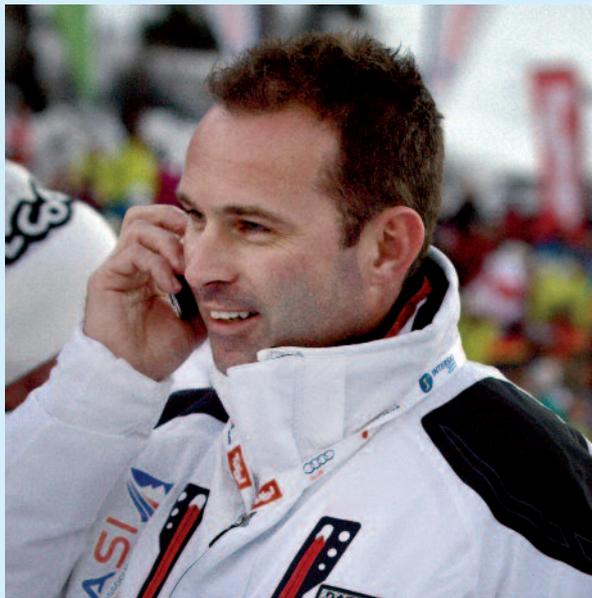
## Full Board of Directors 2010-11

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<b>Chairman</b>	– Gareth Roberts
<b>Adaptive Director</b>	– Jane Stevens
<b>Alpine Director</b>	– Alex Leaf
<b>Nordic Director</b>	– Heathley Clarke
<b>Snowboard Director/ Vice Chairman</b>	– Ben Kinnea
<b>Telemark Director</b>	– Joe Beer
<b>Financial Director</b>	– Alan Stewart
<b>Legal Director</b>	– Coral Riddell
<b>Marketing Director</b>	– Andi McCann
<b>Member's Ombudsman</b>	– Robbie Young
<b>Trainers' Director</b>	– Les Ward
<b>Secretary</b>	– Shona Tate
<b>International Representative</b>	– Vittorio Caffi (co-opted)

\*Any BOD Member can be contacted directly from the BOD section of the BASI Website

## Chairman's Report – Annual Report 2011



Gareth Roberts

Firstly welcome to the Annual Reports for your Association. I am very proud to be writing in this book following the completion of my first year as Chairman and entering into the 50th Anniversary year of BASI.

Since last year's AGM we have seen the addition of Ben Kinnear as Vice Chairman and Alex Leaf as Alpine Director. They join the Board at a good time and assist myself and fellow Board Members steer your Association into the future. A number of Board positions come up for renewal this year, so I would like to thank these Members for their commitment, involvement, encouragement and professionalism they have offered to the Association, a huge thank you for your time.

I am pleased to report that BASI is in a very strong position which will carry us securely into the future, enabling us to provide the services we strive for our Members and which represent our quality and professionalism internationally. For fear of repeating what is outlined in the financial report I shall keep this brief. It is hugely encouraging to see an increase in turnover of £90,000.00 to £1,380,780.00 during the global financial constraints. This simply represents an increase in our Membership to 5774, an increase in the products that we provide, i.e. 'bums on seats', which has increased to 3802 course places taken and the improved management of resources. This shows a healthy pre-tax profit enabling the Association to ring fence a substantial amount for future investment and development. Appreciation is passed to Bill Baird, Financial Controller, who holds the purse strings and ensures your money is looked after. Reports of 'exemplary accounting' have been received by our auditors.

I love to see that the Membership just keeps on increasing and when you think of what the benefits are there is no surprise! Our Membership fee continues at just £65.00, fantastic value, one of the lowest in the

industry. Earlier in the year I spoke with BASI's insurer regarding Members' public liability insurance, which is included in the Membership fee, and they explained that should an individual Member take out this cover privately it would cost in excess of £1000.00. This shows a blindly obvious reason to stay a Member of BASI, not to mention the huge savings that can be made from the Members Offers by leading snowsports brands. But I hope it's not only money that attracts our Members! Being a Member you are provided with the support and back up of an internationally recognised and respected organisation, the resources including new, up-to-date and industry leading manuals, a huge wealth of knowledge, experience and the opportunity to meet thousands of other like-minded individuals! Another awesome fact is that this year saw the 15,000th Member enter the BASI training programme, let's look forward to the 150,000th!

I was chuffed to receive the figures mentioned above that 3802 places had been taken on courses this year. Early season courses in November had super low temperatures in Zermatt making it tough going on all students, with some figures of -54C at the top! (Obviously for safety reasons we stayed a little lower down the mountain and a few groups were seen in the restaurant a little earlier than usual!). More courses than ever were run during the winter, some courses experiencing great snow and some a little less fortunate struggling to find the best conditions. The season ended with a positively tropical feel. May courses in Hintertux hit record numbers of Members taking courses, over 450! I am happy to say there were no travel challenges from a volcano this season! Well done to all that attended and congratulations to those that achieved their goal. BASI staff Diane, Roy and Les did a great job of keeping the Trainers organised!

I am pleased to include the inaugural Legal Directors' report in this year's book. It has been refreshing to have Coral join the Board and help deliver the message to our Members. The Nordic Director, Heathley Clarke, has been busy this year progressing developments, refreshing and expanding the discipline to make it attractive and rewarding for the Association. A suite of new courses has been developed and new materials to match. Work on the new manual is continuing and it should be available soon. The snowboarding world continues to grow under the watchful eye of Ben Kinnear. Ben has been key in the development of new budgets ensuring new market requirements can be met. Ben is working very closely with our Adaptive Director and DSUK to create the much needed Adaptive Snowboard syllabus. Interest has been shown from many of our international comrades in the work already achieved and discussed at Interski this January. Adaptive has seen a huge increase in numbers and success rates over all levels. Jane Stevens, Adaptive Director and the Adaptive team have worked

exceptionally hard this winter with only a handful of Trainers. Read more of Jane's report to find out more about new Adaptive courses. The Telemark Director Joe Beer has been working to collate new information for the development of the new manual. Joe has also been striving to achieve and obtain better Members deals for Telemark. Please find greater detail in your Discipline Directors' Reports.

BASI has been part of a very busy international scene this past year. Vittorio Caffi, International Representative to the Board has been occupied attending meetings for BASI and the ISIA. Vittorio represents BASI on the Board of the ISIA and has recently been appointed as the President of the Technical Committee, a fantastic achievement for Vittorio, well done. The international scene is a hugely important area for BASI and has over the past few years been identified as a full time job! After all we are in the business of producing snowsports instructors, teachers and coaches for export all over the world. It is imperative that BASI searches for and secures opportunities for our Members all over the world which I'm sure you understand is a big job. With the realignment of HQ staff the Board decided to move the day to day international representation back to the executive. As you know the executive are employed by your association and work full time for you. Of course the international direction and strategies will continue to be directed by the Board. The Board have secured the services of Vittorio until spring of 2012 to ensure an informed and smooth transfer, thank you Vittorio. During the last autumn, the EU Commission started a process in order to create a new European Professional Card based on a Common Platform agreed between all the EU Member States. This work is being taken forwards under the new arrangements put in place by the Board.

We have been working very closely with the Home Nations Governing Bodies (HNGBs) during the past twelve months, in the hope of creating a UK Elite Coaching programme. This idea is not a new one and has failed in the past, however from the discussions so far it looks very promising and we look forward to a clearer pathway for coaching across the UK in the future.

BASI continue to support and work closely with DSUK. Earlier this year DSUK took up residency at the old BASI office at Glenmore, which now secures a great working environment for the staff and DSUK and ensures its continuing collaboration with BASI. The Brookie Bursary, held by DSUK offers funding assistance to BASI Members wishing to take Adaptive courses.

The Bursary fund came about in the memory of Simon Brooke, a very talented BASI Member who was suddenly taken from us in a car accident. His family and friends began to raise funds and now welcome any further help to ensure the Bursary is topped up to make funds available to BASI Members. Volunteers please contact DSUK.

One of our biggest investments came to fruition this winter with the completion of the Alpine Manual, all 439 pages of it. A clear evening and a backdrop of the Tux glacier set the scene for the launch during the May courses, amongst 200 Members at the Rindererhof

Hotel. The feedback received has been welcomed and there has been considerable interest from other International Organisations. The commitment and dedication of the editorial team is shown in the quality of the end product. This sets the benchmark for our other new manuals that are under development now. Watch out Mr Garner, you and your team may be involved!

BASI continued to be busy with the re-launch of the Snowlife awards in July developed with the HNGBs this will encourage the development of skills through a common pathway, measured against pre-set criteria. This will be coordinated by BASI and introduced at artificial ski centres throughout the UK and at Scottish ski areas. This will then migrate internationally, promoted by Snowsport Schools, ensuring participants can continue progressing through the levels whilst on vacation. Great work by all those involved especially Dave Morris and Shona Tate.

As everyone will now be aware the office has seen the arrival of two new Members of staff. Tania Alliod has joined the team as Membership and Marketing Manager and with the addition of her marketing and industry knowledge we look forward to the results ahead. Roy Henderson, many of you will already know, has joined the HQ team as Product Manager. Roy brings a wealth of multi-discipline knowledge and enthusiasm and is tasked to enhance our product range, increase accessibility and perceived market placement.

As Members you will be aware of the Trainer role. As a Trainer myself I have had the pleasure of working with most, if not all, of our Training staff. The dedication, time and effort they all ooze are honestly outstanding. I would like to extend our thanks to our retiring Trainers, Hugh Monney, Warren Hogben, Dougie Cleland, Pat Cahil and Gherardo Gambaro for their enthusiasm and hard work over the years and also to Sally Lee Duffy and Vittorio Caffi who are retiring as Tutors.

As I mentioned at the beginning of this report we are entering our 50th Anniversary year. Cairn Gorm has been the home of BASI for many years and is happy to inform you that it will share the same anniversary. Events are being organised to celebrate the occasion and see BASI enter into the next 50 years of success. James Cove, author of our book celebrating 50 years of BASI, is busy putting the finishing touches to his best piece of work yet! Just over three years of work, 45 interviews and many miles will see the book published later next year. Keep your eye out and secure your copy quickly, I can guarantee great reading!

I hope that as many of you can make it to the General Meeting on 5th November at Tamworth Snowdome. There are activities during the day and a firework show in the evening. Your support, voting and input are encouraged. I shall look forward to meeting you there.

Wear the badge and fly the BASI flag with pride.

**Gareth Roberts**  
Chairman

[gareth@basi.org.uk](mailto:gareth@basi.org.uk)

## CEO's Annual Report 2011



Fergus Waters

Welcome to our Annual Report. The team at BASI has had a very good year and are pleased to be able to report on the developments and advances we have made over the past year.

While there are many highlights, some of them covered in our Discipline Directors' Reports, I'd like to pick up on just a few here. The BASI presence at Interski in St Anton in January was excellent. Thanks go to Andi and the Team for outstanding work on behalf of the Association and for giving us a profile way above our scale in this important international forum. The amount of work going on behind the scenes is also huge with meetings and discussions almost back to back for the whole week and we should recognise the dedication of Gareth, our Chair, and Vittorio, our International Representative, amongst others, in putting BASI in front of as many influential people as possible. The launch of the Alpine Manual at the spring courses in Hintertux was another highlight. The event was very enjoyable in itself but the significance of the launch coming at the end of the work by so many to draw the manual into its final form is what made it remarkable. Recognition must go to all who contributed to this success and, as there are too many to list here, I'd urge you to get hold of a copy and check it out. In a different vein, the election of BASI to the Board of IVSS helps to illustrate the credibility of BASI in the international arena and underlines the work of the Board in maintaining that credibility for the benefit of all our Members who work abroad.

At BASI HQ in Grantown we have been working our way through a staff restructure aimed at putting in place a team that will drive BASI forwards in the future. We welcomed two new staff members to the Senior Management Team, Roy Henderson, known to many Members through his work as a Trainer, who has taken on the role of Product Manager in the Training Department working on the development of the BASI Training 'product' and Tania Alliod, familiar to those of us who use Cairn Gorm, who has taken on the role of Membership and Marketing Manager and who pretty much does what it says in the title. The new team is settling in and we are looking forward to benefiting from

their knowledge, skills and enthusiasm in the years to come. Dave Renouf has moved into the new post of Corporate Affairs Manager focusing on international issues, educational developments and our quality assurance schemes amongst other duties. The staff at BASI HQ have continued to develop our services and systems and, with the new website up and running, the focus on this work will continue to improve support given to our Members.

The Board has also been very busy this year developing their role in strategic leadership of our Association. Several open forums held with Members when the Board were gathered for meetings in Geneva, Hintertux and elsewhere have been welcomed and proved useful in improving our communications. Other developments like BASI Facebook have been established and the appointment of Selina as our online Community Representative has also been very beneficial in developing open communications and engaging with our Members scattered around the world. The volume of work going through the Board is huge and the enthusiasm and engagement of our Board Members who volunteer for this task is excellent.

In terms of financial outcomes, the performance of our Association set out in the attached report gives a more detailed and welcome view of the health of our Association. Both Membership and turnover are substantially up this year. Courses sold have increased and we ran some of the biggest BASI Spring courses seen in recent times. Developments and extraordinary items have all been accommodated within the revenue of the Association and we are in a strong position as we move forwards into the future.

The feedback received from our Members who attend the courses show that the BASI Trainers have continued to improve our service and delivery of courses. Members see the courses as value for money and the support from the team at BASI HQ also receives excellent marks. The Trainers' Conference, the Trainers' Review Panel and the ISTD performance events are valuable parts of our support for developing Trainers and our courses. Thanks go to our retiring Trainers Hugh Monney, Warren Hogben, Dougie Cleland, Pat Cahil and Gherardo Gambaro for their enthusiasm and hard work over the years and to Sally Lee Duffy and Vittorio Caffi who are retiring as Tutors. We wish them all the best for the future and look forward to seeing them about on the slopes.

We hope that the enclosed reports give you an overview and insight into the activities of our Association over the past year. We look forward to seeing you out on the slopes, sharing our passion for snowsports, or meeting with you at the many events over the coming year.

**Fergus Waters**  
CEO

[fergus@basi.org.uk](mailto:fergus@basi.org.uk)

## Adaptive Director's Annual Report 2011

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Jane Stevens

We have been very busy with all levels and would like to congratulate all successful attendees. A big thank you must go to all the candidates who attended the adaptive courses over this past year. We hope that you have all enjoyed and benefited from the skills that you have developed.

In particular we would like to thank all the participants of our large Level 3 course held in Hintertux in the spring. The skills that you showed us are a credit to you all and well done to those who achieved the required standard.

Our Level 1 courses in the indoor snow centres are always in demand, either as a second discipline or starting out on our Adaptive pathway. We struggle sometimes to put on as many courses as we would like and we would like to thank you for the patience that many of you have shown, plus a big thank you must go to Rachel Easton for coordinating these courses.

Level 1 courses for the dry ski slopes are being developed, which will include modules of Visual Impairment and Learning Difficulties.

We also understand that, for some of you, gaining the experience that you need to progress through our Levels is sometimes difficult, therefore, we will be running a three-day course in November that will also serve as a refresher, Trainer selection as well as training for all levels so please contact the BASI office if you are interested. We are pleased that we have had a lot of candidates taking up the Simon Brooke Bursary, which is an Adaptive course funding bursary that can be applied for through BASI from Disability Snowsport UK (DSUK). This bursary has now been significantly reduced in funds; if any of you are looking to do some fundraising then please consider raising money for this. The money raised goes to benefit you and other BASI Members and as well as Disability Snowsport UK.

DSUK has introduced over 1000 new snowsports enthusiasts to the sport this year in the UK. We need more Members to come through the Adaptive pathway in order that we can meet the demand for instructors in the market place and therefore we require more Adaptive Trainers.

I wish you all well for the coming winter and hope to see you coming through the BASI Adaptive pathway soon.

I will not be standing as the Adaptive Director at the forthcoming elections and would like to take this opportunity thank everybody for the support they have shown Adaptive snowsports and myself. Good luck to the incoming Director.

**Jane Stevens**  
Adaptive Director

[jane@basi.org.uk](mailto:jane@basi.org.uk)



## Alpine Director's Annual Report 2011



Alex Leaf

I write this as I pack my bags...again...for Argentina. All a bit fraught with flight time changes etc. However, makes life interesting!

This summer, what we have had of it, there has been less skiing for me personally, with time to catch up on family and friends, along with urgently needed building repairs! I have however, had the opportunity to deliver several refresher courses and have used these as not only a performance refresher for the Members taking part but also to use as a question and answer session. From what I gather from the Membership on the ground, what shines through at club level is the need for the United Kingdom Advanced Instructor (UKAI) course to be made more accessible and that it fills a gap for many club level teachers. We as an Association will be looking at this and the possibility of enabling more courses to be available.

As BASI moves forward and strives for quality and professionalism, we must pay attention to clubs and instructors working hard in the UK. I see that the Membership is looking to the Association to encourage them to develop their skiing.

This is my first year as Alpine Director and I have attended two Board meetings, it is fantastic to have such a supportive and strong Board of fellow Directors led by Gareth our Chairman. Meetings are very positive and seek only to ensure that the fundamental core of the Membership is heard and looked after and also the quality of courses is delivered professionally. I will sadly miss the GM in November as I will be working in Austria at that time, skiing is my job after all! However I would like to encourage many Members to attend the GM and vote, it is your Association!

Our new Product Manager, Roy Henderson, has been working hard managing the Training Department and organising our Alpine courses for the forthcoming winter. He has been under a...excuse the pun, mountain of paperwork; I hope that this mountain is now becoming a mole hill as the job settles in for him. It is also fantastic

to see that the Association now has Tania as our Membership and Marketing Manager. Tania's knowledge and experience will aid the department to move forwards to ensure we are known in the snowsports industry as 'The provider of quality Ski Teachers'.

Despite all the doom and gloom of the economy, it looks like there is still room for working within the snow sports industry. We are lucky...so, as I pack these bags and head off to Argentina, I wonder who I will meet down there. It is amazing to find out that there are 41 candidates for Alpine and Snowboard on the courses in the Andes which make me realise that BASI has quite an impact on the world of snowsports teaching. So whether you are teaching on the slopes of your club, dry slope or running your own ski school somewhere in the world, BASI has played a part in getting you there

### Alex Leaf

Alpine Director

[alex@basi.org.uk](mailto:alex@basi.org.uk)



# Nordic Director's Annual Report 2011

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*Heathley Clarke*

Nordic Cross-country has continued to develop for BASI over the past year, not only with a large number of new and upgraded Members but also in pursuit of refreshing and expanding the discipline to make it attractive and rewarding for the Association to be proud of. The next year will consolidate this progress.

## Developments within Nordic

With a strengthened Head Office team of professionals the focus this year has been on the writing of course materials to accompany our training courses. Under the leadership of Roy Henderson, Product Manager, a selection of Nordic Trainers has been involved in the creation and revision of course materials and supporting documentation. This includes the new Nordic Manual which, although subject to some 'administrative' difficulties, is very much required to enhance and demonstrate the depth and breadth of the discipline. Together with an enhanced Marketing and Membership team, led by Tania Alliod, BASI are fully committed to developing and maintaining a quality suite of Nordic products fit for the national and international marketplace. The product changes are being prepared in readiness for delivery next season, and at a range of new locations to make course attendance accessible to new and existing Members.

## Achievements and growth

A number of Nordic Members successfully completed their training and thereby achieved BASI licences in March, led by Keith Jenns. Well done to those Members and I hope they will continue to develop their Nordic careers by taking the next levels of qualification through to Nordic ISIA level. Congratulations in particular go to Guy Beaumont for successfully completing his Level 3, and also to Tania Noakes who completed her Level 3 (ISIA), therefore holding the highest international licence for Cross-country ski teaching. Guy is actively seeking equivalence recognition in France as a Nordic Teacher, which could be a model for further Members to aspire towards. This shows the breadth of our Membership's work internationally and builds on BASI's reputation as a provider of the highest quality training and teaching

skills. Tania completed her award by delivering an informative Research Project on Nordic Adaptive skiing, an optional module which is in development as part of the Nordic syllabus.

I hope more BASI Nordic Members continue through the level modules to develop their technical and teaching skills to encourage and promote our sport both in the UK and internationally. This equally applies to other BASI Members who wish to gain their Second Discipline award for the ISIA licence, or just through interest, as Nordic Cross-country is an exciting and growth area in snowsports.

We also successfully undertook a Nordic Refresher this year, led by Ewen Martin, recovering from the disappointment of having the event cancelled in August 2010. Huntly Nordic and Outdoor Centre in Scotland was the venue, with a good turnout of Members over the two one-day sessions, refreshing their Classic and Skating skills using rollerskis. It was great to catch-up with Members too, listening and responding to their views. Again, well done to all those who have completed their refreshers and updated their skills.

Next season we will be scheduling more refresher events, using rollerskis and on snow for those who prefer to ski only on the white stuff! For Levels 1-3 courses, we're working on scheduling a range of dates on rollerskis and snow in order for new and existing Members to plan ahead and prepare themselves for training and assessment (including conversion courses).

I continue to receive a range of communications from existing and prospective Members about how BASI is developing, but would like to hear from more Members. Please get in touch at the address below. I look forward to hearing from you.

Have a great winter, and perhaps see you on the rollerski tracks in the South East, or on the tracks in Switzerland, Norway or Finland!

**Heathley Clarke**

Nordic Director

[heathley@basi.org.uk](mailto:heathley@basi.org.uk)

## Snowboard Director's Annual Report 2011

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Snowboard Members, I hope this year has been an enjoyable one for you, wherever it's taken you.

### Looking ahead to this coming year:

With a new budget approved for snowboard product development, we have an opportunity to update and improve our course resources. This will include the manual, workbooks and others. As mentioned in previous updates, this sort of process takes time to get done to the standard we all expect, but will be worth the wait and reflect all the combined knowledge and experience of the snowboard Membership.

New sponsors this year will mean improved, snowboard specific Member deals and support. The re-launch of the Snowlife Awards will include an updated snowboard syllabus next year to ensure snowboarders across the UK are able to take lessons at any venue with uninterrupted progress. Increased presence at industry events will help us attract new Members, and promote the BASI brand.

Various other developments, including snowboard adaptive courses, new purely training modules and new video resources will all go to further improving our system. Exposure to the other training systems and methods at Interski and throughout the year opened my eyes to the huge variety of ways that snowboard instruction/coaching is organised and delivered. It also highlighted our strong training methods and knowledge base, as well as providing inspiration to ways we can continue to improve and better what we all offer.

Here's to a wicked winter for us all. Get in touch anytime, and enjoy.

**Ben Kinnear**  
Snowboard Director

[ben@basi.org.uk](mailto:ben@basi.org.uk)

*Ben Kinnear*

## Legal Director's Annual Report 2011

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*Coral Riddel*

Welcome to the inaugural Legal Director's Report!

It has not been customary so far for the Legal Director to submit a report, but I would like to give you a sense of what my role involves on the Board and intend to submit a short Annual Report going forward highlighting some of the matters I have been dealing with.

My interest in joining the Board was to better understand how it operated and how decisions were made. I wanted to foster greater engagement with non Trainer Members and create greater transparency of the Board's operations - this report is part of that process.

My time so far on the Board has been busy! I am not BASI's lawyer but part of my function is to provide direction and advice to the Board on how legal issues should be addressed. On the legal side I have advised the Board on the implications of the Bribery Act, which came into force this year, and I have also been

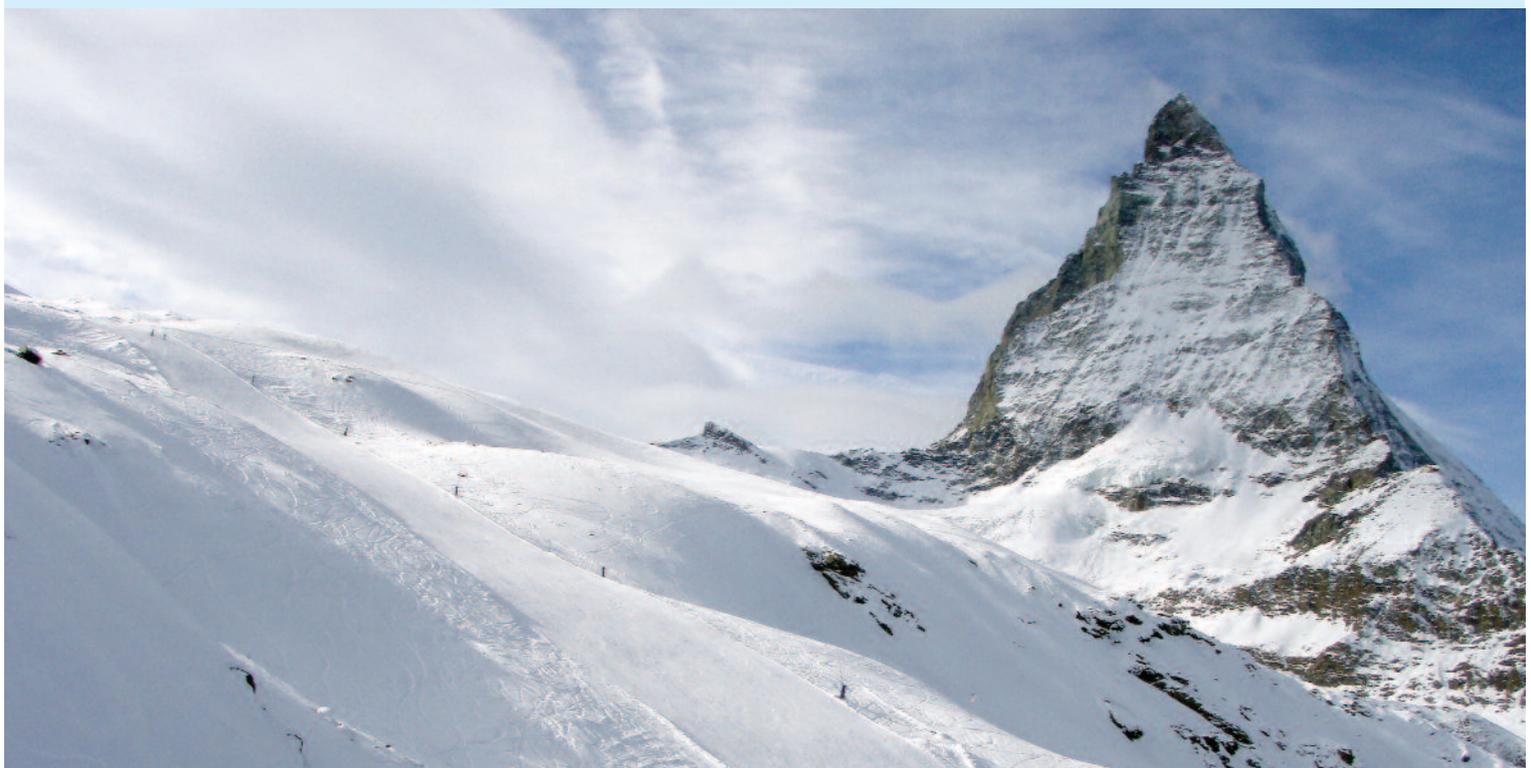
investigating a number of matters raised directly by Members. Specifically, I have looked at matters surrounding employment law issues, age discrimination and interpreting BASI's Articles of Association. Recently, I submitted an article to the BASI News highlighting insurance risks for Members following a situation where a Member had been ill-informed and unfortunately suffered the consequences. It has been interesting stuff!

I attended the Board meeting in Hintertux in May and had the pleasure of skiing and meeting many of you. I really appreciated your comments and feedback about BASI and for making me feel so welcome when I gate crashed your courses! I have been pleased to receive emails and feedback directly from Members and hope there is a growing sense amongst the Membership that the Board are accessible to you. And that brings me to my last point. There are lots of Trainers on the board... and you know what.... they are... actually ....OK!! As a BASI level 2 I had my suspicions I'm happy to report that snow sport status has no impact on Board decisions and that making a valid contribution to the Board is much more to do with what other skills you can bring.

For obvious legal reasons I can't divulge all of the matters that come to me, but I hope this removes some of the mystery about the Board and what the Legal Director does and I look forward to meeting and hearing from more of you in the future.

**Coral Riddel**  
Legal Director

[coral@basi.org.uk](mailto:coral@basi.org.uk)



## Marketing Director's Annual Report 2011



Andi McCann

Hello Members!

Here we are towards the end of the summer of 2011 and looking forward to the winter. Looking back over the past year, it's been an eventful year for BASI with some landmarks already in the history book. I'm writing this back in my office in Somerset after the Summer Level 1 and 2 courses in Hintertux, 5 courses over 2 weeks, challenging conditions with a few days that felt like four Seasons in one.

The two new positions within the office have been successfully filled; Product Manager is Roy Henderson and Marketing Manager Tania Alliod. I'm delighted to say they have settled in very well and are both doing a superb job.

I had the honour of managing and coaching our National Demonstration Team in St Anton Austria for the 2011 Interski Congress back in January. Although called Interski, it's not just for skiers, we had Team delegates representing Snowboarding, Adaptive, Telemark and of course Alpine. If you haven't seen any footage on YouTube, you should have a peek! There's also some great (and amusing) coverage on the CSIA's (Canadians) website of our workshops demonstrating our other strength of Teaching. Seems strange to say that but it's true, so many nations are very technical bias with very little actual training to be better teachers during

courses. For one more time I would like to say a huge thank you to the entire team who truly were world class and flew the GB and BASI flag suitably and impressively high. Also to all our major sponsors (seen on the cover of the 102nd BASI News), office crew Diane and Dave who made so much happen before and during the event.

It was the first Interski Congress for Fergus and Gareth who I'm delighted to say enjoyed the event, I'm sure they'll agree this was a big 'eye opener'. I cannot stress enough the importance and productivity of this event for BASI Members current and future. The next Interski Congress will be in Ushuaia at the end of the Andes Mountain range in Patagonia Argentina, in September 2015. We will be taking a team; once we have prices there are plans to offer a number of places for Members. Please contact me if you're interested. I have also accepted the offer and challenge to be Manager and Coach once again; hopefully team selection will take place at the end of this winter 2012 season.

Whilst at the Interski Congress, Trainers gathered to choose the new uniform from a selection of brands for the 2012 season. After some discussion Alpine, Adaptive and Telemark will be wearing Patagonia and Snowboarders will be in Westbeach. Hello to some new look Trainers! There are a small number of various Halti uniforms still available at knockdown prices from the office. Please contact the HQ for more details.

Just like the Winter Season, the Ski and Snowsport Shows are just around the corner. BASI will be at the Glasgow SECC (15th and 16th October), London Earls Court (19th to 23rd October) and Birmingham NEC (28th to 30th October) shows. Please call by to say hello, don't be shy!

I hope many of you are able to benefit from this year's Members offer may I remind you that this offer is open to our Members ONLY and not be extended to friends and family. We have strict policies with our suppliers and this must be adhered to. This will maintain and continue our great working relationships with our suppliers and retailers.

Hopefully, by the time this is published, the country's largest new Snowdome ([www.leisuredome.co.uk](http://www.leisuredome.co.uk)) will be having its foundations dug in Weston-super-Mare Somerset. Planning has been passed at the time of writing and developers Mark and Clive Hamilton Davies are very focused on producing a first in many areas. At 210 meters long with enough vertical drop to run 'real' races, the plans are amazing, catering for every snowsports enthusiast and professional.

Keep the e-mails coming with ideas please.

Here's looking forward to another great Winter season!

**Andi McCann**  
Marketing Director

[andi@basi.org.uk](mailto:andi@basi.org.uk)

# International Annual Report 2011

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*Vittorio Caffi*

Dear BASI Colleagues,

This will be my last Annual Report for BASI.

Earlier this year the decision was taken to remove the position of International Director. This will become effective from May 2012. Hence why this my last report will be a review of the last few years. The duties I have been responsible for in my role as International Representative will be undertaken in the future by the Executive and the Board of Directors.

Having served BASI on a voluntary basis since October 2003, I was first elected as ISIA Level 3 representative on the BASI Board, and since May 2004 as co-opted International Director. In May 2004, I secured a place, as an adviser, on the ISIA Board, for BASI and I have been appointed as the President of the ISIA Technical Commission. This means Great Britain, so far, is one of the 8 member nations, out of 38, represented in the ISIA Board, and it is leading the Technical Commission.

When I started my job inside ISIA, BASI did not conform to the requirements of the ISIA Constitution and rules. In fact, we did not have the right to deliver the stamp to the level that, in 2004, was still called ISIA Grade 2 (now Level 3), as from the prescriptions of the ISIA Constitution and the ISIA Minimum Standard for the Snowsports Teacher Education. Though, from 2004 to 2008, ISIA was pushed to make a big revolution, moving towards the goal of an International platform, with the aim of making easier the reciprocal acknowledgement of licences between ISIA members. This was done for the advantage of all the professionally qualified Snowsports Teachers.

By May 2008 the ISIA Constitution was amended, the minimum standard was completely revolutionised, and BASI was able to comply with the ISIA requirements. To date what BASI is providing in its qualification courses perfectly matches the ISIA minimum standard. This was certified in 2010 by the ISIA Technical Commission who inspected the courses.

I have to say this process has not been easy at all, during the last 7 years there have been many interferences. In 2008, the lobby in favour of another

European Organisation raised several obstacles to the process of the harmonisation that ISIA undertook. Though, at that time the BASI Board was brave enough not to accept the diktat coming from that lobby, and I was confirmed as the candidate of BASI for the election at the congress in Jesolo, where the resolutions for the modernisation of ISIA were approved by a wide majority.

Since 2008, I have continued my job representing the Association, assuring the proper communication between ISIA, BASI and the other nations, working on the issue of the reciprocal acknowledgement of the licences for the intermediate levels, taking care of the certification of the education curricula, and obtaining, on behalf of BASI, the Presidency of the ISIA Technical Commission.

During all these years, the reciprocal trust between BASI and ISIA increased, and as an outcome BASI obtained the honour in playing host for the ISIA General Assembly in 2010. As I wrote in my report last year, this was definitely a major event for BASI and it was a great success for the team who made it happen.

Since May last year, a lot has happened.

During the last autumn, the EU Commission started a process in order to create a new European Professional Card. This has been an extremely complex issue creating many tensions amongst ourselves and our fellow comrades. The Executive has represented the Boards remit in close consultation with the Chairman, at all meetings for the European card.

Having fulfilled the International Director role for long time, I deem it is very important, for the BASI Members, to have a direct say on the International issues, in order to guarantee the necessary transparency in such a delicate subject. This is why I recommend to the Members to keep a strong relationship with their new International Representatives, and not to leave them alone, so to make sure they work in the best interest for all BASI Snowsports Teachers, regardless of the qualification they hold.

Here, I would like to wish the new International Representatives, whoever they may be, to have at least the same success I have made for BASI the host for the ISIA Congress 2010 and the leader of the Technical Commission of ISIA.

I am available to discuss the subjects above with anybody, so please do not hesitate to contact me.

**Vittorio Caffi**

International Representative

[vittorio@basi.org.uk](mailto:vittorio@basi.org.uk)

## Notice of General Meeting and Director Nominations

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### THE BRITISH ASSOCIATION OF SNOWSPORT INSTRUCTORS LIMITED ('Company')

#### NOTICE OF GENERAL MEETING

Notice is hereby given that a General Meeting of The British Association of Snowsport Instructors Limited shall be held at The Snowdome, Tamworth, England B79 7ND on 5th November 2011 at 4pm for the purpose of considering and, if thought fit, passing the following resolution:

#### Ordinary Resolution

'That Shona Tate or Rob Rees be appointed as Secretary to the Board of Directors, with the candidate chosen being the person with a majority of votes in their favour over those in favour of the other candidates, and with Full and Life Members having the right to vote in favour of one of the two candidates, as follows:

- (i) That Shona Tate be appointed as Secretary to the Board of Directors; or
  
- (ii) That Rob Rees be appointed as Secretary to the Board of Directors

Dated: 1st September 2011

By order of the Board



**Gareth Roberts**  
Chairman

#### Notes to this Notice of General Meeting

- 1.1 As a Member of the Company, you are entitled to appoint a proxy to exercise all or any of your rights to attend, speak and vote at the Meeting and you should have received a proxy form with this notice of meeting. You can only appoint a proxy using the procedures set out in the notes to the proxy form.
- 1.2 A proxy does not need to be a Member of the Company but must attend the Meeting to represent you. Details of how to appoint the Chairman of the Meeting or another person as your proxy using the proxy form are set out in the notes to the proxy form.
- 1.3 You may appoint more than one proxy provided each proxy is appointed to exercise rights attached to different shares. You may not appoint more than one proxy to exercise rights attached to any one share. If you do not give your proxy an indication of how to vote on any resolution, your proxy will vote or abstain from voting at his or her discretion. Your proxy will vote (or abstain from voting) as he or she thinks fit in relation to any other matter which is put before the Meeting.

The notes to the proxy form explain how to direct your proxy how to vote on the resolution or withhold their vote.

# General Meeting

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## Agenda

**4-5 pm on 5th November 2011,  
The Snowdome, Tamworth, England**

1. Apologies
2. Introduction from the Chairman
3. Ratification of minutes of last year's GM
4. Update on Chairman's/Directors' Reports
5. Presentation of Annual Accounts
6. Vote on Ordinary Resolution (Appointment of Secretary to the Board of Directors)

Break for voting/counting if required

7. Hazel Bain Award
8. Proposal for General Meeting to appoint a new Nordic Director
9. General Meeting Closed
10. Open Forum

The GM will be preceded by a reception hosted by BASI and followed by an Open Forum for Members.

## Uncontested and Contested Director Vacancies

### Uncontested Directorships

POSITION	NOMINEE	NOMINATED BY	SECONDED BY
Finance	Heathley Clarke	Sofia Duarte-Silva Tysoe (Membership No. 10567)	Guy Beaumont (Membership No. 11505)
Adaptive	Rachel Easton	Andrew Lockerbie (Membership No 1728)	Dave Whitehead (Membership No 8377)

\*Heathley Clarke will be standing down from the position of Nordic Director as of 4pm on the 5th November to take up the position of Finance Director. The Board will be asking for nominations for this position for voting at the next GM, date TBC.

### Contested Vacancy

POSITION	NOMINEE	NOMINATED BY	SECONDED BY
Secretary	Shona Tate	Restanding	Restanding
Secretary	Rob Rees	Scott Pleva (Membership No 11580)	Richard Featherston (Membership No 13385)

## Uncontested Vacancies

### Adaptive Director



Name:  
Rachel Easton

Membership number:  
8208

Willingness to stand in  
the office of Adaptive  
Director - BASI

I am development officer for Disability Snowsport UK. This role involves me setting up Adaptive ski schools throughout the UK. Currently we are introducing over 1000 new skiers to snowsports each year.

The reason I would like to be on the BASI Board is to ensure we have enough BASI instructors to deliver lessons, therefore more courses will be required and more trainers to deliver the product.

Adaptive snowboarding is an area that needs establishing and growing to meet the demand that we have.

I would see my role on the BASI Board to formulate and maintain a strategy to ensure the growth of Adaptive Snowsports within BASI. My current role within Disability Snowsport UK will allow me to see this strategy is implemented.

**Rachel**

### Finance Director



Name:  
Heathley Clarke

Membership number:  
10632

Willingness to stand in  
the office of Finance  
Director - BASI

During my time as BASI Nordic Director I have developed a close affiliation to the Association, not only as a Member but also in a position of responsibility to ensure it evolves, remains prosperous, and continues to go from strength to strength on behalf of all the Membership. Utilising my commercial skills I would continue this work, but specifically in respect of the financial affairs of the Association aim to ensure that its stability is assured, investment decisions are fully considered, risk assessed, evaluated, and affect the longer term permanence of operational financial management.

I look forward to being able to serve the Association in supporting the management of its finances over the coming period and to continuing to work alongside BASI Board Members and operational staff.

**Heathley**

## Contested Vacancies

### Secretary to the Board of Directors



Name:  
Shona Tate

Membership number:  
2180

Willingness to stand in  
the office of Secretary  
to the Board of Directors

I firstly want to thank you the Members, for your support over my years in serving as Secretary to the Board of Directors. I hope you will give me the opportunity to fulfil another year in office.

The Board have a challenging and rewarding role.

BASI's Board is made up of volunteers from the Membership with the relevant business experience and voted in by the Members. The Board forms and monitors the strategy as well as the budget. The Chairman is the head of the Board but follows out the decisions and direction given by the Board of Directors. The Chairman works closely with the CEO in ensuring that the Management follows its strategic direction with financial stability. This is challenged by changing climate, market demand, economy and international regulations. The Board takes all of this into consideration when making its decisions and has been very successful in responding to any such changes. The CEO in turn manages the Association through the Senior Management Team who are all full time employees of the Association.

Several times a year we have General Meetings and Forums, the Secretary's role is to arrange, prepare and minute all meetings. The Secretary does not have a vote but must ensure that the Board follows the Articles of Association, their legal requirements as well as deal with notices and paperwork around all votes within the Board and the wider association.

BASI is now about to enter its 50th anniversary role, a very exciting time which also coincides with the anniversary of Cairn Gorm. Having been brought up watching and being involved personally in the development of skiing and BASI since the early 70s I very much hope to be able to remain as Secretary into this 50th year to be part of the team that takes the Association into the next 50 years! I look forward to seeing as many of you as possible at the General Meeting.

**Shona**

### Secretary to the Board of Directors



Name:  
Rob Rees

Membership number:  
12123

Willingness to stand in  
the office of Secretary  
to the Board of Directors

I believe I have the right experience and skills to fulfil the duties of BASI Secretary. I have been a Member of BASI since 2007 and I am currently working towards Alpine Level 3/ISIA. I teach part-time at The Snow Centre and in the Alps during the winter.

I have worked at a senior level in not-for-profit organisations, often supporting the work of elected committees. These include the House of Commons, the Royal Society, Warwick and Middlesex Universities. I have been elected to several Boards of Management, including a Director of an organisation with a very similar structure to BASI. I have a clear understanding of the role of a Management Board, especially in terms of representing its Members and setting strategic aims for the organisation.

I believe it is important that the experience of all Members of the Association is drawn upon, including full-time and part-time instructors. This will ensure the work of the Association goes from strength to strength. I hope you will entrust me with your vote.

**Rob**

## Voting for Resolutions

The British Association of Snowsport Instructors Limited (“Company”)

**General Meeting on 5th November 2011 at The Snowdome, Tamworth, England**

### Voting form

RESOLUTIONS	For	Against
1. Ordinary Resolution		
*Candidate: Shona Tate		
*Candidate: Rob Rees		

\* Vote for only one Candidate

Member Name (in capitals):	Signature:
Membership number:	Date:

### Notes:

- Send or deliver to the Company at BASI (General Meeting), Morlich House, 17 The Square, Grantown-on-Spey, Morayshire, PH26 3HG
- Postal, email, online and proxy votes must be received not less than 48 hrs before the GM (deadline at 4pm on the 3rd November 2011)

Or

- In person at: The BASI GM on 5th November 2011 at The Snowdome, Tamworth, England at 4pm

## Voting for Resolutions

### The British Association of Snowsport Instructors Limited (“Company”)

#### General Meeting - Proxy Form

#### Before completing this form, please read the explanatory notes below

I/We being a member of the above-named Company appoint the Chairman of the meeting or failing him (see note 3)

as my/our proxy to vote in my/our names [s] at the General Meeting of the Company to be held on the 5th November 2011 at The Snowdome, Tamworth, England at 4pm, and at any adjournment thereof.

I/We direct my/our proxy to vote on the following resolutions as I/we have indicated by marking the appropriate box with an 'X'. If no indication is given, my/our proxy will vote or abstain from voting at his or her discretion and I/we authorise my/our proxy to vote (or abstain from voting) as he or she thinks fit in relation to any other matter which is properly put before the meeting.

#### Voting form

RESOLUTIONS	For	Against
1. Ordinary Resolution		
*Candidate: Shona Tate		
*Candidate: Rob Rees		

\* Vote for only one Candidate

Member Name (in capitals):	Signature:
Membership number:	Date:

#### Notes to the proxy form

1. As a member of the Company you are entitled to appoint a proxy to exercise all or any of your rights to attend, speak and vote at a general meeting of the Company. You can only appoint a proxy using the procedures set out in these notes.
2. Appointment of a proxy does not preclude you from attending the meeting and voting in person. If you have appointed a proxy and attend the meeting in person, your proxy appointment will automatically be terminated.
3. A proxy does not need to be a member of the Company but must attend the meeting to represent you. To appoint as your proxy a person other than the Chairman of the meeting, insert their full name in the box. If you sign and return this proxy form with no name inserted in the box, the Chairman of the meeting will be deemed to be your proxy. Where you appoint as your proxy someone other than the Chairman, you are responsible for ensuring that they attend the meeting and are aware of your voting intentions. If you wish your proxy to make any comments on your behalf, you will need to appoint someone other than the Chairman and give them the relevant instructions directly.
4. To direct your proxy how to vote on the resolutions mark the appropriate box with an 'X'. If no voting indication is given, your proxy will vote or abstain from voting at his or her discretion. Your proxy will vote (or abstain from voting) as he or she thinks fit in relation to any other matter which is put before the meeting.
5. To appoint a proxy using this form, the form must be:
  - Completed and signed
  - Sent or delivered to the Company at BASI (General Meeting), Morlich House, 17 The Square, Grantown-on-Spey, Morayshire, PH26 3HG
  - This must be received by the Company no later than 48 hours before the time for holding the meeting. (deadline at 4pm on the 3rd November 2011)
- 6 Any power of attorney or any other authority under which this proxy form is signed (or a duly certified copy of such power or authority) must be included with the proxy form.
7. As an alternative to completing this hard-copy proxy form, you can appoint a proxy electronically by sending a PDF of the completed proxy, signed by you, to the Company at:  
[roz@basi.org.uk](mailto:roz@basi.org.uk)
  - For an electronic proxy appointment to be valid, your appointment must be received by the Company no later than 48 hours before the time for holding the meeting. (Deadline at 4pm on the 3rd November)
8. You may not use any electronic address provided in this proxy form to communicate with the Company for any purposes other than those expressly stated.

**Company Registration No. SC278963 (Scotland)**

The British Association of Snowsport Instructors Limited

(A Company Limited by Guarantee)

Directors' Report and Financial Statements

For The Year Ended 31 May 2011

## COMPANY INFORMATION

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<b>Directors</b>	Andrew Lockerbie (Retired 2 October 2010) Joseph Beer Heathley Clarke Gareth Roberts Alan Stewart Leslie Ward Benjamin Kinnear Erin Stevens Andi McCann Coral Riddell Alexander Leaf (Appointed 29 January 2011)
<b>Secretary</b>	Fergus Waters
<b>Company number</b>	SC278963
<b>Registered office</b>	17 Morlich House The Square Grantown-on-Spey Morayshire PH26 3HG
<b>Auditors</b>	Johnston Carmichael 66 Tay Street Perth PH2 8RA
<b>Solicitors</b>	Morisons Erskine House 68 Queen Street Edinburgh EH2 4NN  Masson Cairns LLP Strathspey House Grantown-on-Spey PH26 3EQ

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## FINANCIAL REVIEW

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### FOR THE YEAR ENDED 31 MAY 2011

number of Members has also increased with new people coming into the Association and retention of the current Membership base.

As you will note from the annual accounts, the Association has had another good year. Turnover has increased by £90,000 to £1,380,000 reflecting increased sales of training course places from 3,526 to 3,802 plus increased membership from 5,618 to 5,774. In addition we have been able to reduce our course costs through improved management of our resources.

Significant events were also met from within the trading revenue including the highly successful Interski event in January 2011. In addition, we have made investment in the development of our new Alpine manual and website to improve our product and accessibility.

We are able to show a profit before taxes of £101,226 which keeps the Association in a very strong position and has helped us to ring fence an additional £50,000 for future commitments.

To summarise, BASI has continued to be a very successful Association both with the participation of Members and our operations, allowing us to ensure the viability of our Association, the continued credibility of our qualifications around the world and the continued support for all of us within snowsports instructing and coaching.

Fergus Waters  
Chief Executive

## DIRECTORS' REPORT

---

### FOR THE YEAR ENDED 31 MAY 2011

The directors present their report and financial statements for the year ended 31 May 2011.

#### Principal activities

The principal activity of the company is the training of snowsport instructors.

The company is limited by guarantee and does not have a share capital.

#### Directors

The following directors have held office since 1 June 2010:

Andrew Lockerbie (Retired 2 October 2010)

Joseph Beer

Heathley Clarke

Gareth Roberts

Alan Stewart

Leslie Ward

Benjamin Kinnear

Erin Stevens

Andi McCann

Coral Riddell

Alexander Leaf (Appointed 29 January 2011)

#### Statement of directors' responsibilities

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## DIRECTORS' REPORT (continued)

FOR THE YEAR ENDED 31 MAY 2011

### **Statement of disclosure to auditors**

So far as the directors are aware, there is no relevant audit information of which the company's auditors are unaware. Additionally, the directors have taken all the necessary steps that they ought to have taken as directors in order to make themselves aware of all relevant audit information and to establish that the company's auditors are aware of that information.

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

On behalf of the board

**Alan Stewart**

Director

## INDEPENDENT AUDITORS' REPORT

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### TO THE MEMBERS OF THE BRITISH ASSOCIATION OF SNOWSPORT INSTRUCTORS LIMITED

We have audited the financial statements of The British Association of Snowsport Instructors Limited for the year ended 31 May 2011 set out on pages 6 to 13. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective April 2008) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

#### **Respective responsibilities of directors and auditors**

As explained more fully in the Directors' Responsibilities Statement set out on pages 2 - 3, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

#### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Directors' Report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

#### **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 May 2011 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### **Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements

## INDEPENDENT AUDITORS' REPORT (continued)

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### TO THE MEMBERS OF THE BRITISH ASSOCIATION OF SNOWSPORT INSTRUCTORS LIMITED

#### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption in preparing the directors' report..

**Steven Menzies (Senior Statutory Auditor)**

**for and on behalf of Johnston Carmichael LLP**

**Chartered Accountants**

**Statutory Auditor**

66 Tay Street  
Perth  
PH2 8RA

## PROFIT AND LOSS ACCOUNT

FOR THE YEAR ENDED 31 MAY 2011

		2011	2010
	Notes	£	£
<b>Turnover</b>		1,380,740	1,290,776
Cost of sales		(841,118)	(745,755)
<b>Gross profit</b>		539,622	545,021
Administrative expenses		(855,758)	(821,929)
Other operating income		415,004	385,618
<b>Operating profit</b>	2	98,868	108,710
Other interest receivable and similar income	3	2,358	354
<b>Profit on ordinary activities before taxation</b>		101,226	109,064
Tax on profit on ordinary activities	4	(1,518)	(1,419)
<b>Profit for the year</b>	10	99,708	107,645

THE BRITISH ASSOCIATION OF SNOWSPORT INSTRUCTORS LIMITED  
(A COMPANY LIMITED BY GUARANTEE)

**BALANCE SHEET**

FOR THE YEAR ENDED 31 MAY 2011

	Notes	£	2011 £	£	2010 £
<b>Fixed assets</b>					
Tangible assets	5		626,441		662,446
<b>Current assets</b>					
Stocks		30,800		37,786	
Debtors	6	58,735		66,701	
Cash at bank and in hand		503,450		363,799	
			<u>592,985</u>	<u>468,286</u>	
<b>Creditors: amounts falling due within one year</b>	7	(243,705)		(250,655)	
<b>Net current assets</b>			<u>349,280</u>		<u>217,631</u>
<b>Total assets less current liabilities</b>			<u>975,721</u>		<u>880,077</u>
<b>Creditors: amounts falling due after more than one year</b>	8		–		(4,064)
			<u>975,721</u>		<u>876,013</u>
<b>Capital and reserves</b>					
Profit and loss account	10		975,721		876,013
<b>Members' funds</b>			<u>975,721</u>		<u>876,013</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime within Part 15 of the Companies Act 2006 and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

Approved by the Board for issue on

Alan Stewart  
Director  
Company Registration No. SC278963

## NOTES TO THE FINANCIAL STATEMENTS

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FOR THE YEAR ENDED 31 MAY 2011

### 1 Accounting policies

#### 1.1 Accounting convention

The financial statements are prepared under the historical cost convention and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

#### 1.2 Turnover

Turnover represents amounts receivable for snowsport instructor training courses and tests and the occasional sale of club merchandise.

#### 1.3 Tangible fixed assets and depreciation

Tangible fixed assets other than freehold land are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Land and buildings Freehold	2% straight line
Land and buildings leasehold	period of lease
Plant and machinery	25% straight line
Computer equipment	33% straight line
Office fixtures fittings and equipment	20% straight line
Motor vehicles	25% straight line

#### 1.4 Stock

Stock is valued at the lower of cost and net realisable value.

#### 1.5 Pensions

The company operates a defined contribution scheme for the benefit of its employees. Contributions payable are charged to the profit and loss account in the year they are payable.

#### 1.6 Foreign currency translation

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are taken to profit and loss account.

#### 1.7 Other income

Subscriptions are accounted for on a cash basis. Membership income is non-refundable.

#### 1.8 Leasing and hire purchase commitments

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible assets and depreciated over the shorter of the lease term and their useful lives. Obligations under such agreements are included in creditors net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the profit and loss account so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

Rentals payable under operating leases are charged against income on a straight line basis over the lease term.

## NOTES TO THE FINANCIAL STATEMENTS (continued)

### FOR THE YEAR ENDED 31 MAY 2011

	2011	2010
	£	£
<b>2 Operating profit</b>	39,993	43,407
Operating profit is stated after charging:		
Depreciation of tangible assets	39,993	43,407
Auditors' remuneration	5,500	5,500
Directors' emoluments	8,360	43,120

Included in directors' emoluments are payments to third parties for the services of directors of £8,360 (2010 - £43,120).

	2011	2010
	£	£
<b>3 Investment income</b>		
Bank interest	2,358	354
	<u>2,358</u>	<u>354</u>

	2011	2010
	£	£
<b>4 Taxation</b>		
<b>Domestic current year tax</b>		
U.K. corporation tax	1,518	1,419
<b>Total current tax</b>	<u>1,518</u>	<u>1,419</u>

## NOTES TO THE FINANCIAL STATEMENTS (continued)

### FOR THE YEAR ENDED 31 MAY 2011

	Land and buildings	Plant and machinery	Office fixtures and equipment	Computer equipment	Motor vehicles	Total
5 Tangible fixed assets	£	£	£	£	£	£
<b>Costs</b>						
At 1 June 2010	679,298	48,061	30,421	46,174	28,048	832,002
Additions	-	-	1,746	2,242	-	3,988
At 31 May 2011	679,298	46,434	32,167	48,416	28,048	834,363
<b>Depreciation</b>						
At 1 June 2010	51,507	41,484	16,070	39,459	21,036	169,556
On disposals	-	(1,627)	-	-	-	(1,627)
Charge for the year	14,780	5,486	5,938	6,777	7,012	39,993
At 31 May 2011	66,287	45,343	22,008	46,236	28,048	207,922
<b>Net book value</b>						
At 31 May 2011	613,011	1,091	10,159	2,180	-	626,441
At 31 May 2010	627,791	6,577	14,351	6,715	7,012	662,446

The net book value of other tangible fixed assets includes £- (2010 - £5,498) in respect of assets held under finance leases or hire purchase contracts. The depreciation charge in respect of such assets amounted to £5,498 (2010 - £5,497) for the year.

	2011	2010
	£	£
6 Debtors		
Trade debtors	16,734	18,291
Other debtors	42,001	48,410
	58,735	66,701

## NOTES TO THE FINANCIAL STATEMENTS (continued)

### FOR THE YEAR ENDED 31 MAY 2011

	2011	2010
	£	£
<b>7 Creditors: amounts falling due within one year</b>		
Net obligations under finance leases	4,064	5,000
Trade creditors	44,314	43,807
Taxation and social security	10,869	6,592
Other creditors	184,458	195,256
	243,705	250,655

The aggregate amount of secured liabilities due within one year is £4,064 (2010 £5,000).

Net obligations under finance lease contracts are secured over the related assets.

	2011	2010
	£	£
<b>8 Creditors: amounts falling due after more than one year</b>		
Net obligations under finance leases	-	4,064
	-	4,064

The aggregate amount of secured liabilities due after one year is £nil (2010 £4,064).

	2011	2010
	£	£
<b>9 Pension costs</b>		
<b>Defined contribution</b>		
Contributions payable by the company for the year	1,800	-
	1,800	-

	Profit and loss account
	£
<b>10 Statement of movements on profit and loss account</b>	
Balance at 1 June 2010	876,013
Profit for the year	99,708
	975,721
Balance at 31 May 2010	975,721

## NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MAY 2011

### 11 Financial commitments

At 31 May 2011 the company was committed to making the following payments under non-cancellable operating leases in the year to 31 May 2012:

	2011	2010
	£	£
Operating leases which expire:		
Within one year	1,918	-
Between two and five years	-	1,878
	<hr/>	<hr/>
	1,918	1,878

### 12 Control

The British Association of Snowsport Instructors Limited is a company limited by guarantee and is wholly owned by its members. The members elect a representative Board who are responsible for the employment of the Chief Executive. The Chief Executive has overall responsibility for the handling of the company's affairs including business and financial management.

### 13 Related party relationships and transactions

#### Other transactions

The company received subscriptions of £333,936 (2010 - £328,003) and sold goods and services amounting to £1,434,218 (2010 - £1,316,796) to its members and directors during the year. All transactions took place at market value.

BASI Promotions Limited is a company limited by guarantee which is wholly owned by the members of The British Association of Snowsport Instructors Limited. Its profit for the year ended 31 May 2011 was £701 (2010- £2,231) and its capital and reserves at that date amounted to £15,568 (2010 - £14,867).

During the year the company made payments of £31,618 (2010 - £7,573) and received £32,645 (2010 - £21,133) on behalf of BASI Promotions Limited. The company charged BASI Promotions Limited £12,000 (2010 - £12,000) for management services.

At the year end the company was due £17,893 from BASI Promotions Ltd (2010 - £6,920). This advance is interest free, unsecured and is repayable on demand.

Payments of £8,360 (2010 - £43,120), as detailed in note 2, were made to a management consultancy business operated by Andrew Lockerbie for his services.

BASI Elite Coaching Programme Limited was incorporated on the 3 August 2010 and is wholly owned by the members of The British Association of Snowsport Instructors Limited. This company did not trade during the year.

Company Registration No. SC194930 (Scotland)

BASI PROMOTIONS LIMITED  
A COMPANY LIMITED BY GUARANTEE  
DIRECTORS' REPORT AND UNAUDITED  
FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MAY 2011

BASI PROMOTIONS LIMITED  
(A COMPANY LIMITED BY GUARANTEE)

## COMPANY INFORMATION

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<b>Directors</b>	Andrew Lockerbie (Resigned 2 October 2010) David Renouf Fergus Waters (Appointed 2 May 2011)
<b>Secretary</b>	W Baird
<b>Company number</b>	SC194930
<b>Registered office</b>	17 Morlich House The Square Grantown-on-Spey Morayshire PH26 3HG
<b>Accountants</b>	Johnston Carmichael 66 Tay Street Perth PH2 8RA
<b>Business address</b>	17 Morlich House The Square Grantown-on-Spey Morayshire PH26 3HG
<b>Solicitors</b>	Morisons Erskine House 68 Queen Street Edinburgh EH2 4NN

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<b>Accountants' report</b>	<b>2</b>
<b>Profit and loss account</b>	<b>3</b>
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BASI PROMOTIONS LIMITED  
(A COMPANY LIMITED BY GUARANTEE)

## DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MAY 2011

The directors present their report and financial statements for the year ended 31 May 2011.

### **Principal activities**

The principal activity of the company during the year was the sale of videos, badges, clothing and equipment on behalf of the British Association of Snowsport Instructors Limited.

### **Directors**

The following directors have held office since 1 June 2010:

Andrew Lockerbie (Resigned 2 October 2010)

David Renouf

Fergus Waters (Appointed 2 May 2011)

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

By order of the board

W Baird  
**Secretary**

BASI PROMOTIONS LIMITED  
(A COMPANY LIMITED BY GUARANTEE)

CHARTERED ACCOUNTANTS' REPORT TO THE BOARD OF DIRECTORS ON THE  
PREPARATION OF THE UNAUDITED STATUTORY FINANCIAL STATEMENTS OF  
BASI PROMOTIONS LIMITED FOR THE YEAR ENDED 31 MAY 2011

In order to assist you to fulfil your duties under the Companies Act 2006, we have prepared for your approval the accounts of BASI Promotions Limited for the year ended 31 May 2011 as set out on pages 3 to 7 from the company's accounting records and from the information and explanations you have given us.

As a practising member firm of the Institute of Chartered Accountants of Scotland we are subject to its ethical and other professional requirements which are detailed at <http://www.icas.org.uk/accountspreparationguidance>.

This report is made solely to the board of directors of BASI Promotions Limited, as a body, in accordance with the terms of our engagement letter. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than BASI Promotions Limited and its board of directors as a body, for our work or for this report. Our work has been undertaken in accordance with the requirements of the Institute of Chartered Accountants of Scotland as detailed at <http://www.icas.org.uk/accountspreparationguidance>.

It is your duty to ensure that BASI Promotions Limited has kept adequate accounting records and to prepare statutory financial statements that give a true and fair view of the assets, liabilities, financial position and profit of BASI Promotions Limited. You consider that BASI Promotions Limited is exempt from the statutory audit requirement for the year.

We have not been instructed to carry out an audit or a review of the accounts of BASI Promotions Limited. For this reason, we have not verified the accuracy or completeness of the accounting records or information and explanations you have given to us and we do not, therefore, express any opinion on the statutory accounts.

**Johnston Carmichael LLP**

**Chartered Accountants**

66 Tay Street  
Perth  
PH2 8RA

BASI PROMOTIONS LIMITED  
(A COMPANY LIMITED BY GUARANTEE)

## PROFIT AND LOSS ACCOUNT

FOR THE YEAR ENDED 31 MAY 2011

		2011	2010
	Notes	£	£
<b>Turnover</b>		41,449	32,122
Cost of sales		(27,807)	(16,270)
<b>Gross profit</b>		13,642	15,852
Administrative expenses		(12,757)	(13,015)
<b>Operating profit</b>	2	885	2,837
Other interest receivable and similar income	3	-	1
<b>Profit on ordinary activities before taxation</b>		885	2,838
Tax on profit on ordinary activities	4	(184)	(607)
<b>Profit for the year</b>	8	701	2,231

BASI PROMOTIONS LIMITED  
(A COMPANY LIMITED BY GUARANTEE)

## BALANCE SHEET

FOR THE YEAR ENDED 31 MAY 2011

			2011		2010
	Notes	£	£	£	£
<b>Fixed assets</b>					
Tangible assets	5		-		-
<b>Current assets</b>					
Stocks		24,935		17,296	
Debtors	6	-		237	
Cash at bank and in hand		9,346		10,682	
		34,281		28,215	
<b>Creditors: amounts falling due within one year</b>	7	(18,713)		(13,348)	
<b>Total assets less current liabilities</b>			15,568		14,867
<b>Capital and reserves</b>					
Profit and loss account	8		15,568		14,867
<b>Shareholders' funds</b>			15,568		14,867

For the financial year ended 31 May 2011 the company was entitled to exemption from audit under section 477 Companies Act 2006. No member of the company has deposited a notice, pursuant to section 476, requiring an audit of these financial statements under the requirements of the Companies Act 2006.

The directors acknowledge their responsibilities for ensuring that the company keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its profit or loss for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime within Part 15 of the Companies Act 2006 and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

Approved by the Board for issue on .....

David Renouf  
**Director**  
 Company Registration No. SC194930

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MAY 2011

### 1 Accounting policies

#### 1.1 Accounting convention

The financial statements are prepared under the historical cost convention and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

#### 1.2 Turnover

Turnover represents amounts receivable for goods and services net of VAT.

#### 1.3 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Computer equipment      25% reducing balance

#### 1.4 Stock

Stock is valued at the lower of cost and net realisable value.

#### 1.5 Deferred taxation

Deferred tax is provided in full on timing differences which result in an obligation at the balance sheet date to pay more tax, or right to pay less tax, at a future date, at rates expected to apply when they crystallise based on current tax rates and law. Timing differences arise from inclusion of items of income and expenditure in taxation computations in periods different from those in which they are included in the financial statements. Deferred tax assets are recognised to the extent that it is regarded as more likely than not they will be recovered. Deferred tax assets and liabilities are not discounted.

	2011	2010
	£	£
<b>2 Operating profit</b>		
Operating profit is stated after charging:		
Depreciation of tangible assets	-	259
	<hr/>	<hr/>
	2011	2010
	£	£
<b>3 Investment income</b>		
Other interest	-	1
	<hr/>	<hr/>
	2011	2010
	£	£
<b>4 Taxation</b>		
<b>Domestic current year tax</b>		
U.K. corporation tax	184	607
	<hr/>	<hr/>
<b>Total current tax</b>	184	607
	<hr/>	<hr/>

## NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MAY 2011

<b>5</b>	<b>Tangible fixed assets</b>	<b>Plant and machinery etc</b>	
		£	
	<b>Cost</b>		
	At 1 June 2010		1,298
	Disposals		(1,298)
			-
	At 31 May 2011		-
	<b>Depreciation</b>		
	At 1 June 2010		1,298
	On disposals		(1,298)
			-
	At 31 May 2011		-
	<b>Net book value</b>		
	At 31 May 2011		-
	At 31 May 2010		-
<b>6</b>	<b>Debtors</b>	<b>2011</b>	<b>2010</b>
		£	£
	Other debtors	-	237
		-	237
<b>7</b>	<b>Creditors: amounts falling due within one year</b>	<b>2011</b>	<b>2010</b>
		£	£
	company has a participating interest	17,893	6,920
	Taxation and social security	858	607
	Other creditors	(38)	5,821
		18,713	13,348
		18,713	13,348

## NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MAY 2011

<b>8 Statement of movements on profit and loss account</b>	<b>Profit and Loss Account</b>
	£
Balance at 1 June 2010	14,867
Profit for the year	701
	<hr/>
At 31 May 2011	15,568
	<hr/>

### 9 Control

BASI Promotions Limited is a company limited by guarantee which is wholly owned by the members of the British Association of Snowsport Instructors Limited. The members elect a representative Board who are responsible for the employment of the Chief Executive. The Chief Executive has overall responsibility for the handling of the Association's affairs including business and financial management.

### 10 Related party relationships and transactions

#### Other transactions

During the year the company made payments of £32,645 (2010 - £21,132) and received £31,618 (2010 - £7,572) on behalf of the British Association of Snowsport Instructors Limited. The company was charged £12,000 (2010 - £12,000) by the British Association of Snowsport Instructors Limited for management services.

The balance due to the British Association of Snowsport Instructors Limited at the year end amounted to £17,893 (2010 - £6,920) and is included in creditors. This is unsecured, interest free and repayable on demand.