



ANNUAL REPORT



Section 1 Chairman and Annual Reports

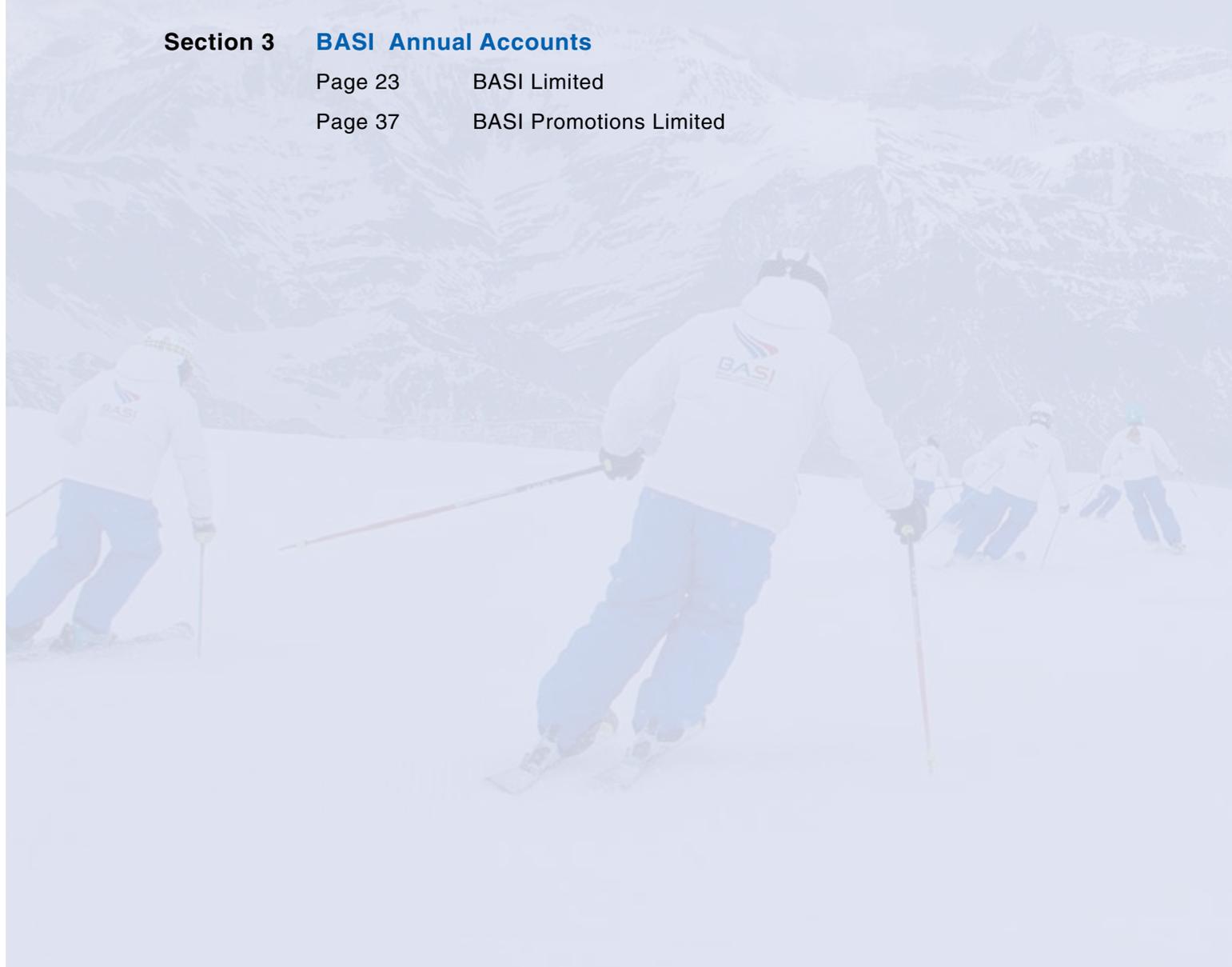
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Full Board of Directors 2013 – 14

Chairman	– Gareth Roberts
Adaptive Director	– Rachel Easton
Alpine Director	– Ian Linklater (<i>Appointed 25 January 2014</i>)
Nordic Director	– Jim Davidson (<i>Resigned 24 April 2014</i>)
Snowboard Director / Vice Chairman	– Ben Kinnear
Telemark Director	– Joe Beer
Financial Director	– Heathley Clarke
Legal Director	– Stephen Burke
Marketing Director	– Andi McCann
Members' Ombudsman	– Robbie Young
Trainers' Director	– James Lamb
Secretary	– Mark Birch

*Any Director of the Board can be contacted directly from the Board of Directors (BoD) section of the BASI website

Registered Office: **The British Association of Snowsport Instructors Limited (BASI)**
Morlich House
17 The Square
Grantown on Spey
Morayshire
Scotland
PH26 3HG

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19 Sept 2014

Dear Fellow Member,

In this booklet you will find a package of important documents which will be discussed at the General Meeting on 01 November 2014 Earl's Court, London at 5pm:

The Chairman's Report
The Nominees for the Board of Directors
Ordinary Resolutions
Voting Details for all Resolutions

Please note: *The minutes of the October 2013 GM and January 2014 EGM have been posted online in the BASI Members Area: www.basi.org.uk/memberlist/2014/February.aspx*

Note to Members

It may be of assistance to Members if the Board indicated the reason for the proposed Resolution(s) 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 that Members should reach their own conclusion on the Resolution(s) and are free to take their own independent advice on the Resolution(s), and 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 purpose of the Resolution(s) are to consider and vote on the candidacy of the nominated person(s) seeking election and, if thought fit, to approve one candidate to fulfil the role as detailed.

How to vote:

- Online from the BASI Members' Area of the website: click on each resolution that you are eligible to and needs to be voted on, when voting on Director Positions please ensure you vote for only one nominee per position. To vote online www.basi.org.uk/content/members-vote-for-basi-gm-01-nov-2014.aspx

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 on page 21, 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 5pm on 30 October 2014)

Or

- In person at: The BASI GM Meeting, 01 November 2014 at Earl's Court, London at 5pm

Please note: *That voting for Finance Director and Secretary to the Board of Directors can be voted on by all current Full & Life Members. That voting for Nordic Director can be voted on by all current Full and Life Nordic Members. That voting for Adaptive Director can be voted on by all current Full and Life Adaptive Members.*



Gareth Roberts

As another year passes, it certainly does not feel as though it has been 12 months since the London General Meeting last October. I am pleased to say that our Association continues to be in a great position, despite the shortfall shown in this year's end of year accounts.

In spring of this year the recruitment process for the New CEO of BASI commenced. A huge amount of research was undertaken to obtain the services of an independent recruitment company. Four companies were chosen, supplied a brief and asked to supply details of what could be offered. Odgers Berndston were nominated as the successful company and began to set out on the recruitment route. Odgers Berndston are specialists in recruitment, especially for positions such as CEO in association and organisation like BASI. The post was advertised and applicants made their application direct to Odgers, and following a process of interviews and questioning resulted in a short list of candidates. An interview panel from BASI was selected, including two Board members, a member of the management team and an independent BASI Member. Final round interviews took place in mid-September and at the time of writing this report a confirmed appointment has not been made. However, I am confident that the process followed, with the assistance of Odgers Berndston, will have provided our Association with a fitting candidate to drive and lead the Association in to the future. Congratulations!

The BASI office continues to be incredibly busy, the summer months are far busier than the winter. Board members descended once more on the office for the July 2014 Board meeting and Members'

Open Forum, which proved to be a great weekend for all involved. It gave a great opportunity to meet the office staff and be introduced to the newest members of staff, Donald Musk, BASI Social Media and summer student placements Nick McKelvey and Amy Conboy. With the ever growing need to develop digital communications the skill of Donald, Nick and Amy will be put to great use! It was fantastic to meet and engage socially with Members during the BASI Garden Party BBQ, some long not seen old friends and faces, it was great catching up with you all.

This year's London Ski Show will continue to have a good BASI presence, giving a focal point to meet new prospective Members and the loyal show visiting current Members. This year London will host the General Meeting on 01 November 2014, hosting these meetings in the South East and at the same time as the Ski Show, certainly gives a great opportunity for you participate in the General Meeting and Open Forum Meeting. Our Honorable President Sir Steve Redgrave will hopefully be on hand, he may even run a 'Question Time' for Members. So come along, it will be great to see you.

The Interski Congress in Ushuaia is getting ever closer. Planning for BASI's participation in Sept 2015 is currently well underway, sourcing sponsors, travel arrangements and theme. BASI has always performed well at this prestigious event and much thanks must go to the Team who are all volunteering their time for our Association. The British BASI Demo Team's training camps are working well, with the next training camp scheduled for 08 – 10 November 2014 in Zermatt so watch this space! Should you be in Zermatt during this time, you will not miss them, sporting their new striking uniforms, provided with the very welcome support of Avalanche clothing. Let us know what you think.

Great headway has been made in reviewing the BASI business-to-business (B2B) relationships. Every effort has been made to communicate with existing partners, listen to their wishes and create new agreements suitable for all but primarily to safeguard the quality and integrity of the BASI Training Product and BASI ethos. BASI B2B relationships are exactly that, business, and it is exceptionally important to protect and maintain the existing revenue streams and the possibility of developing other additional revenue streams for the future security of our Association. To ensure the BASI Training Product meets the market and consumer needs, research and development continues to be required to ensure that quality and consistency can be implemented anywhere in the world. I am extremely pleased to report, that BASI confirmed 23 new Business Partner Contracts in July 2014.

More new resorts and opportunities continue to become available for BASI and its Members as reported in last year's Annual Report. Additional resorts have been added to the course calendar this winter, giving a greater profile for our Association. The new resorts are really looking forward to working with us and promoting the future opportunities for employment of our Members. This search for new resorts and employment opportunities will continue. This becomes more evident in BASI's continuous commitment in building solid fundamental bi-lateral relations with the announcement of BASI's first 'International Approved Ski School', in Andorra!

From the perspective of the Trainers' Director there is always a lot going on in the background, Jaz Lamb, the Trainers Director has really worked hard in voluntarily assisting Roy Henderson this year. As you know, Roy runs the Training and Education Department, which is responsible for nearly 75% of the Associations turnover. Help and assistance is always welcomed and the working relationship between Roy and Jaz has really worked well. Here is a summary of the key points reported from Jaz:

The Trainers Selection, development and performance has had a huge overhaul this year. A rigid Q&A process has been devised to ensure greater quality and importantly consistency throughout the training body. Trainers are invited to attend the Trainers Conference each year and also now to attend a short weekend assessment to gauge their technical performance level, Training and Coaching capabilities and knowledge of the BASI product and ethos. Further details of this can be obtained from Roy Henderson.

Snowboarding has made some large gains this year in terms of product overhaul. A lengthy, but very worthwhile project, the new Snowboard Manual project continues, which will in turn allow the team to create up to date course support materials.

The new material being created will help equip both existing and new Members to deliver safe, enjoyable and effective sessions. The Snowboard Training Team are excited about this development, as it is reflective of a great many years of combined experience teaching and coaching snowboarding all over the world.

Another area that the Snowboard Training Team is particularly excited about is the push by BASI to generate employment opportunities in new locations. For this reason, BASI continues to work extremely hard in a number of areas to create opportunities in a phased approach for BASI Members globally.

As ever, the Snowboard Training Team welcome thoughts and suggestions from the Membership, please contact Ben Kinnear should you wish to discuss any Snowboard matters.

It was with regret that the Board announced the resignation of Nordic Director, Jim Davidson in April 2014. Jim had been in post approaching 2 years and during that time had contributed greatly to his Discipline and the Association. I would like to extend both my personal and the Boards thanks to Jim for his contributions and wish him every success for the future. Thanks on behalf of the Board must also be extended to Heathley Clarke, Finance Director for agreeing to step in as acting Nordic Director until the conclusion of Directorship voting at this year's General Meeting in November 2014. Please contact Heathley Clarke should you wish to discuss any Nordic matters.

The partnership with the University of Edinburgh continues to strengthen. Alignment continues to develop and all levels look to be completed by the end of this year.

BASI courses continue to be arranged in conjunction with the availability of the Training Body. Dependent on discipline, in terms of numbers, courses may not always be in ideal locations, or on dates to suit everyone, however, course viability relies on participants, but I am pleased to report that course booking overall has increased by 266 places this year.

BASI continues to generate greater awareness of BASI and the accessibility of our courses to new Nordic Instructors by supporting the British Nordic Championships – an event that often attracts many aspirant BASI Nordic Instructors.

Now to Alpine, the summer for the Alpine Training Delivery Team has been a very busy period. Courses in Argentina and a midsummer course on the Hintertux glacier, has been flat out as far as developing people's skiing is concerned!

With many UK indoor centres running Level 1 courses, it is rewarding to see many of these skiers taking the BASI route further. Just goes to show, if you are dedicated and have a vision, you can achieve your goals.

As with all Disciplines, moving and developing the courses takes time and even small changes can prove to be a bigger project than expected. Simply changing a few descriptions has rolling implications, website updates, workbook changes, booking details may have to be amended etc. So,

with this in mind, improvements to Level 1 and 2's, namely with the workbooks and resources, are now moving forwards. As always these changes / developments will be updated and improved on a programmed basis.

During July 2014, BASI was pleased to be invited again to host a table at the Ski Club of Great Britain summer dinner at the Hurlingham Club, London. It was another great opportunity to network, meet and talk to many keen Members and skiers who are keen to use BASI Qualified Instructors globally.

Course places sold this year are up by 266 places, interestingly attracting many students from foreign countries wishing to gain a BASI Qualification; this evidently proves that our Association is regarded as a high quality awarding body, internationally.

You will find all of the financial information within this booklet provided by The BASI auditors, Johnston Carmichael.

As I have said many times, should you have any questions please do not hesitate to put them forward to the office, Board or myself. Come to the Open Forums following the Board meetings, take any opportunity you can.

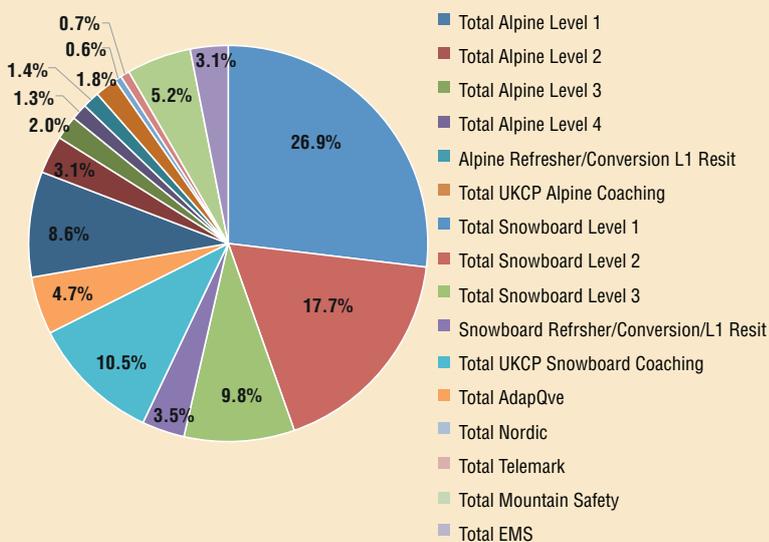
The January 2015 Board and Open Forum Meetings will hopefully be held in resort again, giving European residential Members the opportunity to attend, final details will be communicated after the General Meeting. Of course the end of season Board and Open Forum Meetings will be in Hintertux during April 2015.

I wish you the very best in all that you do this coming season, and hope to catch up with as many of you as I can. Stay safe, and fly your BASI flag with pride.



Gareth Roberts
Chairman

BASI Course Participants by Discipline & Level 01 June 2013 to 31 May 2014



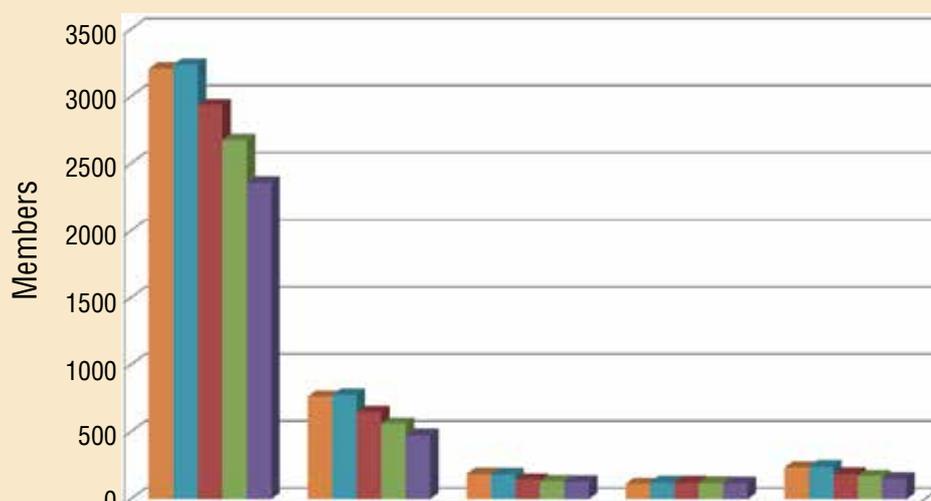
	Participants	%
Total Alpine Level 1	879	26.9%
Total Alpine Level 2	579	17.7%
Total Alpine Level 3	292	8.9%
Total Alpine Level 4	113	3.5%
Total Alpine Refresher/Conversion L1 Resits	344	10.5%
Total UKCP Coaching Courses	154	4.7%
Total Snowboard Level 1	281	8.6%
Total Snowboard Level 2	101	3.1%
Total Snowboard Level 3	64	2.0%
Total Snowboard Refresher/Conversion/L1 Resit	43	1.3%
Total UKCP Snowboard Coaching Courses	45	1.4%
Total Adaptive 5	9	1.8%
Total Nordic	18	0.6%
Total Telemark	24	0.7%
Total Mountain Safety	171	5.2%
Total EMS	100	3.1%
Grand Total	3267	100%

Notes:

1. Numbers are for BASI course participants run from the 01 June 2013 to the 31 May 2014.
2. Sold 266 more course places than we did during the 2012 / 2013 financial year

**Notes:**

1. Total column includes: Associate, Licensed, Non Licensed, Life and Honorary Members.
2. Total Membership Statistics Summary is a report run on the 30 September Annually (the end of the subscription year). Depending on how and when Members renew their subscriptions the Membership figures fluctuate throughout the year, hence the logical point to run a report is at the end of the subscription year for reporting and comparison purposes.

BASI Licensed Membership Composition by Year and Discipline 2008 - 2013

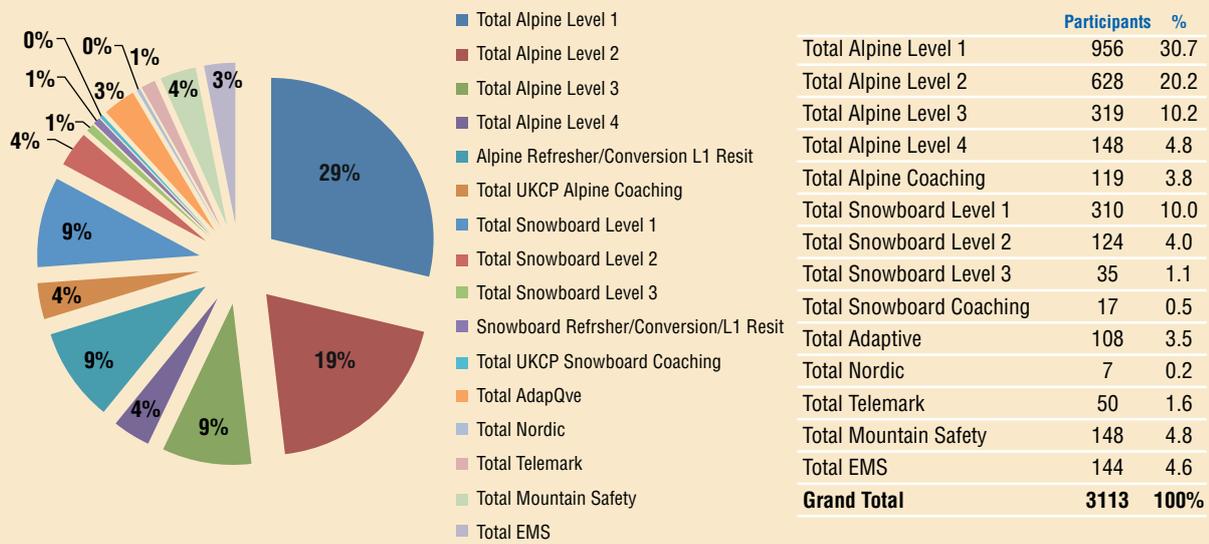
	Alpine	Snowboard	Telemark	Nordic	Adaptive
2012 - 13	3209	763	186	112	234
2011 - 12	3237	776	184	124	242
2010 - 11	2936	649	144	124	189
2009 - 10	2675	560	132	121	171
2008 - 09	2357	477	128	119	152

Notes:

1. Chart does **NOT** include Associate Members, Non Licensed Members, Alpine Coach, Freestyle Coach, Snowboard Coach, Alpine Freestyle Development Coach.
2. This chart demonstrates a snap shot of the Membership profile at the 30 September each year. New Subscriptions are payable on the 1 October annually.

SECTION 1

Course Participants by Discipline and Level 1 from 01 June 2012 to 31 May 2013



NOTICE OF GENERAL MEETING AND DIRECTORS NOMINATIONS

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

Notice is hereby given that a General Meeting of The British Association of Snowsport Instructors Limited shall be held in Earl's Court London, on 01 November 2014 at 5pm for the purpose of considering and, if thought fit, passing the following resolutions:

"Ordinary Resolution 1" – Finance Director

That Heathley Clarke be appointed as Finance Director, with Full and Life Members having the right to vote in favour of the candidate, as follows:

(i) That Heathley Clarke be appointed as Finance Director;

"Ordinary Resolution 2" - Nordic Director

That Martin Rugman or John Mordue be appointed as Nordic Director, with Full and Life Nordic Members having the right to vote in favour of the candidate, as follows:

(i) That Martin Rugman be appointed as Nordic Director;

or

(ii) That John Mordue be appointed as Nordic Director;

"Ordinary Resolution 3" - Adaptive Director

That Rachel Easton be appointed as Adaptive Director, with Full and Life Adaptive Members having the right to vote in favour of the candidate, as follows:

(i) That Rachel Easton be appointed as Adaptive Director;

"Ordinary Resolution 4" - Secretary to the Board of Directors

That Don Bates be appointed as Secretary to the Board of Directors, with Full and Life Members having the right to vote in favour of the candidate, as follows:

(i) That Don Bates be appointed as Secretary to the Board of Directors;

'SPECIAL RESOLUTION 1'

Adoption of New Articles of Association: "THAT the draft Articles of Association attached to this resolution be adopted as the Articles of the Association of the Company in substitution for, and to the exclusion of, the existing Articles of Association."

'SPECIAL RESOLUTION 1 – POSTPONED'

Please note that in updating the Associations' articles, it has been determined that 'Special Resolution 1' due for consideration by Members at the November 2014 General Meeting shall now be postponed until further notice.

Dated: 19 September 2014

By order of the Board



Gareth Roberts

Chairman and Acting Company Secretary

gareth@basi.org.uk

Notes to this Notice of General Meeting

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.
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 Chairperson of the Meeting or another person as your proxy are set out in the notes to the proxy form. You may appoint more than one proxy provided each proxy is appointed to exercise rights attached to different shares.
3. 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 your vote.



GENERAL MEETING

Agenda

**5 pm on 01 November 2014,
Earl's Court, London**

- 1. Apologies**
- 2. Introduction from the Chairman**
- 3. Ratification of Previous Minutes (Morzine, 25 January 2014)**
- 4. Presentation of Annual Accounts**
- 5. Presentation of Annual Awards (Hazel Bain)**
- 6. Vote on Ordinary Resolutions**
- Break for voting / counting if required**
- 7. General Meeting Closed**

The GM will be followed by a reception hosted by BASI, followed by an Open Forum for Members 6 – 7pm.

UNCONTESTED VACANCIES

POSITION	NOMINEE	NOMINATED BY	SECONDED BY
Finance Director	Heathley Clarke	Martin Rugman (Membership No 14140)	Sofia Tysoe (Membership No 10567)
Adaptive Director	Rachel Easton	Stephen Burke (Membership No 15649)	Tim Carter (Membership No 8655)
Secretary to the Board	Don Bates	Joe Beer (Membership No 1891)	Katherine Campbell (Membership No 10493)

Finance Director



Name: **Heathley Clarke** Membership No: **10632**

Willingness to stand in the office of Finance Director – BASI

My nomination is to stand for a second term as Finance Director, continuing to build on the work undertaken over the past term to promote and instil professionalism, integrity, discipline and value into the affairs of BASI. As a professionally-qualified and independent Board Member my primary role is to ensure that the Association functions with the upmost emphasis on doing the right things for Members, its stakeholders and suppliers, through collaboratively guiding the Association's management.

Over my term I have assured the financial stability of BASI, co-recruited the new Financial Controller, managed the external recruitment (chaired by another Member) of the new CEO with internationally-renowned agency Odgers Berndtson, and led various forums in defining strategic direction.

I am a passionate and impartial Nordic ISIA Member who always quantifies, objectively questions, analyses and asserts good and best practice, majoring in financial and strategic management. This will continue through a second term.

Heathley Clarke

Adaptive Director



Name: **Rachel Easton** Membership No: **8208**

Willingness to stand in the office of Adaptive Director – BASI

My nomination is to stand for a second term as Adaptive Director, it has been an absolute privilege serving the Adaptive Members over the past three years.

I have overseen and increased the volume of Adaptive Trainers along with the introduction of Snowboard Adaptive. I aim to continue the required work on the elements in order to secure the successful production of the new Adaptive Manual, during my second term, with the view on continuously improvement within the Adaptive Discipline, to continue taking this Discipline from strength to strength.

As a passionate Adaptive Instructor, who openly and constructively works diligently for the continued strategical progression of Adaptive and this work will continue throughout my second term.

Rachel Easton

Secretary to the Board of Directors



Name: **Don Bates** Membership No: **1474**

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

Originally qualified in New Zealand, I joined BASI over 30 years ago. I have loved every minute of it and I am very proud of our Association. Now as a Level 4 ISTD I have extensive knowledge of the sport we all love.

BASI is approaching a very important time, as Snowsports in Europe is about to undergo a political change. Members deserve the chance to maximise the use of their qualifications and BASI is working hard to this end. Each individual Member is important and each voice needs to be heard.

As secretary to the board, if I can help in any way to develop our future for the benefit of all our Members, I will.

Personal Overview

I love Snowsports and I am passionate about teaching. As well as being a very capable and analytical manager, I am totally committed to a life involving sport.

I have had a career that has taken me, many different places and has given me many skills, now is the time to put them to use on BASI's behalf.

Core skills

Good Communicator, Teamwork, thorough understanding of the Snowsports Industry, level headed decision maker and experienced negotiator.

Snowsport Qualifications

Britain	BASI - International Ski Teacher Diploma Snowsports England - Coach
USA	PSIA - Full Certification
Languages	English, French and Spanish
Education	English Law degree (LLB)

Career History

- 38 years ski teaching and competition training in both the Northern and Southern hemisphere
- Presently running my own teaching business as well as working alongside the ESF in St Gervais France
- Building and managing ski centres in the UK
- Ex-Chairman of the Eastern Region Ski Association
- Ex Director Forest Gate Nurseries (family business)
- Ex Director of Mt Blanc 4 Seasons (accommodation rental)
- Consultant and liaison for building and renovation projects in France

Leisure & Interests

Guitar, Cycling, Walking, Climbing Mountains and Sailing

Don Bates

VOTING FORM FOR ORDINARY RESOLUTIONS

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

General Meeting on 01 November at Earl's Court Hall 2, London SW5 9TA at 5pm

RESOLUTIONS	FOR	AGAINST	ABSTAIN
1. "Ordinary Resolution 1" – Finance Director			
*Candidate: Heathley Clarke			
2. "Ordinary Resolution 2" – Nordic Director			
*Candidate: Martin Rugman			
*Candidate: John Mordue			
*Vote for only one candidate			
3. "Ordinary Resolution 3" – Adaptive Director			
*Candidate: Rachel Easton			
4. "Ordinary Resolution 4" – Secretary to the Board			
*Candidate: Don Bates			

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

Notes:

- To vote online please go to the following link
www.basi.org.uk/content/members-vote-for-basi-gm-01-nov-2014.aspx
- Send or deliver to the Company at BASI (General Meeting), Morlich House, 17 The Square, Grantown on Spey, Morayshire, PH26 3HG. (deadline at 5pm on the 30 October 2014)
- Postal, email, online and proxy votes must be received not less than 48 hrs before the GM (deadline at 5pm on the 30 October 2014)

Or

- In person at: The BASI General Meeting on 01 November at Earl's Court, Hall 2, London SW5 9TA at 5pm

Please note: That voting for Finance Director and Secretary to the Board of Directors can be voted on by all current Full & Life Members. That voting for Nordic Director can be voted on by all current Full and Life Nordic Members. That voting for Adaptive Director can be voted on by all current Full and Life Adaptive Members.

CONTESTED VACANCY

POSITION	NOMINEE	NOMINATED BY	SECONDED BY
Nordic Director	Martin Rugman	Heathley Clarke (Membership No 10632)	Nicola Parsons (Membership No 9336)
Nordic Director	John Mordue	Samuel Cooper (Membership No 10177)	Tania Noakes (Membership No 10334)

Nordic Director



Name: **Martin Rugman** Membership No: **14140**

Willingness to stand in the office of Nordic Director – BASI

I am a Nordic Instructor, working at the Skischule Leutasch, in one of Austria's top cross country centres.

It is a privilege to be part of a local team, passionate about promoting technique and enjoyment in Nordic skiing - for serious athletes, young people, and as a healthy recreational sport for all.

I have first-hand experience of obtaining local recognition for my BASI qualification, and working within the Austrian system.

At this challenging time, I can also bring to BASI a broad mix of skills and experience, developed throughout a successful career in financial services, and as a qualified foreign languages teacher.

My professional background includes: developing business relationships, financial / risk management, dispute resolution, and leading service improvements.

With your support, I would be delighted to represent our Nordic Members, to help with the further development of a clear and aligned Nordic qualification pathway, and raising participation and profile for Nordic.

Personal Details:	
Name:	Martin Rugman
Membership Number:	14140
Nationality:	UK (Austrian resident)
Personal Details:	<p>Nordic Skiing Instructor, living and working in Leutasch / Seefeld, one of Austria's leading cross country skiing centres. It is a privilege to be part of a local team, teaching an activity I love – and relishing the opportunity to make full use of my foreign language skills.</p> <p>A Languages graduate, also professionally qualified as a teacher and banker.</p> <p>Qualification as Nordic Instructor followed a successful career in financial services, which encompassed a variety of roles, primarily based in London.</p> <p>These included managing relationships with business customers, as well as private clients in the City - and subsequently a pivotal role, leading the resolution of complaints across a major arm of a retail bank.</p> <p>After taking an early retirement option, broadened skills and knowledge base, by training as a teacher. Following award of PGCE, I accepted an approach by Barclays to undertake a Head Office contract, drawing on my expertise in customer relations. Upon completion, I decided to pursue my passion for Nordic skiing, as a full-time profession.</p> <p>Throughout my career I have enjoyed working closely with people, providing guidance and support, and helping them to develop skills and achieve aspirations.</p>
Professional Experience	
January 2012 to date	Skischule Leutasch, 6105 Weidach, Austria: Nordic Skiing Instructor 740 teaching hours over the last 3 seasons: group courses and private lessons
December 2013	Most recent annual professional development ('Fortbildung'), in accordance with the requirements of Snowsport Tirol; included First Aid refresher training

November 2012 2011	BASI Nordic Refresher Course - Sjusjoen Repair and sale of UK home; move to Austria, and application for ski school employment
Dec 2010 April 2010 March 2010 2008 – 2010	Legal Recognition of BASI qualification from local authorities in the Tirol First Aid and Child Protection courses passed / certificates obtained BASI Level 2 Nordic Instructor Course – Pass Developed technique in Nordic Skiing; refreshed foreign language skills Experience / training - Oberstdorf, Davos, Kandersteg, Seefeld, Sjusjoen
Aug 2006 - Jan 2008	Contract at Barclays, Canary Wharf, London (via Reed Employment): Manager, Head Office Customer Relations Team - Approached by Barclays to use experience and expertise, to provide leadership, guidance, and to support process and service improvements - Managed resolution of high profile, sensitive complaints and disputes
Sep 2005 - July 2006	University of Sussex - Postgraduate Certificate in Education Professional Practice in two Secondary Schools (Subjects: German, French) PGCE: Pass - with Masters Level credits for academic assignments
Feb 2005 - May 2005	Outplacement Training - Right Coutts Management Consultants Self-development, professional research, presentation, networking
Sep 1979 - Feb 2005	Career with Barclays Bank as permanent employee (pension drawn 2007) Principal Roles:
2001 – 2005	Senior Client Relations Manager, Premier Banking, Head Office - Led effective resolution of complaints, within framework of new regulatory requirements - Provided guidance when business changes were designed and implemented - Commissioned to join group working party, designing process improvements - Established database to analyse and tackle root causes of complaints - Negotiated solutions, mediated, when disputes reached board level - Motivated teams to improve service, deliver swifter response and resolution
1996 – 2001	Premier Banking Manager, Moorgate, London - Provided high quality, personal service to an international client base in the City - Researched and developed client portfolio from scratch - Delivered bespoke solutions to meet needs, which were often complex - Exceeded performance targets for each of last three full years in role
1992 – 1996	Local Business Manager, Portman Square Business Centre, London - Building effective relationships, meeting needs of corporate clients - Received high ratings for quality of risk management and customer service
1988 – 1992 1986 – 1988 1984 – 1986 1983 – 1984 1982 – 1984	Earlier roles included: Corporate Support Manager, Park Royal Business Centre, London Team Leader, Securities, Acton, London: included technical / legal support for lending Team Leader, Personal Lending Team PA to Director of Belgravia Business Centre, London 'Third Man' in West London branch: managing securities, international desk, and regularly deputising for office manager, or for branch manager

SECTION 2

Throughout Career	'Third Man' in West London branch: managing securities, international desk, and regularly deputising for office manager, or for branch manager
October 1988	Professional Training included practice and development of skills in: - Negotiation, Leadership, Business Development, Customer Care, Performance Coaching, Risk Management, Lending, Financial Planning Professional Qualification: ACIB examinations completed - Associateship of the Chartered Institute of Bankers (now ifs)
Education: 1975 – 1979	University: Emmanuel College, University of Cambridge Academic Year 1977 / 78 at Freiburg University, Germany on scholarship Degree: BA (Hons) in Modern Languages - German and French Tripos Part I: German 2.1; French 2.2; Tripos Part II: 2.2 MA (Cantab) awarded
1982	Tripos Part I: German 2.1; French 2.2; Tripos Part II: 2.2 MA (Cantab) awarded
1968 – 1975 1975 1973 1972	Secondary School: Maidstone Grammar School, Kent, England A-Level (and S-Level): German A1; French A1; Latin A O / A Level: Use of English (Pass) GCE O-Level: 8 Subjects (7 x Grade 1; 1 x Grade 2)
Other: Memberships:	British Association of Snowsport Instructors (BASI) Tiroler Skilehrerverband (Snowsport Tirol) Österreichischer Alpenverein Innsbruck Alumni networks for University of Cambridge and University of Sussex DAAD (German Academic Exchange Service) – Alumnus - Participated in DAAD Conference at Manchester University, September 2009 General Teaching Council for England (GTC) - professionally registered, prior to the abolition of the GTC in 2012 (records now archived) National Trust
Foreign Languages:	German; French (highly proficient in both languages, particularly German)
IT Skills:	Proficient in most aspects of:- Microsoft Office (Word, Excel, PowerPoint, Publisher)
Driving Licence:	Full UK Driving Licence (since 22 November 1989); no endorsements
Disclosure:	Basic Disclosure: 12 March 2013, and 05 April 2010 (Disclosure Scotland) Enhanced Disclosure: 29 August 2005 (re teaching qualification)
Interests:	Include: Nordic Skiing, Walking, Tennis, Travel, Photography, Music, Films, Crosswords

Martin Rugman

Nordic Director



Name: **John Mordue** Membership No: **616**

Willingness to stand in the office of Nordic Director – BASI

I have had lots of fun through Nordic skiing. I have been instructing groups since 1987.

I would I am keen that a new generation of leaders and instructors have the opportunities to engage in suitable cost – effective training.

Refreshers to be as accessible, useful and economical as possible. Use of online, and other new approaches to delivery explored.

Improve pathway for Nordic Instructors to be deemed competent in 'Winter skills'.

Nordic Manual – get this completed and made available both on paper and online.

Develop the website presentation of information about Nordic.

New initiatives to engage with the Nordic Membership.

Explore ways in which partnership working with Nordic clubs, Snowsport and other key organisations can be developed.

I will work to achieve significant identifiable improvements. I am hard working, persistent and get things done. I work well with others.

Personal Details:

Name: John Martin Mordue
 Date of Birth: 16/09/1947
 Address: Wendover, Grove Lane, Hackney, Matlock, Derbyshire DE4 2QF

1. Profile:

- I have extensive experience of Nordic skiing both in a personal capacity and through work as a leader with a wide range of organisations over 20 years. My 35 year career in local government has equipped me with the skills and knowledge to work with others to achieve significant change in challenging circumstances. My hope is that the combination of these factors will help me to work with others to significantly revitalise the Nordic side of BASI.
- Enthusiastic Nordic skier - Started Nordic skiing in 1986 with a course at Highland Guides. Skied extensively every year since about 1986 mainly in Norway and the Alps. Keen on both off-track skiing/telemarking, track and roller skiing. Even skied extensively in Derbyshire!
- Completed BASI Nordic Ski Teacher in 1996. Last Refresher November 2013. Leader/ Instructor for Kvitavatn Fjellstoge and Waymark Holiday between 1990 and 2012. Leader/ instructor for Nottinghamshire Ski Panel, YHA Dufton, XCUK and Exodus Holidays. Approx 8 weeks of leader/instructor activity booked for 2015.
- 35 year career in local government and as an independent consultant. Main focus on improvement of performance management systems and improved efficiency and output. See below for skills and knowledge gained.
- Involved in national IC NHS Consultation Group for 8 years and acted as LA Lead Officer for 4 years. Input helped to shape/improve new national data collections.
- Volunteer with Alzheimers Society since January 2012. Providing input at a strategic level to achieve improvements in key areas of policy.
- Significant amount of time available to the role of Nordic Director since finishing full time employment in 2012.

Skills and knowledge include:

- a) Excellent written skills include completion of minutes, writing reports, written responses to national consultations, production of written guidance for staff, writing of detailed strategic plans for complex organisations.
- b) Excellent presentation skills include presentations to senior managers concerning major organisational change, current performance and areas for performance improvement.
- c) Excellent numerical skills include capacity to calculate unit costs within large organisations, identify costs of current inefficiencies, estimate future demand based on current trends and demographic changes.
- d) Good skills in use of IT including word, excel, internet and experience of wide range of IT systems used by LA Adult Care Services. Capacity to work with technical IT specialists to develop new systems. Skills in data extraction using Business Objects and other software.
- e) Excellent people skills – co-ordination of work with groups of managers/other staff to achieve agreed improvements.
- f) Design of Surveys/Consultations – analysis and interpretation of results, development of appropriate responses to what the results tell us.

SECTION 2

Interests:	Walking, mountain biking, cross country skiing, surfing, modern jive, salsa, lindy hop, architecture, film, theatre, travel, gardening, home improvements. E.G. Completed Offas Dyke and the Dales Way on foot. Undertaken 'home made' routes by mountain bike from St Bees to Robin Hoods Bay and from North Wales to South Wales.		
Education	From	To	School / College
	1961	1966	St Peters School, York
	1966	1968	Nottingham University
	1970	1971	Bolton Institute of Technology
	1971	1973	New University of Ulster
	1976	1978	Sheffield University
	1989	1990	Clarendon College
	1996	1998	Clarendon College
	Qualifications		
	O-Levels – 10 A-Levels – 3 (Studying for Degree in Maths) Passed 1st Year (English & Aesthetics Degree) Passed 1st Year (English Degree) B.A. English (2.1) C.Q.S.W. (Certificate of Qualification in Social Work) RSA in Teaching English as a Foreign Language (NVQ Level 4 in TDLB)		
Employment:	From	Employer	Job Title
	Sep 2007 - Jul 2010	John Mordue Resources Ltd	Contracts to a number of Local Authorities focusing on performance improvement. Walsall, Hounslow, Surrey, Cornwall, Nottinghamshire.
	Sep 2007 - Aug 2008	Nottinghamshire County Council	Consultant in Performance Improvement, IT and Social Care.
	Sep 2001 - Sep 2007	Self Employed	Contracts to a number of Local Authorities focusing on performance improvement. Rochdale, Nottinghamshire, North Yorkshire, London Borough of Sutton, Barking and Dagenham, Bracknell Forest, Wiltshire
	Aug 1998 - Nov 2007	Nottingham City SSD	Performance Review Officer
	Apr 1998 - Aug 2008	Nottingham City SSD	ASW Training Coordinator
	Mar 1996 - Mar 1998	Nottinghamshire SSD	ASW Training Coordinator
	May 1994 - Mar 1996	Nottinghamshire SSD	Team Manager in Mental Health
	Jan 1993 - Mar 1994	Rotherham SSD	Inspection and Registration Officer
	Apr 1986 - Jan 1993	Nottingham City SSD	Social Worker in various teams including Community Mental Health and Hospital Care of the Elderly
	Apr 1980 - Apr 1986	Nottinghamshire SSD	Community Social Worker (seconded to Children's Society)
	Sep 1978 - Apr 1980	Family First Trust	Supervisor on Sociable Theatre - employment training for young people
	Jan 1976 - Sep 1976	Nottinghamshire SSD	Social Work Assistant
	Sep 1973 - Dec 1975	Basford Hall College of FE	Lecturer in English & General Studies
	Sep 1969 - Sep 1970	Mall School, Twickenham	Teacher- Maths and Science
	Jan 1969 - Sep 1969	Beaujoulais Restaurant	Chef
	Sep 1968 - Jan 1969	Jo Lyons	Operations Research Trainee

John Mordue

GENERAL MEETING – PROXY VOTING FORM

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

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)

Proxy Name (in capitals):

as my / our proxy to vote in my / our name(s) at the General Meeting of the Company to be held on 01 November 2014, Earl's Court, Hall 2, London, SW5 9TA at 5pm, and at any adjournment thereof.

I / We direct my / our proxy to vote on the following resolution 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.

RESOLUTIONS	FOR	AGAINST	ABSTAIN
1. "Ordinary Resolution 1" – Finance Director			
*Candidate: Heathley Clarke			
2. "Ordinary Resolution 2" – Nordic Director			
*Candidate: Martin Rugman			
*Candidate: John Mordue			
*Vote for only one candidate			
3. "Ordinary Resolution 3" – Adaptive Director			
*Candidate: Rachel Easton			
4. "Ordinary Resolution 4" – Secretary to the Board			
*Candidate: Don Bates			

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

Notes to the proxy form

- 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.
- 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.

SECTION 2

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 resolution 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 5pm on 30 October 2014)
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

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 5pm on the 30 October 2014).

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.

Please note: That voting for Finance Director and Secretary to the Board of Directors can be voted on by all current Full & Life Members. That voting for Nordic Director can be voted on by all current Full and Life Nordic Members. That voting for Adaptive Director can be voted on by all current Full and Life Adaptive Members.

**THE BRITISH ASSOCIATION OF SNOWSPORT INSTRUCTORS
LIMITED**

(A COMPANY LIMITED BY GUARANTEE)

DIRECTORS' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MAY 2014

DRAFT

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

COMPANY INFORMATION

Directors

Joseph Beer
Heathley Clarke
Gareth Roberts
Benjamin Kinnear
Andi McCann
Ian Linklater (Appointed 26 January 2014)
James Lamb
R M Easton
Stephen Burke

Secretary

Gareth Roberts

Company number

SC278963

Registered office

Morlich House
17 The Square
Grantown-on-Spey
Morayshire
PH26 3HG

Auditors

Johnston Carmichael LLP
66 Tay Street
Perth
PH2 8RA

Solicitors

Morisons
Erskine House
68 Queen Street
Edinburgh
EH2 4NN

Masson Cairns LLP
Strathspey House
Grantown-on-Spey
PH26 3EQ

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

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MAY 2014

The directors present their report and financial statements for the year ended 31 May 2014.

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 2013:

Joseph Beer	
Heathley Clarke	
Gareth Roberts	
Benjamin Kinnear	
Andi McCann	
Ian Linklater	(Appointed 26 January 2014)
James Lamb	
R M Easton	
Alexander Leaf	(Resigned 26 January 2014)
Stephen Burke	
James Davidson	(Resigned 24 April 2014)

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.

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

DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2014

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.

Qualifying 3rd party indemnity provisions

The company maintains insurance policies on behalf of all the directors against liability arising from negligence, breach of duty and breach of trust in relation to the company.

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

.....
Gareth Roberts
Director
.....

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

INDEPENDENT AUDITORS' REPORT

**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 2014 set out on pages 5 to 11. 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 1 - 2, 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 Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. 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 2014 and of its loss 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.

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

INDEPENDENT AUDITORS' REPORT (CONTINUED)

**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 and from preparing a strategic report.

Steven Menzies (Senior Statutory Auditor)
for and on behalf of Johnston Carmichael LLP

.....

Chartered Accountants
Statutory Auditor

66 Tay Street
Perth
PH2 8RA

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

PROFIT AND LOSS ACCOUNT

FOR THE YEAR ENDED 31 MAY 2014

	Notes	2014 £	2013 £
Turnover		1,297,067	1,245,560
Cost of sales		(848,546)	(772,133)
Gross profit		<u>448,521</u>	<u>473,427</u>
Administrative expenses		(1,031,310)	(864,166)
Other operating income		454,184	425,237
Operating (loss)/profit	2	<u>(128,605)</u>	<u>34,498</u>
Other interest receivable and similar income	3	5,143	8,372
(Loss)/profit on ordinary activities before taxation		<u>(123,462)</u>	<u>42,870</u>
Tax on (loss)/profit on ordinary activities	4	(249)	(949)
(Loss)/profit for the year	9	<u><u>(123,711)</u></u>	<u><u>41,921</u></u>

THE BRITISH ASSOCIATION OF SNOWSPORT INSTRUCTORS LIMITED

(A COMPANY LIMITED BY GUARANTEE)

BALANCE SHEET

AS AT 31 MAY 2014

	Notes	2014		2013	
		£	£	£	£
Fixed assets					
Tangible assets	5		560,199		569,935
Current assets					
Stocks		51,198		28,299	
Debtors	6	79,099		57,318	
Cash at bank and in hand		574,308		620,929	
		704,605		706,546	
Creditors: amounts falling due within one year	7	(378,005)		(265,971)	
Net current assets			326,600		440,575
Total assets less current liabilities			886,799		1,010,510
Capital and reserves					
Profit and loss account	9		886,799		1,010,510
Shareholders' funds			886,799		1,010,510

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and the Financial Reporting Standard for Smaller Entities (effective April 2008).

Approved by the Board for issue on

.....

Gareth Roberts
Director

Company Registration No. SC278963

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MAY 2014

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 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
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 Leasing

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

1.5 Stock

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

1.6 Pensions

The company contributes to the personal pension plans of certain employees. Contributions payable are charged to the profit and loss account in the year they are payable.

1.7 Other income

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

2 Operating (loss)/profit	2014	2013
	£	£
Operating (loss)/profit is stated after charging:		
Depreciation of tangible assets	22,026	21,343
Auditors' remuneration	5,600	5,500
	<u> </u>	<u> </u>

**THE BRITISH ASSOCIATION OF SNOWSPORT INSTRUCTORS
LIMITED
(A COMPANY LIMITED BY GUARANTEE)****NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MAY 2014**

3	Investment income	2014	2013
		£	£
	Bank interest	5,143	8,372
		<u>5,143</u>	<u>8,372</u>
		<u><u>5,143</u></u>	<u><u>8,372</u></u>
4	Taxation	2014	2013
		£	£
	Domestic current year tax		
	U.K. corporation tax	249	949
		<u>249</u>	<u>949</u>
	Total current tax	<u><u>249</u></u>	<u><u>949</u></u>

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

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2014

5	Tangible fixed assets	Land and buildings	Plant and machinery	Office fixtures fittings and equipment	Computer equipment	Motor vehicles	Total
		£	£	£	£	£	£
	Cost						
	At 1 June 2013	621,504	33,110	32,167	32,129	-	718,910
	Additions	-	-	-	12,290	-	12,290
	Disposals	-	-	-	(14,274)	-	(14,274)
	At 31 May 2014	621,504	33,110	32,167	30,145	-	716,926
	Depreciation						
	At 1 June 2013	61,783	26,664	31,224	29,304	-	148,975
	On disposals	-	-	-	(14,274)	-	(14,274)
	Charge for the year	12,429	3,133	592	5,872	-	22,026
	At 31 May 2014	74,212	29,797	31,816	20,902	-	156,727
	Net book value						
	At 31 May 2014	547,292	3,313	351	9,243	-	560,199
	At 31 May 2013	559,721	6,446	943	2,825	-	569,935
6	Debtors					2014	2013
						£	£
	Trade debtors					36,751	9,797
	Other debtors					42,348	47,521
						79,099	57,318

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

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2014

7 Creditors: amounts falling due within one year	2014	2013
	£	£
Trade creditors	92,938	36,348
Taxation and social security	249	9,155
Other creditors	284,818	220,468
	<u>378,005</u>	<u>265,971</u>

8 Pension costs

Defined contribution

The company contributes to the personal pension plans of certain employees. Outstanding contributions at the year end amounted to £nil (2013 - £5,400).

	2014	2013
	£	£
Contributions payable by the company for the year	<u>-</u>	<u>1,800</u>

9 Statement of movements on profit and loss account

	Profit and loss account £
Balance at 1 June 2013	1,010,510
Loss for the year	<u>(123,711)</u>
Balance at 31 May 2014	<u>886,799</u>

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

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2014

10 Financial commitments

At 31 May 2014 the company was committed to making the following payments under non-cancellable operating leases in the year to 31 May 2015:

	2014 £	2013 £
Operating leases which expire:		
Between two and five years	1,714	1,714

11 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.

12 Related party relationships and transactions

Other transactions

The company received subscriptions of £366,615 (2013 - £331,648) and sold goods and services amounting to £1,360,896 (2013 - £1,306,072) 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 2014 was £3,012 (2013- £6,765) and its capital and reserves at that date amounted to £43,023 (2013 - £40,011).

Net repayments of £12,781 (2013 - £7,293) were received from BASI Promotions Limited during the year. In addition the company charged BASI Promotions Limited £18,000 (2013 - £18,000) for management services.

At the year end the company was due £17,733 from BASI Promotions Ltd (2013 - £12,514). This advance is interest free, unsecured and is repayable on demand.

During the year The British Association of Snowsport Instructors Limited paid £102,801 (2013 - £61,088) for services from companies controlled by the directors. All transactions were on an arms length basis.

Company Registration No. SC194930 (Scotland)

BASI PROMOTIONS LIMITED
A COMPANY LIMITED BY GUARANTEE

DIRECTOR'S REPORT AND UNAUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MAY 2014

DRAFT

BASI PROMOTIONS LIMITED
A COMPANY LIMITED BY GUARANTEE

COMPANY INFORMATION

Director	David Renouf
Company number	SC194930
Registered office	Morlich House 17 The Square Grantown-on-Spey PH26 3HG
Accountants	Johnston Carmichael LLP 66 Tay Street Perth PH2 8RA
Business address	Morlich House 17 The Square Grantown-on-Spey PH26 3HG
Solicitors	Morisons Erskine House 68 Queen Street Edinburgh EH2 4NN

BASI PROMOTIONS LIMITED
A COMPANY LIMITED BY GUARANTEE

DIRECTOR'S REPORT

FOR THE YEAR ENDED 31 MAY 2014

The director presents his report and financial statements for the year ended 31 May 2014.

Principal activities

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

Directors

The following directors have held office since 1 June 2013:

David Renouf

Fergus Waters

(Resigned 1 October 2013)

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

.....
David Renouf

Director

.....

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 2014**

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 2014 as set out on pages 3 to 9 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

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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 2014

	Notes	2014 £	2013 £
Turnover		47,399	47,136
Cost of sales		(20,062)	(14,681)
Gross profit		<u>27,337</u>	<u>32,455</u>
Administrative expenses		(23,577)	(23,998)
Operating profit	2	<u>3,760</u>	<u>8,457</u>
Other interest receivable and similar income	3	<u>4</u>	<u>-</u>
Profit on ordinary activities before taxation		<u>3,764</u>	<u>8,457</u>
Tax on profit on ordinary activities	4	(752)	(1,692)
Profit for the year	9	<u><u>3,012</u></u>	<u><u>6,765</u></u>

BASI PROMOTIONS LIMITED**A COMPANY LIMITED BY GUARANTEE****BALANCE SHEET****AS AT 31 MAY 2014**

	Notes	2014 £	£	2013 £	£
Fixed assets					
Tangible assets	5		9,522		14,283
Current assets					
Stocks		35,368		23,260	
Debtors	6	11,402		1,815	
Cash at bank and in hand		9,069		21,850	
		<u>55,839</u>		<u>46,925</u>	
Creditors: amounts falling due within one year	7	<u>(20,434)</u>		<u>(18,340)</u>	
Net current assets			<u>35,405</u>		<u>28,585</u>
Total assets less current liabilities			<u>44,927</u>		<u>42,868</u>
Provisions for liabilities	8		<u>(1,904)</u>		<u>(2,857)</u>
			<u>43,023</u>		<u>40,011</u>
Capital and reserves					
Profit and loss account	9		<u>43,023</u>		<u>40,011</u>
Shareholders' funds			<u>43,023</u>		<u>40,011</u>

BASI PROMOTIONS LIMITED
A COMPANY LIMITED BY GUARANTEE

BALANCE SHEET (CONTINUED)

AS AT 31 MAY 2014

For the financial year ended 31 May 2014 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Director's responsibilities:

- The member has not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The director acknowledges his responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and the Financial Reporting Standard for Smaller Entities (effective April 2008).

Approved by the Board for issue on

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David Renouf
Director

Company Registration No. SC194930

BASI PROMOTIONS LIMITED

A COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MAY 2014

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 the sale of DVD's, badges, clothing and equipment 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:

Motor vehicles 25% straight line

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.

2 Operating profit	2014	2013
	£	£

Operating profit is stated after charging:

Depreciation of tangible assets	4,761	4,760
	<u> </u>	<u> </u>

3 Investment income	2014	2013
	£	£

Other interest	4	-
	<u> </u>	<u> </u>

BASI PROMOTIONS LIMITED
A COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MAY 2014

4	Taxation	2014	2013
		£	£
	Domestic current year tax		
	U.K. corporation tax	1,705	(1,165)
	Total current tax	1,705	(1,165)
	Deferred tax		
	Deferred tax (credit)/charge current year	(953)	2,857
		752	1,692
5	Tangible fixed assets		Plant and machinery etc
			£
	Cost		
	At 1 June 2013 & at 31 May 2014		19,043
	Depreciation		
	At 1 June 2013		4,760
	Charge for the year		4,761
	At 31 May 2014		9,521
	Net book value		
	At 31 May 2014		9,522
	At 31 May 2013		14,283
6	Debtors	2014	2013
		£	£
	Trade debtors	11,402	650
	Other debtors	-	1,165
		11,402	1,815

BASI PROMOTIONS LIMITED
A COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MAY 2014

7 Creditors: amounts falling due within one year	2014	2013
	£	£
Amounts owed to group undertakings and undertakings in which the company has a participating interest	17,733	12,514
Taxation and social security	1,901	4,078
Other creditors	800	1,748
	<u>20,434</u>	<u>18,340</u>

8 Provisions for liabilities

	Deferred tax liability
	£
Balance at 1 June 2013	2,857
Profit and loss account	(953)
	<u>1,904</u>
Balance at 31 May 2014	<u>1,904</u>

The deferred tax liability is made up as follows:

	2014	2013
	£	£
Accelerated capital allowances	<u>1,904</u>	<u>2,857</u>

9 Statement of movements on profit and loss account

	Profit and loss account
	£
Balance at 1 June 2013	40,011
Profit for the year	3,012
	<u>43,023</u>
Balance at 31 May 2014	<u>43,023</u>

BASI PROMOTIONS LIMITED
A COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2014

10 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.

11 Related party relationships and transactions

Other transactions

During the year net advances of £5,219 (2013 - net advances £7,293) were made to The British Association of Snowsport Instructors Limited. In addition the company was charged £18,000 (2013 - £18,000) 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 £17,733 (2013 - £12,514) and is included within creditors. This is unsecured, interest free and repayable on demand.



The British Association of
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