



# BASI

BRITISH ASSOCIATION OF  
SNOWSPORT INSTRUCTORS

# ANNUAL REPORT

December 2016





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# BOARD OF DIRECTORS

## Full Board of Directors 2015 – 2016

Chairman	Gareth Roberts
Chief Executive Officer	Andrew Lockerbie
Chair Elect	R. James Lister (Appointed Chair Elect April 2016 and Chairman October 2016)
Adaptive Director	Rachel Davies
Alpine Director	Craig Robinson (Appointed 25 April 2015)
Nordic Director/Vice Chairman	John Mordue (Appointed 25 April 2015 as Vice Chairman)
Snowboard Director	Ben Kinnear (Term concluded April 2016)
Telemark Director	Joe Beer (Term concluded April 2016)
Financial Director	Heathley Clarke
Legal Director	Robert MacVicar (Appointed April 2016)
Marketing Director	Tim Carter (Appointed 25 April 2015)
Members' Ombudsman	Andy Brook-Dobson (Appointed 25 April 2015, resigned 2 June 2016)
Trainers' Director	James Lamb (Re-appointed April 2016)
Secretary	Don Bates (Co-opted Secretary November 2015)

\*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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6 December 2016

Dear Fellow Member,

In this booklet you will find a package of important documents which will be discussed at the General Meeting on 28 January 2017 in Hotel Les Airelles, 25 Place du Baraty, 74110 Morzine, France at 5.00pm (local time):

**The Chairman's Report**  
**CEO's Report**  
**Voting Details for all Resolutions**  
**Draft Annual Accounts, for year ended 31 May 2016**

*Please note:* The minutes of the October 2016 GM have been posted online in the BASI Members' Area

#### Note to Members

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. 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:

The position of Ombudsman is vacant and is up for re-election. The purpose of the Ordinary Resolution is to consider and vote for the nominated person(s) seeking election and, if thought fit, to approve one candidate to fulfil the role as detailed.

#### How to vote

- A) All online votes can be cast via your Member Area on the BASI website. Log into your Member Area as usual and select the voting button to complete your vote. The online voting will open at 5.00pm on Friday 16 December 2016 and close at 5.00pm (UK time) on Thursday 26 January 2017.
- B) Voting by email or by post. Within this document you will find a voting form (page 23) and a proxy voting form (page 24). When voting on Director positions please ensure you vote for only one nominee per position. Please select the correct form, complete it, sign it and return it using one of the options below.

**Option 1.** By email to [krace@basi.org.uk](mailto:krace@basi.org.uk) (scan your completed voting form and return it by email). You can also print out the voting form and return it using the address below in Option 2. Deadline is 5.00pm, Thursday 26 January 2017.

Or

**Option 2.** For those who request hard copy printed documents, use the replay paid envelope, send it to: BASI (General Meeting), Morlich House, 17 The Square, Grantown-on-Spey, Morayshire, Scotland. PH26 3HG. Deadline is 5.00pm Thursday 26 January 2017.

The only other way to vote is by attending the meeting and casting your vote at the meeting or appointing a proxy to vote on your behalf at the meeting (please submit a completed proxy voting form by the deadline date, using Option 1 or 2 above).

- C) Vote in person at the BASI General Meeting to be held on Saturday 28 January 2017 at Hotel Les Airelles, 25 Place du Baraty, 74110 Morzine, France at 5.00pm (local time).

*Please note:* Voting for Ombudsman is open to all current Full & Life Members ONLY.



Gareth Roberts.

At the General Meeting in Tamworth on 29 October 2016, I formally passed on the Chair baton to James Lister, who was appointed Chair Elect at the General Meeting held in Hintertux on 23 April 2016. As this Annual Report refers to the period ending May 2016, for which I was still Chairman, I am

delighted to be presenting this, my final, BASI Annual Report, knowing that the Association is in a healthy financial position and many of the fundamentals requiring attention are either now in place or well underway.

New Directors were appointed to the Board at General Meetings held in April 2016. James Lamb was re-elected as Trainer Director, Robert MacVicar as Legal Director and James Lister as Chair Elect. There were no nominations for Snowboard, Telemark or Secretary to the Board and so the Board exercised the right to co-op Members to these posts. Following the April 2016 round of elections, Board induction training was organised and delivered to all Board Directors through the Sport and Recreation Alliance and this resource is now available for all new Board Directors to access.

I must acknowledge and thank the members of the Board who have served throughout my time as Chairman and re-state what a privilege it has been to have served the Association. The key responsibilities of the Board are focused in three main areas; agreeing the strategic plan, managing the CEO and ensuring the financial viability of the Association. This requires Board Members, who not only have the requisite skills and experience to fulfil these responsibilities, but the time commitment to dedicate to their role as Director. This goes beyond attending a board meeting every quarter and often involves many more hours of reading, consultation and discussion. The dedication of Board members has never been more evident than over the last year, where they have dedicated many man hours (unpaid) to address a number of the key projects undertaken in this financial year.

## Governance

In 2016, BASI's Articles of Association (AoA) continue to be reviewed by a short life working group (SLWG) of BASI Members co-ordinated by BASI's Legal Director; Robert MacVicar. Following the rejection of a new set of proposed AoA at a General Meeting in November 2015, this group has been tasked to take on board all the comments that have been submitted through previous Member consultations and to produce, with the help of an independent firm of solicitors, a new set of Articles which we hope will be ready to present to the membership for voting in 2017.

As well as the establishment of the SLWG, the Board also used the committee structure, allowed for under the AoA, to establish a number of key committees to address the workload surrounding core areas of Board responsibility namely; Remuneration and Finance Committee (Heathley Clarke, John Mordue, Robert MacVicar, Gareth Roberts, James Lister with Stephen O'Mara and Andrew Lockerbie invited to attend) and the Annual Plan Review Committee (Jaz Lamb, Gareth Roberts, Tim Carter, Craig Robinson, John Mordue, James Lister with invitations to attend extended to Andrew Lockerbie, Tania Alliod and Stephen O'Mara).

Both these committees have been established to ensure that the Board is addressing its ongoing obligations in these key areas, by more regular monitoring of performance against the budget and the annual strategic plan, with the Chief Executive Officer and other members of the office team. This gives the Board Members who sit on these committees a more meaningful insight into day to day operations and decision making and the confidence to then report back to the main Board on progress.

Establishing strong governance practices is fundamental to the professional standing of BASI as an Association but it is critical also to the trust and respect that Members have in the Association's systems, policies and procedures. Considerable work was undertaken in 2015/16 to review and update a number of BASI policies and procedures and this work will be ongoing, particularly when a new set of Articles is brought forward to ensure that the relationship between BASI policies and any new Articles is clear and consistent. All copies of current policies and procedures are available to view on the BASI website including the following updated documents: Code of Ethics, Disciplinary Procedure, Membership Policy, BASI Expenses Policy and Directors' Allowances, BASI Booking Terms and Conditions and the Privacy Policy.

The Disciplinary Procedure is a document that goes hand in hand with the BASI Code of Ethics and requires a Disciplinary Group to be set up, from which a Disciplinary Panel can be constituted, to consider disciplinary issues. The Disciplinary Group will be drawn from the membership and it is anticipated that the Disciplinary Group will be established in 2017.

Finally, with regard to governance, an updated Risk Register is now in place and reviewed on an ongoing basis by the Board and maintained by the CEO.

## Finance

BASI's '15/16 financial year end closed on 31 May 2016. A draft of the '15/16 financial accounts has been produced by the auditors (subject to final adjustments) and there are some strong positives to report;

- Stronger sales were achieved in '15/16 compared to the previous year

- Effective cost control, across all areas of activity, has been significant

The '15/16 financial year also included two significant project expenditure items; the new iMIS (website/crm system) and Interski 2015; however, the overall financial position at the end of May 2016 is significantly improved from the previous year.

Whilst the overall financial position is strong, the legal case; BASI v Butler has incurred costs for the membership. A legal cost provision has been made within the draft financial year end accounts for '15/16 for a total of £150,000. The case has now been concluded and a full statement can be found on the BASI website.

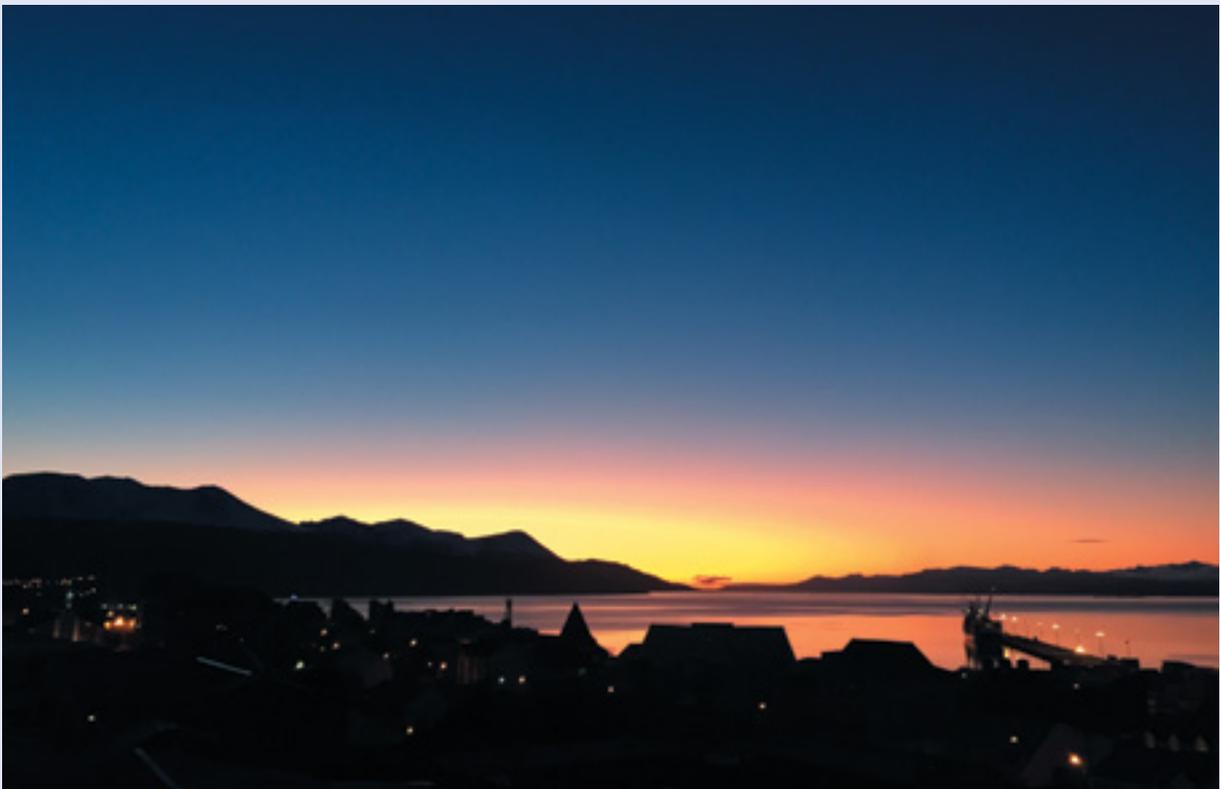
In line with government requirements, a staff pension scheme was implemented from 1 June 2016. Due to the implementation of the new iMIS office management system in the summer of 2016, the visit by the company auditors, Johnston & Carmichael, was postponed from summer to late autumn and so, this Annual Report contains a draft set of accounts for '15/16 prepared by the auditors, for Members' consideration. In accordance with statutory requirements, the final accounts will be signed and submitted to Companies House before the end of March 2017.

A full commentary on the draft accounts is available on pages 31 and 32.

### Interski 2015 – Ushuaia, Argentina

BASI has attended Interski since the 1960s and a key objective of our attendance is to improve the credibility of our qualifications, and therefore, the employability of BASI Members around the world. The event showcases the performance of each attending nation through slope demonstrations while the technical aspects and strengths of the qualification pathways are delivered through on-slope and off-slope workshops. BASI's work on qualification alignment with the University of Edinburgh was presented by Dave Renouf as part of a key note lecture. Over thirty nations attended Interski 2015 and it remains a cost effective way of BASI meeting and developing relationships with individual countries.

Planning and preparation for an Interski event requires considerable time and resources, applied and focused over a four year event cycle. In total, close to £100k was spent on the delivery and execution of this event over the four years from team selection to event execution. The event location for 2015, at the very southern point in Argentina, added to the event costs, as have previous Interski events in places like Japan and Korea. Interski provides an opportunity once every four years to make a significant impact on the global snowsports scene – one that BASI can build on over the four years until the next event.



*Ushuaia at dawn by Ben Kinnear*

The BASI delegation had a successful event in Argentina 2015. Success was achieved on and off the mountain in many different ways: the high performance skiing, the professional conduct of the team, how we looked and what we achieved. BASI's delegation participated fully across all activities at Interski 2015. These included; success in the dual slalom event, the Freeride and Snowboard programme, Adaptive, Telemark and the IVSS ski school programme covered by representatives from BASI's delegation, and the elections for the new Interski Presidium where Dave Renouf was voted in as 1st Vice President. With the Demo Team as its showcase, together with everyone who attended, this helped BASI achieve its key objective "To promote the credibility and employability of BASI qualified instructors to the global snowsports industry".

BASI's attendance at Interski 2015 was a success in many ways. A number of key objectives were laid down in an Interski communications plan and the Association continues to see the benefits of these objectives detailed below.

## Key Member Objectives

1. To promote the credibility and employability of BASI qualified instructors to the global snowsports industry. This is evidenced by seeing an increase in use of the BASI jobs board by overseas employers and UK employers.
2. To research, collate and present key information on other nations that will be useful and add value to the BASI membership. This will be evidenced by a comprehensive resource of videos, notes and information on the BASI Interski 2015 website. [www.basiinterski.org.uk/resources/other-countries-resources/](http://www.basiinterski.org.uk/resources/other-countries-resources/)

## International Objectives

1. To promote the credibility of BASI as a qualifications training body to the global snowsports industry. This is to be evidenced by Dave Renouf who currently represents BASI on the ISIA Committee and the IVSS committee. Dave, along with Jutta Hannig, delivered the IVSS key note lecture. Dave Renouf, also stood for election for Interski President. Whilst Dave failed to achieve the Presidency by one vote, he was elected as 1st Vice President to the Interski Presidium. BASI is now represented on three of the four global snowsports bodies; Interski, ISIA and IVSS.
2. To develop closer bilateral relationships with countries that have the potential to employ more BASI Members. Following work at Interski 2015, and since, Roy Henderson has already attended the Swiss Snowsports Ski School Directors' Annual Meeting, The Canadian Trainers' Conference and the PSIA Conference in November 2016. The Americans were so

impressed by BASI's work with the University of Edinburgh on aligning its qualifications with the Scottish Credit and Qualification Framework that Dr Peter Allison (now based at Pennsylvania State University) will be working with the PSIA to align its snowsport qualifications.

In conclusion, the BASI Board and the office staff have worked very hard this year to deliver on the strategic plan across a number of areas. Thanks are due also to the Members who are giving their time to the SLWG and those who have, over the year, contributed to the consultations and played an active part in supporting these developments.

The Association is in a healthy financial position, the office team is strong and key reviews, particularly in the area of governance, are either complete or underway. In October 2016, my term as Chairman came to an end and I passed on the responsibilities of Chair to James Lister. At a time when BASI will begin negotiating working rights for Members bilaterally across Europe, it seems that BASI has elected a new Chair with the requisite skills to steer BASI through what will be a challenging period in Europe.

James has been living and working throughout the EU from an early age. He is now a resident in France, runs a number of businesses from there, has a French wife and speaks fluent French, Italian and Spanish and makes himself understood in a number of other languages! James is well known and respected in a number of the EU countries in which BASI will be seeking discussions on working rights post-Brexit and he has the appropriate skills, cultural awareness, diplomacy and acumen to lead BASI's negotiating team. I wish him every success.

The core of what BASI does however is the BASI training courses and continuous professional development programmes that the Members participate in, and that the BASI Trainers deliver with expertise and professionalism. Maintaining these high standards whenever we deliver for clients remains a BASI core strength and one that underpins our international credibility and the sustainability of our profession.



Gareth Roberts  
*Chairman*



Andrew Lockerbie

2015/16 has seen another busy year at BASI and, as the Chairman's report indicates, considerable work has been undertaken, not only by the office staff, but also by the Board of Directors, on key project areas like governance. I too want to add my thanks to those of the Chair and acknowledge the Directors and the Members who have

engaged throughout the Articles of Association consultation process.

In the annual plan for '15/16 there was an emphasis on ensuring we built robust foundations for the governance of BASI, as well as delivering relevant instructor and coaching courses that meet our industry needs, and that are desired by industry employers both nationally and internationally.

Ever mindful of strongly voiced comments from Members who attended the 2014 General Meeting, we have focused effort and energy in trying to improve performance across these key areas.

#### You said.....

Improve communication with Members

More transparency at Board level

Board Governance improvements

Better representation of Level 1 and Level 2 instructors

Reduce costs and manage expenditure

Get Members more actively involved in all aspects of BASI

#### We did...

- With the aim of addressing transparency at Board level and improving communications, we introduced a monthly report directly from the Chairman and the CEO. The Chair/CEO monthly report provides updates on key events and meetings attended by Directors, CEO and staff, new policy decisions or developments, a summary on notable financial movements for the month as well as course bookings for the month and job postings.
- The Chairman's report explains the work that has been undertaken to strengthen BASI's governance with the work being conducted on the Articles of Association review, along with updates of key policies and procedures. It is worth restating also, that in the new set of proposed Articles presented to the membership at the General Meeting in 2015 (which did not receive the required 75% percent in favour to adopt), the new Articles proposed establishing a Members' Council specifically to address the request to have better representation of Level 1 and Level

2 Members, as well as increasing the number of Members actively involved in more aspects of BASI.

- **Governance** – the following key policies and procedures have been updated: Code of Ethics, Disciplinary Procedure, Membership Policy, BASI Expenses Policy and Directors' Allowances, BASI Booking Terms and Conditions and the Privacy Policy
- **Transparency and engagement** – the Facebook BASI community hub now has three Members administering the site (one of whom is Donald Musk from the office staff). A new BASI Interski website was created specifically for Interski 2015. As well as featuring the BASI Interski team, their preparations and sponsor acknowledgements, it serves as a resource library for all the information collected by the BASI team members from the participating nations. Members can access the resource library here: [www.basiinterski.org.uk/resources/](http://www.basiinterski.org.uk/resources/).
- New areas of industry engagement included BASI's attendance at the Ski Industries of Great Britain Ski Test in Kuhtai, Austria. The objective is to not only strengthen our relationship with the UK equipment importers, but to build a relationship with the UK retail sector too.
- EU and UK government meetings have been ongoing where BASI continues to represent Members' interests with regard to the development of working rights for snowsports instructors under a possible EU Delegated Act. This has involved regular meetings with UK government departments involved in policy development.
- Opportunities for Level 1 and 2 Members continue to be developed with work opportunities continuing to grow via the BASI jobs board (<http://jobs.basi.org.uk/>). Meetings have taken place also with the Andorran authorities and ski schools which have expressed an interest in attracting back BASI qualified instructors for their ski schools.
- Providing courses where and when Members want them has resulted in a review of the course planning calendar and included a Member survey on course requirements. In Scotland, BASI ran courses for the first time at Bearsden Ski Club, Bellahouston and Hillend Ski Centre.
- Dr Pete Allison (University of Edinburgh) and Dave Renouf continue to make steady progress on the alignment of the BASI qualifications with the Scottish Credit and Qualification Framework (SCQF). The Level 1 and Level 2 qualifications are aligned for all disciplines. The next phase is to align Alpine Level 3 and Level 4, followed by the other disciplines in 2017.
- In response to Member requests, BASI also ran its own first aid courses in 2015/16. The courses

were run in conjunction with larger BASI course programmes in Zermatt and Hintertux. UK courses were scheduled also at various snow domes and these proved to be popular.

- The draft accounts for '15/16 illustrate the good housekeeping that all staff have exercised in managing costs and expenditure. There is a more detailed explanation of the accounts in Section 3. One area in which Members have directly benefited from a cost/benefit review, has been Members' Professional Liability insurance cover. Cover has been increased from £5 million to £10 million for a similar price to the previous year.

## Membership and Course Participation '15/16

A full range of membership and course participation statistics are available on page 17. I can report that Membership at the end of the 2015 subscription year (30 September 2015) showed a slight drop to 6,207 members from the previous end of year (30 September 2014) of 6,273.

## Staff

Over the last year we said goodbye to Keedy Noble who went to spend the winter in the Alps and work towards gaining further BASI qualifications; also Anna, who left us after ten years to go and work in her local distillery!

We welcomed Daisy Fothergill and Nicola Stevenson as full time members of staff in Membership and Training; also Cathryn Williamson who came in to support Membership and Finance whilst the iMIS implementation took place. Both Nicola and Cathryn have worked for BASI before, when the office was based at Glenmore.

Karen Niven stepped up to a new role to support Roy Henderson as Assistant to the Training Manager and is proving invaluable in her new post.

Mike Crawford and Kevin Edwards have completed a year as full time trainers on a 26 week contract. This has been a great success and helped considerably with Trainers' allocations, Trainer support on the large courses in Zermatt and Hintertux and building relationships with UK venues. We plan to budget to appoint additional Trainers with this contract arrangement in future.

## Operational Plan

In line with the strategic plan, there is an annual operational plan. The management team hold a quarterly meeting to identify and agree the top three operational plan priorities for the next quarter. Progress is reviewed at a weekly management team meeting and each department holds a short weekly task meeting to ensure the operational priorities

are communicated, understood and progressed by all. Twice monthly, we have a staff meeting for everyone, and there is day to day co-operation and discussion on a whole range of on-going projects and topics. This combination of formal and informal communication seems to work well for all the staff and ensures that the whole team maintains a focus on delivering for the BASI membership.

As we move forwards it is my intention to continue to update the membership on progress with the operational plan and strategic plan by way of the Chair/CEO monthly report.

## iMIS Implementation

Following months of hard work, the new office iMIS system went live on Tuesday 2 August, 2016: - although the date falls just outside the financial and operational year for '15/16, the project scale and significance make it worthy of note in this report. The iMIS project included the build of a new BASI website and a new member relationship management system. The iMIS platform is specific to membership organisations and is now live to Members and users. The initial feedback from the majority has been positive, and work is ongoing to refine existing processes and features.

The implementation of the new website and member management system is a significant investment for the Association. The iMIS platform that we are now using will develop with the Associations' future needs and requirements.

The project has required a huge team effort from everyone in the BASI office and I want to acknowledge and thank the team for their good humour and resilience throughout. A special thank you must go to Debbie Khadi who led the project from the start and to Donald Musk and Andy Thomson (neither of whom have any web development training) who worked diligently with help and support from the iMIS technical team to build the website from scratch.

## Training and Course Development

In response to a request from the membership, BASI launched its own first aid courses in '15/16. Courses were scheduled in UK venues as well as part of the Zermatt and Hintertux course programmes.

BASI coaching courses have been written and are now being delivered and are compliant with the Scottish Credit and Qualification Framework (SCQF). Work has been successfully completed also by Dave Renouf to ensure that the Alpine Level 3 and Level 4 qualifications are now aligned to the SCQF. The focus for the coming year will be to align Level 3 and Level 4 Snowboard, Telemark, Adaptive and Nordic.

Members who have qualified at either Level 1 or Level 2 in the past five years have been issued with

new course certificates that reflect the SCQF credits and these are now detailed on the reverse of the new Level 1 and Level 2 certificates.

Considerable work has been achieved in updating and improving course resources including the availability of all the BASI manuals in PDF format on the BASI website and via an App. This meets another direct request for the membership; to make the manuals available in digital format so they do not have to be carried all over the world! All the Alpine course workbooks have been updated this year with other disciplines' workbook updates to follow.

It is BASI's intention to make more course resources available to Members online in a digital format. This is a phased project and, part of the first phase was completed this year, when the Central Theme and Fundamentals were filmed. The next phase involves the development of detailed structure and content suitable for online learning.

### Annual Plan '16/17

The Annual Plan for '16/17 continues to build on the foundations laid through this year's activity.

- Resources and Course Materials. Continue to look at digital user-friendly platforms to host resources, online learning modules and standardised lectures to improve delivery consistency. The Common Theory course content will be split and moved into coaching, mountain

safety and online courses. This will remove the need for the Common Theory course and reduce the costs of Level 3 for Members. Adaptive Level 1 (two day/weekend modules) are being developed in response to market needs.

- Articles of Association. Conclude the work of the Short Life Working Group so that a new set of Articles can be brought forward for the membership to consider and vote on.
- Business Partner Contracts Renewals. Review and implement the renewal process for Business Partner agreements as per the 3-year renewal cycle.
- Alignment of Qualifications. Complete alignment for Level 3 and Level 4 across all disciplines.

Many sound foundations have been achieved in '15/16 and this can now be built on and developed for '16/17. My thanks to all the office staff and Board Members for their achievements this year; also to those Members who have contributed their thoughts and time to the process. We have another busy year ahead.



**Andrew Lockerbie**  
*Chief Executive Officer*



BASI presents a number of awards annually to celebrate contributions from individuals who have made outstanding contributions to the Association.

## THE HAZEL BAIN AWARD

This award is presented in memory of Hazel Bain, who was BASI's first paid office employee in the early years of the Association. Hazel's photographic memory and ear meant she knew everyone's name, membership number, face and course participation by recall - even when just hearing 'Hello' over the phone! It is given annually for services to BASI. This year it was awarded to Dr Peter Allison.



*Dr Peter Allison, Pippa Middleton and Gareth Roberts - Hazel Bain Award*

**Dr Peter Allison** – Head of the Graduate School of Education and Sport at the University of Edinburgh. Peter has led the collaboration between BASI and the University of Edinburgh to align and credit rate the BASI qualifications against the Scottish Credit and Qualification Framework.

The qualification framework is a mechanism for recognising skills from many different awarding bodies. It allows comparison and evaluation by academic institutions and employers alike to identify levels of skills and knowledge achieved by individuals. By undertaking the alignment, BASI qualifications are gaining broader recognition beyond snowsports and it is Dr Peter Allison who has supported BASI throughout the process.

As well as overseeing the alignment project's academic requirements, Pete has fully engaged with the Association and its range of stakeholders. He has supported, and continues to support, the Training Body by working with the Trainers to improve consistency in the assessment process. He has made himself readily available to the Members to answer questions on alignment queries and he has spent time working with Dave Renouf and Roy Henderson in the office to clarify the qualification syllabus.

Peter has also been instrumental in establishing a PhD research position at the University of Edinburgh. The successful PhD student will be researching experiential learning, specific to snowsports, and this will be directly beneficial to the future development of BASI and its teaching methods.

Dr Peter Allison has recently moved to the United States to take up a new role at Pennsylvania State University. He will continue to work part-time with the University of Edinburgh and BASI to complete the qualification alignment process for all the BASI disciplines and oversee the work of the PhD student.

Interest in the snowsports qualification alignment work, led by BASI and University of Edinburgh, has been noted by the Professional Ski Instructors of America (the US equivalent of BASI) and Peter will also begin work with the Professional Instructors of America (PSIA) to undertake a similar alignment process with their qualifications.

BASI would like to thank Peter for his commitment to this project and wish him all the very best in his new role at Pennsylvania State University. An overwhelmed Peter was presented with his award by Pippa Middleton and Chairman, Gareth Roberts at the DSUK Paraball in London on 28 April 2016.

## JIM BRYDEN AWARD



**Giles Lewis** – was awarded the Jim Bryden Trophy for the active contribution he has made throughout the year in assisting the Training Manager on a range of projects, not least; course development, online resource content ideas, workbook updates and the alignment process.

## BASI OFFICE STAFF



Nicola Stevenson



Cathryn Williamson

The BASI office welcomed new staff, Nicola Stevenson and Cathryn Williamson in 2015/16. Both ladies have worked with BASI before and we are delighted they have joined the office team. We said goodbye to Nick McKelvey, who has returned fulltime to the University of Stirling, where he is doing a Masters in Sports Management. Eilidh Malcolm secured a job in London with Nectar Points and took up her new role in June 2016 while Keedy Noble headed to the European Alps to work and pursue her BASI Level 3. Andy Thomson joined

BASI as a student placement at the beginning of July 2015. Working across a number of projects in the office, Andy has played a key part in the development of the new BASI website and Members' platform.

## FULL TIME TRAINERS

For the first time, BASI employed two Trainers on a 26-week annualised contract. Mike Crawford and Kevin Edwards were employed to fill the new roles. This has been a great success and they have been out and about, not only delivering courses, but providing staff training for a number of UK slopes and indoor snow domes as well as providing support for the training department at the big course venues like Hintertux and Zermatt. The arrangement has been so successful that we plan to increase the number of Trainers on this contract moving forwards. It has resulted in improved trainer allocation on courses and provided a valuable resource and additional point of contact for the UK venues.



Mike Crawford



Kevin Edwards

## BASI APPROVED SNOWSPORT SCHOOLS

Two Scottish based snowsport schools successfully completed their quality assurance programmes in the '15/16 season. Along with Arinsal Ski School - Andorra, FREE-SKI in Aviemore and European Ski School – Les Deux Alpes, France brings the total number of BASI Approved Schools to five.

Cairngorm Mountain Snow School owned by the new operators - Natural Retreats - at Cairngorm also became quality assured at the beginning of the '15/16 season. Tim Davey, Snow School Manager, Cairngorm Mountain Snow School said:

*"We are absolutely delighted to have recently become a BASI Approved Ski School. Having launched our brand new Snow School only this year, the Quality Assurance programme has helped us ensure that we have all the right procedures, staff training and infrastructure to deliver top quality snowsports lessons. We hope that this is just the start for us and we are looking forward to working with BASI over the coming years!"*



Freshtracks - Glenshee 2016



The Snowsport School - Cairn Gorm 2016

FreshTracks Glenshee was formed by Annie Bryden and Alan McClement in 2011. The school was formerly known as Cairdsport, Glenshee Ski School, established by Derek Brightman and Sandy Caird in 1960 when Glenshee first opened. FreshTracks became quality assured at the end of the '15/16 season. Commenting on FreshTracks success, co-owners, Annie and Alan said:

*"We are very proud of our team here at FreshTracks. They have invested considerable time, effort and money to become qualified instructors and are all dedicated to the success and professional standards of the school. Achieving this award is a reflection of the hard work that our team puts in, from our booking staff and hire team right through to instructors. They are all dedicated to getting it right for every FreshTracks customer. It's been a valuable experience for everyone."*

## CANADIAN SKI INSTRUCTORS ALLIANCE EXCHANGE

As a direct result of Interski 2015, BASI's Training Manager, Roy Henderson, was invited to observe and participate in the CSIA end of season course programme. Roy had the opportunity to observe CSIA Level 3 course delivery as well as presenting to the CSIA Level 4 Trainers' Course. Roy's presentation focused on BASI's qualification pathway and teaching philosophy. Similar invitations have been extended to BASI to take part in the Swiss Trainers' Conference and the PSIA Conference in the United States. All these invitations are a direct result of participation in Interski and they provide valuable opportunities to build relationships and pursue work opportunities for Members.





## INTERSKI 2015



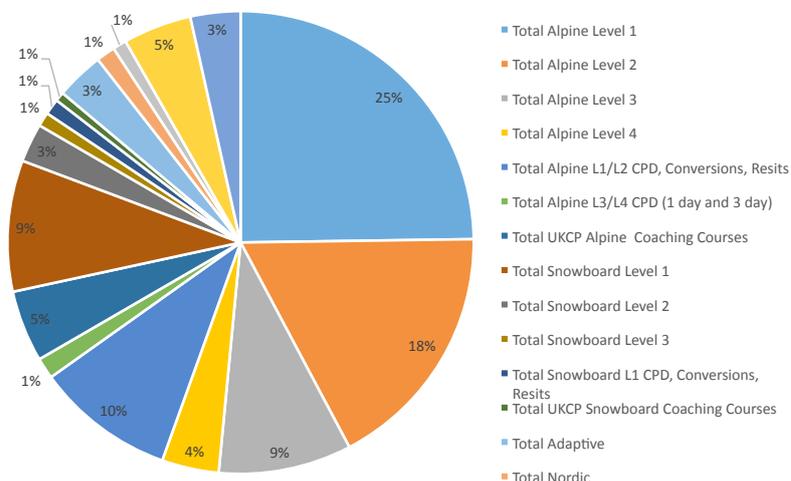
## BASI HEADS EAST

In November 2015 BASI ran its' first Snowboard Level 1 courses in Chongli, China, BASI Trainer, Steph Wiehe, led the way and delivered three weeks of BASI Level 1 courses back to back via an interpreter. Further courses, including a Snowboard BASI Level 2, took place in March 2016 and further courses are being organised by BASI's Business Partner – CASSI for 2016/17.



## BASI MEMBERSHIP AND COURSE STATISTICS

**BASI Course Participants by Discipline and Level 1  
from 1 June 2015 to 31 May 2016**

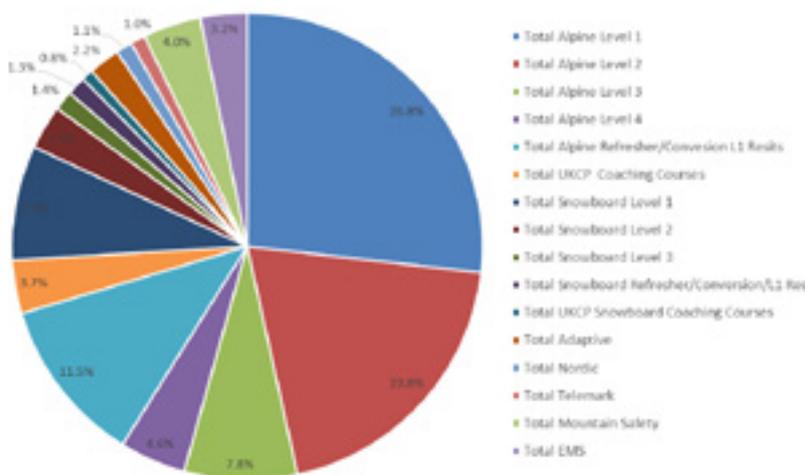


	Participants	%
Total Alpine Level 1	808	24.8
Total Alpine Level 2	571	17.5
Total Alpine Level 3	301	9.2
Total Alpine Level 4	129	4.0
Total Alpine L1/L2 CPD, Conversions, Resits	315	9.7
Total Alpine L3/L4 CPD (1 day and 3 day)	48	1.5
Total UKCP Alpine Coaching Courses	163	5.0
Total Snowboard Level 1	299	9.2
Total Snowboard Level 2	88	2.7
Total Snowboard Level 3	32	1.0
Total Snowboard L1 CPD, Conversions, Resits	36	1.1
Total UKCP Snowboard Coaching Courses	21	0.6
Total Adaptive	109	3.3
Total Nordic	43	1.3
Total Telemark	31	1.0
Total Mountain Safety	155	4.8
Total EMS	113	3.5
<b>Grand Total</b>	<b>3262</b>	<b>100.0</b>

**Notes:**

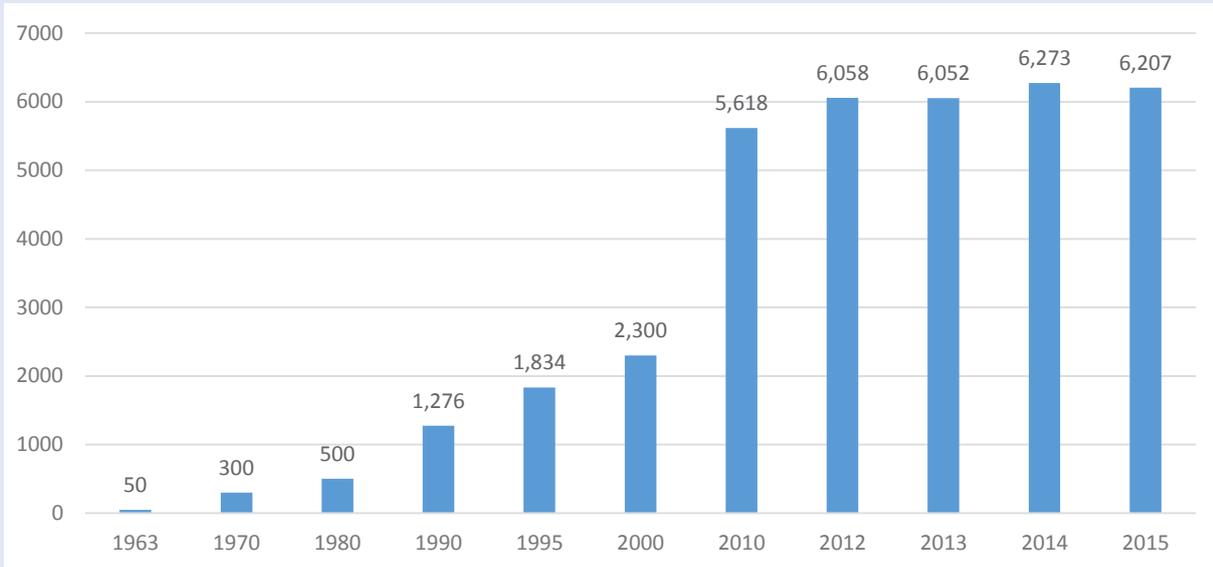
1. Numbers are for participants on BASI courses, run from 1 June 2015 to 31 May 2016.
2. Sold 116 fewer course places than during the '14/15 financial year (3.4% decrease).

**BASI Course Participants by Discipline and Level 1  
from 1 June 2014 to 31 May 2015**

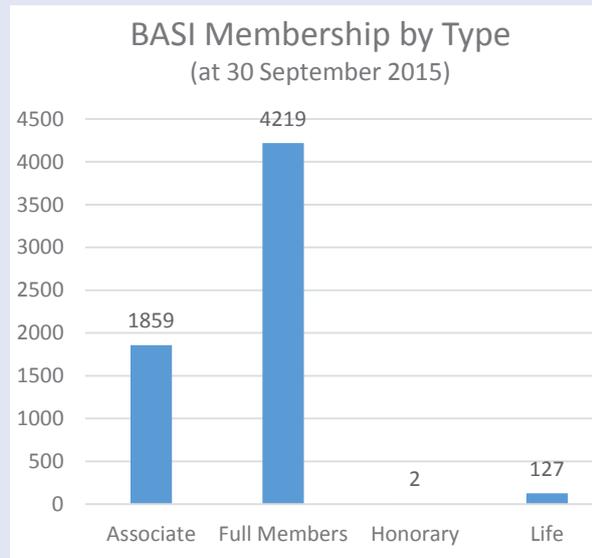
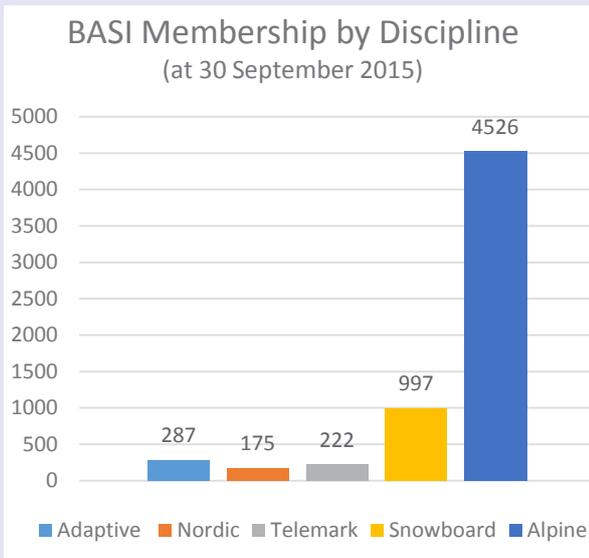


	Participants	%
Total Alpine Level 1	905	26.8
Total Alpine Level 2	668	19.8
Total Alpine Level 3	262	7.8
Total Alpine Level 4	154	4.6
Total Alpine Refresher/Conversion L1 Resits	388	11.5
Total UKCP Coaching Courses	125	3.7
Total Snowboard Level 1	268	7.9
Total Snowboard Level 2	103	3.0
Total Snowboard Level 3	46	1.4
Total Snowboard Refresher/Conversion/L1 Resit	44	1.3
Total UKCP Snowboard Coaching Courses	27	0.8
Total Adaptive	73	2.2
Total Nordic	38	1.1
Total Telemark	34	1.0
Total Mountain Safety	135	4.0
Total EMS	108	3.2
<b>Grand Total</b>	<b>3378</b>	<b>100</b>

BASI MEMBERSHIP TOTALS



The membership total dropped slightly by 66 Members from 6,273 Members at 30 September 2014 to 6,207 Members at 30 September 2015.



This chart shows a snapshot of the membership composition at 30 September 2015. New subs are payable on 1 October annually.



**NOTICE OF GENERAL MEETING  
AND BOARD OF DIRECTORS' NOMINATIONS**

**Agenda**

**5.00pm Saturday 28 January 2017,  
Hotel Les Airelles, 25 Place du Baraty, 74110 Morzine, France**

- 1. Apologies**
- 2. Introduction from the Chairman**
- 3. Ratification of Previous Minutes (Tamworth, 29 October 2016)**
- 4. Presentation of DRAFT Annual Accounts (2015-2016)**
- 5. Presentation of Annual Awards (Hazel Bain)**
- 6. Vote on Ordinary Resolution(s)**

**Break for voting / counting if required**

- 7. General Meeting Closed**

### NOTICE OF A GENERAL MEETING

**The British Association of Snowsport Instructors Limited**  
**(Company Number SC278963)**  
**("BASI")**

Notice is hereby given that a General Meeting of BASI shall be held at The Hotel Airelles, 25 Place du Baraty, 74110 Morzine on Saturday 28 January 2017 at 5.00pm (local time) for the following purpose:

To consider and, if thought fit, pass the following resolution;

**Ordinary Resolution 1**

That John Arnold or David Jackson be appointed as Ombudsman, with Full and Life Members having the right to vote in favour of the candidate as follows:

i) That John Arnold be appointed as Ombudsman;

Or

ii) That David Jackson be appointed as Ombudsman

Members are invited to attend the General Meeting at 17.00hrs and take part in a CPD session from 13.00hrs to 17.00hrs, prior to the General Meeting. The CPD can be booked online, for a discounted price of £25. Joining instructions for the CPD will be sent directly by email to Members.

By order of the Board.

Dated: 16 December 2016



R. James Lister  
*Chairman*

[james.lister@basi.org.uk](mailto:james.lister@basi.org.uk)

**Registered office:**

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

**Notes**

- 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 a proxy form is included 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.
  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 your vote.
  4. All voting forms can be found on pages 23 and 24. Voting forms can be returned by email or by post and must be returned no later than Thursday 26 January 2017 at 5.00pm. Return by email to [krace@basi.org.uk](mailto:krace@basi.org.uk) or by post to BASI, Morlich House, 17 The Square, Grantown-on-Spey, Morayshire, Scotland. PH26 3HG.
  5. All online votes can be cast via your Member Area on the BASI website. Log into your Member Area as usual and select the Voting button to complete your vote. The online voting will open at 5.00pm on Friday 16 December 2016 and close at 5.00pm on Thursday 26 January 2017.
- Note:** You will be unable to vote in this election unless you have paid your 2016/2017 membership subscription.

## CONTESTED VACANCY

POSITION	NOMINEE	NOMINATED BY	SECONDED BY
<b>Ombudsman</b>	John Arnold (Membership No 1209)	Jaz Lamb (Membership No 1646)	Phil Smith (Membership No 1262)
<b>Ombudsman</b>	David Jackson (Membership No 18795)	Tim Carter (Membership No 8655)	Andy Bridgman (Membership No 8990)

All online votes can be cast via your Member Area on the BASI website. Log into your Member Area as usual and select the voting button to complete your vote. The online voting will open Friday 16th December 2016 at 5.00pm and close on Thursday 26 January 2017 at 5.00pm.

NB – Membership for 2016/17 must be current in order to cast your vote. You will be unable to vote in this election unless you have paid your 2016/17 subscription.

**Ombudsman**

Name: **John Arnold** Membership No: **1209**

*Willingness to stand as Ombudsman – BASI*

I am willing to stand for the position of Ombudsman and will be prepared to serve BASI in this role on the Board of Directors if the membership choose to elect me.

In putting myself forward for the Ombudsman I understand the role as described in the Articles of Association (56 – 61 inclusive). I would endeavour to work with honesty, integrity and diligence to carry out this function, working in the best interests of the Association

and its Members.

I have worked in the snowsport industry for over 30 years in a variety of teaching, coaching, managing and Director roles. In those years I have worked in the UK, New Zealand, America and Europe, giving me insight into different systems and working environments. I believe I have a breadth and depth of experience and knowledge to undertake the role of Ombudsman on behalf of the membership.

For a period I enjoyed working as a BASI Trainer and have held volunteer roles on various BASI working groups. I am the author of a number of UK snowsport facility feasibility studies and have also fulfilled the function of an Expert Witness in a snowsports context.

Outside the snowsport industry I work in professional development and training, providing companies with coaching and mentoring to senior executives and their teams. I also enjoy giving some of my time to charitable organisations working as a Project Director and have led Educational Development programmes in Nigeria and Uganda.

I would very much look forward to serving BASI and its membership in the future.

*John Arnold*

**Ombudsman**

Name: **David Jackson** Membership No: **18795**

*Willingness to stand as Ombudsman – BASI*

I confirm my willingness to serve on the BASI Board in the role of “Ombudsman”.

I am a mature skier and snowboarder of some fifteen years and my first discipline is snowboarding. I would like to serve the membership as a Member of the Board to add some diversity to skiing and snowboarding.

I hear a lot from colleagues and friends and other groups about how snowsports is elitist and exclusive and my own experience tells me this is simply just not the case. I think with my inclusion onto the Board I can help promote participation and introduce more people, both young and old, to the sport and the values that I think BASI represents.

I have extensive professional and technical experience which I believe would be ideal for the role and to support the Board and BASI in general.

*David Jackson*

## VOTING FORM FOR ORDINARY RESOLUTIONS

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

General Meeting on 28 January 2017

at Hotel Les Airelles, 25 Place du Baraty, 74110 Morzine, France at 5.00pm

Members should use this voting form if they wish to submit their own vote by either post or email.

RESOLUTIONS	FOR	AGAINST	ABSTAIN
<b>1. Ordinary Resolution 1 – Ombudsman</b>			
*Candidate: John Arnold			
*Candidate: David Jackson			
*Vote for only one candidate. 2016/17 Full and Life Members are eligible to vote			

<b>Member Name (in capitals):</b>	<b>Signature:</b>
<b>Membership number:</b>	<b>Date:</b>

**Note - How to return your voting form**

- A)** All online votes can be cast via your Member Area on the BASI website. Log into your Member Area as usual and select the voting button to complete your vote. The online voting will open at 5.00pm on Friday 16 December 2016 and close at 5.00pm on Thursday 26 January 2017.
- B)** Within this document you will find a voting form (page 23) and a proxy voting form (page 24). When voting on Director positions please ensure you vote for only one nominee per position. Please select the correct form, complete it and return it using one of the options below.

Proxy/ voting forms should be returned by email or by post and must be received no later than 48 hours before the time of the General Meeting. Deadline 5.00pm, Thursday 26 January 2017.

*Option 1.* By email to [kpace@basi.org.uk](mailto:kpace@basi.org.uk) (scan your voting form and return it by email). Deadline 5.00pm, Thursday 26 January, 2017.

Or

*Option 2.* For those who request hard copy printed documents, post using the reply paid envelope, send it to: BASI (General Meeting), Morlich House, 17 The Square, Grantown-on-Spey, Morayshire, Scotland. PH26 3HG. Deadline 5.00pm, Thursday 26 January, 2017.

The only other way to vote is by attending the meeting and casting your vote at the meeting or appointing a proxy to vote on your behalf at the meeting (proxy vote submissions – see option 1 or 2 above).

- C)** Vote in person at: The BASI GM Meeting, Saturday 28 January 2017, at the Hotel Airelles, 25 Place du Baraty, 74110 Morzine, France, at 5.00pm (local time).

*Please note:* Voting for Resolutions(s) is open to all current Full & Life Members.

## GENERAL MEETING – PROXY VOTING FORM

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

**Before completing this form, please read the explanatory notes**

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 28 January 2017, Hotel Airelles, 25 Place du Baraty, 74110 Morzine, France, at 5.00pm (local time), 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
<b>1. Ordinary Resolution 1 – Ombudsman</b>			
*Candidate: John Arnold			
*Candidate: David Jackson			
Current Full and Life Members who have paid their 2016/17 subscription may appoint a proxy to vote.			

<b>Member Name (in capitals):</b>	<b>Signature:</b>
<b>Membership number:</b>	<b>Date:</b>

Please read the notes below and return your proxy form as directed before 5.00pm on Thursday 26 January 2017.

#### 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. Likewise if you record a vote in any other way i.e. online, your proxy vote will be automatically terminated.
- 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 at the top of the proxy form. 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.
- 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:
  - a. Completed and signed (and a copy of it given to your appointed proxy)
  - b. Sent or delivered to the Company at BASI (General Meeting), Morlich House, 17 The Square, Granttown-on-Spey, Morayshire, Scotland. PH26 3HG
  - c. This must be received by the Company no later than 48 hours before the time for holding the meeting (deadline at 5.00pm on Thursday 26 January 2017)
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, by email to:
  - i. [krace@basi.org.uk](mailto:krace@basi.org.uk)
  - ii. 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 5.00pm on Thursday 26 January 2017).
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 Ombudsman can be voted on by all current Full and Life Members. You will be able to vote in this election if you have paid your 2016/17 subscription.



### John Arnold - Curriculum Vitae

**Name:** John Arnold      **Membership No:** 1209

My career has spanned 30 years combining a unique blend of snowsport and business experience. Firstly, in ski racing, then National Squads, coaching, coach education, trainer training, aspirant instructor training and facility management. In business I have run a ski tour and ski course operation, established life coach education programmes, directed a 3rd sector (not for profit) company rolling out educational development programmes, and worked with business executives and their teams enhancing performance and increasing capability.

I was introduced to skiing through dry slope ski racing and went on to compete in Scotland and in Club competitions in the Alps. I then studied sports coaching at Dunfermline college of Physical Education in Edinburgh and thereafter worked as a race coach in Scotland (Scottish Squad National Coach) and New Zealand (Mt Hutt Race Department Director). I moved then to Performance and Coaching Director with Snowsport Scotland, a full time post I held for five years.

Through my freelance ski coaching I have worked with many British based ski companies and ski schools in the UK and across Europe. This work includes teaching recreational holiday skiers, all mountain and back-country skiing and instructor training. In coach education, my clients have included UK based ski schools, outdoor centres, local education authorities, Governing Bodies of sport and school Teachers' CPD courses. I have accumulated over 10,000 hours of coaching and teaching work during my Snowsport career. I have also worked in consultancy roles authoring a number of feasibility studies for artificial Snowsport centres and worked as an Expert Witness in the Snowsport context.

In 2010 I returned to post graduate study, Aberdeen University (2010 – 2013), where I gained a Master's of Science (MSc) degree in Mindfulness Studies. Since 2013 (winters) I have been coaching skiing with Mindful Mountains Ltd and for various British ski schools in the Alps.

In the business world, I currently provide personal and professional development training and coaching to professionals in the Health, Corporate, Education and Sport sectors.

#### Education

- |      |  |
|------|--|
| 2014 | Post Graduate Master's Degree, MSc, in Mindfulness Studies, Aberdeen University            |
| 2012 | Mindfulness Teacher, Mindfulness Association   |
| 2012 | Post Graduate Diploma in Mindfulness and Compassion, Aberdeen University                   |
| 1983 | Post Graduate Diploma in Performance Coaching, Moray House College of Education, Edinburgh |

## SECTION 2

### **Snowsport Qualifications**

- 1989 International Ski Teacher Diploma L4, BASI
- 1985 Development Coach, Snowsport England
- 1985 Performance Coach, New Zealand Ski Instructors Alliance
- 1979 Artificial Slope Ski Instructor, Snowsport England

### **Coach and Trainer Qualifications**

- 2008 Neuro-Linguistic Programming Practitioner, Brain Train
- 2006 Life and Business Coach, Results Coaching Systems
- 1993 Internal and External Assessor, Scottish Qualifications Authority
- 1992 Vocational Assessor Units D32, D33, City & Guilds
- 1991 Staff Tutor, National Coaching Foundation

### **Professional Positions in Snowsport**

- Trainer, British Association of Snowsport Instructors - 1989 – 2003
- Alpine Ski Leader Tutor, Snowsport Scotland - 1988 - 2016
- Trainer, Irish Association of Snowsport Instructors - 2000 - 2007
- Staff Tutor, Snowsport Scotland - 1988 - 2006
- Staff Tutor, Snowsport England - 1990 - 2006
- Staff Tutor, Snowsport Wales - 1990 - 2006

### **Previous Roles within BASI**

- Trainer, operating at all instructor levels on technical and teaching modules 1989 – 2003
- Member of the BASI Alpine Committee 1988 – 1992
- Member of the BASI Alpine Consultancy Group 1992 – 1996
- Trainers Trainer 1992 – 1999
- Manager of the BASI Demonstration Team 1994 – 1995
- Key contributor to the BASI Central Theme technical model mid 1990's
- Wrote and developed the BASI Teaching Modules 1994
- Created and wrote the Level 1 & 2 Instructor training workbooks 1997

My sports interests include back country skiing, cycling, running, tennis and hill walking. I have a keen interest in community based health and well-being programmes in the UK and partner with organisations to deliver mindfulness courses.

*John Arnold*



## David Jackson - Curriculum Vitae

Name: **David Jackson**

Membership No: **18795**

### My Profile

I am an experienced management and technical professional. With nearly 30 years of software and technical experience, including 20 years of people management, contractor management and budget management. My experience also includes management of project budgets in excess of £10m and delivery of some very high profile projects.

### Qualifications

• B.Eng (Hons). • MBCS. • CITP. • ITIL. • Prince2.

### Employment History

#### Head of Business Systems

Oxford Intelligence Dec 2014 – Present

Full responsibility for the management of systems, support managing a team of technical professionals looking after the technical infrastructure as well as contract management, working with external clients from all over Europe to ensure timely project delivery.

#### Head of IT

LAS Claims Management Ltd Dec 2012

Full responsibility managing a team of technical professions and working with leading UK insurers to ensure that our systems are robust and meet all financial, legal and security requirements.

#### IT Manager (Head of IT)

EMaC : Microsoft technologies Oct 2011

Managing a team of technical professionals and working with some of the UK's leading motor manufacturers to ensure robust systems and that individual client and customer requirements are catered for.

#### Software Development: Technical lead

Berlinetta Management Systems Jul 2011 - Oct 2011

Leading of a small team redeveloping a Warehouse Management System for one of the UK's largest toy and gifts distributors. Distributing to companies such as Argos and Tesco online.

#### Software and Systems Development Manager

Centro. West Midlands, England Jan 2000 - Feb 2011

Leading a team of technical professional to implement local and regional passenger data systems, presenting to and liaising with regional national bodies to define and implement up to international standards, and then to manage and implement projects based on those standards.

### Additional Information

#### Hobbies

I enjoy skiing, snowboarding and Telemark. I am fortunate to be able to teach regularly both in the UK and Europe. I also enjoy playing golf, motorcycling and keeping fit.

## SECTION 3

Draft Financial Statements at 08 December 2016 at 19:48:36

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 2016**

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

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**Directors**

Mr A P Lockerbie  
Mr H Clarke  
Mr J M Mordue  
Mrs R M Davies  
Mr J Lamb  
Mr C Robinson  
Mr A Bates  
Mr T C Carter  
Mr R J Lister (Appointed 23 April 2016)  
Mr R MacVicar (Appointed 23 April 2016)  
Mr J Eames (Appointed 29 October 2016)  
Mr A Kelly (Appointed 29 October 2016)

**Secretary**

Mr A P Lockerbie

**Company number**

SC278963

**Registered office**

Morlich House  
17 The Square  
GRANTOWN-ON-SPEY  
PH26 3HG

**Auditor**

Johnston Carmichael LLP  
66 Tay Street  
PERTH  
PH2 8RA

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

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**THE BRITISH ASSOCIATION OF SNOWSPORT INSTRUCTORS LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**FINANCIAL REVIEW**  
**FOR THE YEAR ENDED 31 MAY 2016**

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It has been a very challenging year for the Association and our Office team at Morlich House with the replacement of the membership system, digitalisation of our course resources and a launch of a Staff Pension Scheme together with the Court Case brought against the Association by a current Member.

The finances of the Association, after two difficult years, are showing significant signs of improvement with the pre-tax loss for the year almost half that from the prior year at £44,000 (2015 - £80,000).

The loss includes the cost of sending BASI's Demonstration Team to the Interski event at Ushuaia (£74,500) and legal costs (£150,000) to the ultimately successful defence of the Association in relation to the Court Case brought by a current Member. A full statement on the case can be found on the website. This Interski event benefits the membership by showcasing our product on an international stage, thus helping to secure more Member jobs.

It must be stressed that the day-to-day operations of the Association would have generated a surplus that would have wiped out the deficits of the previous two years. This is very encouraging given the uncertainty created by the Brexit vote which will challenge both our finances and our membership working in Europe in the next year or so.

This position reflects the hard work of Andrew Lockerbie, in his full first year back at BASI, the team at Morlich House and the Board of Directors. I would also like to thank Gareth for his hard work during his six years as Chairman and I hope to build on the efforts of everyone involved.

BASI's main source of revenue generation is derived from course training fees and membership subscriptions. BASI is conscious of price sensitivity and budgets have been built with the objective of breaking even or emerging with a small annual profit which is then moved to the capital account. Despite the loss, the capital account and cash flow remain healthy.

It should be noted also that in recent years there has not always been a continued or annual increase in either membership fees or course fees where many other costs have increased. A review of course prices for the forthcoming year has resulted in a modest increase in fees. BASI membership represents good value for money, which is why there is to be a small £2 increase in membership subscription for 2016/17.

### **Membership**

Our membership numbers are in line with the year prior although our subscription income shows an increase of £28,000 this year. This increase is mainly due to the modest £5 increase in the subscription fee, which was the first increase in three years. The focus remains on trying to meet the demand for courses aimed at new and existing Members and our continuing development of a membership retention strategy.

### **Courses**

We have seen our turnover this year increase by £97,000 to £1,540,000 which is due to BASI bringing the courses, running at Hemel Hempstead, back in-house, and our expansion into running BASI courses in China with our new Chinese Business Partner, CASSI Snowsports. BASI will continue to look at opportunities to expand into new markets whilst, at the same time, trying to grow our existing markets and strengthen relationships with our existing business partners.

Part of our financial control strategy has been trying to ensure that BASI only runs courses when there are sufficient numbers to make them financially viable and trying to maximise the use of in-resort trainers wherever possible. Even including the associated running costs of these additional courses the savings achieved have resulted in our course running costs decreasing this year by £53,000 to £874,000.

### **Impact on Gross Profit**

The overall impact of our increased turnover and improved cost control saw our gross profit this year increase by almost 30% (£151,000) to £667,000.

**THE BRITISH ASSOCIATION OF SNOWSPORT INSTRUCTORS LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**FINANCIAL REVIEW**  
**FOR THE YEAR ENDED 31 MAY 2016**

---

**Administration Costs**

Our administration costs have decreased this year by £10,000, the decrease partly due to having a permanent CEO in place this financial year, whereas in the previous year, for the first eight months, we had an Interim CEO, together with associated expenses. Another saving was no expenditure on recruitment costs (2015 - £27,000) which shows the benefit of having a settled office team in place. The only significant administrative cost increase was that of hosting two membership systems simultaneously as the implementation took place, which saw system costs treble to £22,000.

**Membership Costs**

Membership costs have increased by £78,000 this year to £211,500 principally due to the Interski event mentioned earlier. Last year saw the first full year of a 3-Year Partnership with the University of Edinburgh as BASI looks to continue the Qualification Alignment Project and expand it to cover all disciplines and levels. The additional £15,000 spent this year has been offset by reduced expenditure of General Meetings and Members' Insurance.

**Marketing and Promotion Costs**

Marketing and promotions costs have decreased significantly by almost 77.5% to £16,000. These savings have been achieved by no longer using external third party consultants or running BASI specific events, having a reduced presence at ski shows and reduced expenditure on advertising. The change in marketing strategy has been achieved by having more resource in-house, being selective in targeting online advertising and carefully selecting which events and shows to attend.

**Establishment Costs**

Establishment costs were marginally higher due to a small increase in insurance costs as a result of increasing our liability cover.

**Legal Costs**

Finance expenditure has increased by £114,000 to £193,500, mainly due to the legal case (£150,000) mentioned. This increase has been partially offset by the reduction in other legal & professional fees £15,000 (2015 - £32,000) in relation to BASI's Constitution and Members' disputes, together with less expenditure £2,000, (2015 - £17,000) on temporary staff/external consultants.

To summarise, we continue to be a successful Association. Our reserves remain strong which will enable new and increased engagement with our Members and other stakeholders, and investment in innovative future developments for our Association, such as the new membership system. In addition, our credibility as a global Association and the continued work with the University of Edinburgh in aligning our qualifications, continues to strengthen and support all of us within the snowsports instructing and coaching industry.

.....  
Mr R J Lister  
Chairman  
.....

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

**FOR THE YEAR ENDED 31 MAY 2016**

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The directors present their report and financial statements for the year ended 31 May 2016.

**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 2015:

Mr A P Lockerbie	
Mr G Roberts	(Resigned 29 October 2016)
Mr H Clarke	
Mr J M Mordue	
Mr J W Beer	(Resigned 23 April 2016)
Mr B J D Kinnear	(Resigned 23 April 2016)
Mrs R M Davies	
Mr J Lamb	
Mr C Robinson	
Mr A Bates	
Mr A S Brook-Dobson	(Resigned 4 June 2016)
Mr T C Carter	
Mr R J Lister	(Appointed 23 April 2016)
Mr R MacVicar	(Appointed 23 April 2016)
Mr J Eames	(Appointed 29 October 2016)
Mr A Kelly	(Appointed 29 October 2016)

**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 directors are responsible for the maintenance and integrity of the company website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**THE BRITISH ASSOCIATION OF SNOWSPORT INSTRUCTORS LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**DIRECTORS' REPORT (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2016**

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**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

.....  
Mr R J Lister  
**Director**

.....

**THE BRITISH ASSOCIATION OF SNOWSPORT INSTRUCTORS LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**PROFIT AND LOSS ACCOUNT**

**FOR THE YEAR ENDED 31 MAY 2016**

	Notes	2016 £	2015 £
Turnover		1,540,539	1,443,433
Cost of sales		(873,632)	(927,023)
<b>Gross profit</b>		<u>666,907</u>	<u>516,410</u>
Administrative expenses		(1,038,036)	(1,055,064)
Other operating income		474,589	457,513
<b>Operating profit/(loss)</b>	<b>2</b>	<u>103,460</u>	<u>(81,141)</u>
Exceptional items - Legal costs from litigation against Association	<b>3</b>	(150,194)	-
<b>Loss on ordinary activities before interest</b>		<u>(46,734)</u>	<u>(81,141)</u>
Other interest receivable and similar income	<b>4</b>	2,487	959
<b>Loss on ordinary activities before taxation</b>		<u>(44,247)</u>	<u>(80,182)</u>
Tax on loss on ordinary activities	<b>5</b>	191	(192)
<b>Loss for the year</b>	<b>12</b>	<u><u>(44,056)</u></u>	<u><u>(80,374)</u></u>

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

**AS AT 31 MAY 2016**

	Notes	2016		2015	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	6		635,212		606,186
<b>Current assets</b>					
Stocks		66,959		56,856	
Debtors	7	134,315		223,805	
Cash at bank and in hand		466,740		399,583	
			668,014		680,244
<b>Creditors: amounts falling due within one year</b>	8	(394,376)		(445,792)	
<b>Net current assets</b>			273,638		234,452
<b>Total assets less current liabilities</b>			908,850		840,638
<b>Creditors: amounts falling due after more than one year</b>	9		(3,229)		(7,535)
<b>Provisions for liabilities</b>	10		(116,574)		-
			789,047		833,103
<b>Capital and reserves</b>					
Profit and loss account	12		789,047		833,103
<b>Members' funds</b>			789,047		833,103

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 January 2015).

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

.....

Mr R J Lister  
**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 2016**

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**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 January 2015).

**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
Software	Not depreciated until complete

**1.4 Leasing**

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.

**1.5 Stock**

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

**1.6 Pensions**

The company operates a defined contribution scheme for the benefit of its employees. The company also 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 for new associate subscriptions are recognised when the student completes the course and full membership subscriptions received in advance are not recognised until the new subscription year starts. Membership income is non-refundable.

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

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2016**

<b>2 Operating profit/(loss)</b>	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Operating profit/(loss) is stated after charging:		
Depreciation of tangible assets	24,324	26,954
Auditors' remuneration	9,090	9,871
Directors' remuneration	86,349	28,525
	<u>          </u>	<u>          </u>

The number of directors for whom retirement benefits are accruing under defined contribution schemes amounted to 1 (2015 - 0).

**3 Exceptional item - Legal costs from litigation against Association**

During the year the Association continued to defend against a court case brought against it by a member. This case concluded after the year end. A full statement regarding this case can be found on the Association website. Both parties came to the agreement to settle their own legal fees outside of court. In order to aid the readers interpretation of the accounts, the legal fees in relation to this case have been disclosed separately due to their exceptional value and nature. A provision relating to the legal fees has also been created, details of which can be found in Note 10 of the accounts.

<b>4 Investment income</b>	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Bank interest	2,487	959
	<u>          </u>	<u>          </u>
	<u>2,487</u>	<u>959</u>
	<u>          </u>	<u>          </u>

<b>5 Taxation</b>	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
<b>Domestic current year tax</b>		
U.K. corporation tax	-	192
Adjustment for prior years	(191)	-
	<u>          </u>	<u>          </u>
<b>Total current tax</b>	<u>(191)</u>	<u>192</u>
	<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 2016**

6 Tangible fixed assets	Land and buildings	Plant and machinery	Office fixtures fittings and equipment	Computer equipment	Software	Total
	£	£	£	£	£	£
<b>Cost</b>						
At 1 June 2015	621,504	34,984	39,347	37,601	48,942	782,378
Additions	-	3,445	184	2,505	47,216	53,350
At 31 May 2016	621,504	38,429	39,531	40,106	96,158	835,728
<b>Depreciation</b>						
At 1 June 2015	86,643	33,403	27,612	28,534	-	176,192
Charge for the year	12,431	1,504	2,971	7,418	-	24,324
At 31 May 2016	99,074	34,907	30,583	35,952	-	200,516
<b>Net book value</b>						
At 31 May 2016	522,430	3,522	8,948	4,154	96,158	635,212
At 31 May 2015	534,861	1,581	11,735	9,067	48,942	606,186

The net book value of other tangible fixed assets includes £7751 (2015 - £10334) in respect of assets held under finance leases or hire purchase contracts. The depreciation charge in respect of such assets amounted to £2583 (2015 - £2583) for the year.

7 Debtors	2016 £	2015 £
Trade debtors	67,437	63,417
Other debtors	66,878	160,388
	134,315	223,805

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

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2016**

<b>8 Creditors: amounts falling due within one year</b>	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Net obligations under finance leases	4,306	4,306
Trade creditors	24,409	73,565
Taxation and social security	12,686	12,545
Other creditors	352,975	355,376
	<u>394,376</u>	<u>445,792</u>

Finance lease creditors are secured on the assets concerned.

<b>9 Creditors: amounts falling due after more than one year</b>	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Net obligations under finance leases	3,229	7,535
	<u>3,229</u>	<u>7,535</u>

Finance lease creditors are secured on the assets concerned.

<b>10 Provisions for liabilities</b>	<b>Other</b>
	<b>£</b>
Profit and loss account	116,574
Balance at 31 May 2016	<u>116,574</u>

During the year the Association continued to defend against a court case brought against it by a member. This case concluded after the year end. A full statement regarding this case can be found on the Association website. Both parties came to the agreement to settle their own legal fees outside of court. Therefore, the legal costs associated (around £100,000) with defending this case were provided for. Prior to the ultimate conclusion of the case, the Association agreed settlement with the member on one count brought against it. The proceeds of which have been included in the provision.

**THE BRITISH ASSOCIATION OF SNOWSPORT INSTRUCTORS LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2016**

**11 Pension costs**

**Defined contribution**

The company operates defined contribution pension schemes. The assets of the schemes are held separately from those of the company in independently administered funds. The pension cost charge represents contributions payable by the company to the funds.

	2016 £	2015 £
Contributions payable by the company for the year	3,556	1,050

**12 Statement of movements on profit and loss account**

	Profit and loss account £
Balance at 1 June 2015	833,103
Loss for the year	(44,056)
Balance at 31 May 2016	789,047

**13 Company Limited by Guarantee**

The Company is limited by guarantee and accordingly does not have any share capital.

**14 Capital commitments**

	2016 £	2015 £
At 31 May 2016 the company had capital commitments as follows:		
Contracted for but not provided in the financial statements	12,163	49,107

**15 Contingent liabilities**

Following from the case noted in the provision above, the Association discovered that it was subject to another legal case against it. This claim is in relation to the payment of legal fees associated from the legal case aforementioned. As of yet, the Association understands from his Senior Counsel that its defence to this action is well founded and therefore do not expect to be found liable.

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

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2016**

**16 Financial commitments**

At 31 May 2016 the company was committed to making the following payments under non-cancellable operating leases in the year to 31 May 2017:

	<b>2016</b>	<b>2015</b>
	£	£
Operating leases which expire:		
Within two and five years	1,714	1,714
	<u>          </u>	<u>          </u>

**17 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.

**18 Related party relationships and transactions**

The company received subscriptions of £382,855 (2015 - £354,554) and sold goods and services amounting to £1,594,772 (2015 - £1,500,192) 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 loss for the year ended 31 May 2016 was £3,236 (2015 - £1,535) and its capital and reserves at that date amounted to £31,523 (2015 - £34,760).

Net repayments of £75,178 (2015 - £25,578) were received from BASI Promotions Limited during the year. In addition the company charged BASI Promotions Limited £37,500 (2015 - £45,000) for management services. During the year, the Association also purchased clothing worth £1,894 from BASI Promotions Limited.

At the year end the company was due £20,519 from BASI Promotions Ltd (2015 - £60,091). This advance is interest free, unsecured and is repayable on demand.

During the year The British Association of Snowsport Instructors Limited paid £TBC (2015 - £101,461) for services from companies controlled by the directors. All transactions were on an arms length basis.

**THE BRITISH ASSOCIATION OF SNOWSPORT INSTRUCTORS LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**MANAGEMENT INFORMATION**  
**FOR THE YEAR ENDED 31 MAY 2016**

**Draft Financial Statements at 08 December 2016 at 19:48:36**  
**THE BRITISH ASSOCIATION OF SNOWSPORT INSTRUCTORS LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**DETAILED PROFIT AND LOSS ACCOUNT**  
**FOR THE YEAR ENDED 31 MAY 2016**

	<b>2016</b>	<b>2015</b>
	£	£
<b>Turnover</b>		
BASI training course income	<b>940,330</b>	850,953
Trainer development courses	<b>10,215</b>	18,725
Refreshers	<b>41,882</b>	40,911
Euro tests	<b>16,325</b>	13,380
Uniform income	<b>560</b>	1,040
Other course income	<b>96,553</b>	59,656
Business Partner Course Income	<b>434,370</b>	458,219
Instructor badge sales	<b>199</b>	279
Video sales	<b>105</b>	270
	<hr/> <b>1,540,539</b>	<hr/> 1,443,433
<b>Cost of sales</b>		
BASI course costs	<b>184,526</b>	161,260
BASI trainers fees	<b>377,221</b>	395,216
BASI trainers travel and subsistence	<b>160,328</b>	169,993
Refresher costs	<b>24,329</b>	11,267
Euro test costs	<b>14,596</b>	35,664
Trainer development course costs	<b>25,111</b>	58,079
Other costs	<b>23,956</b>	35,765
Other course costs	<b>12,350</b>	10,620
Course development costs	<b>16,216</b>	9,914
Manual and video costs	<b>26,336</b>	29,355
British team refunds	<b>8,663</b>	9,890
	<hr/> <b>(873,632)</b>	<hr/> (927,023)
<b>Gross profit carried forward</b>	<hr/> <b>666,907</b> <hr/>	<hr/> 516,410 <hr/>

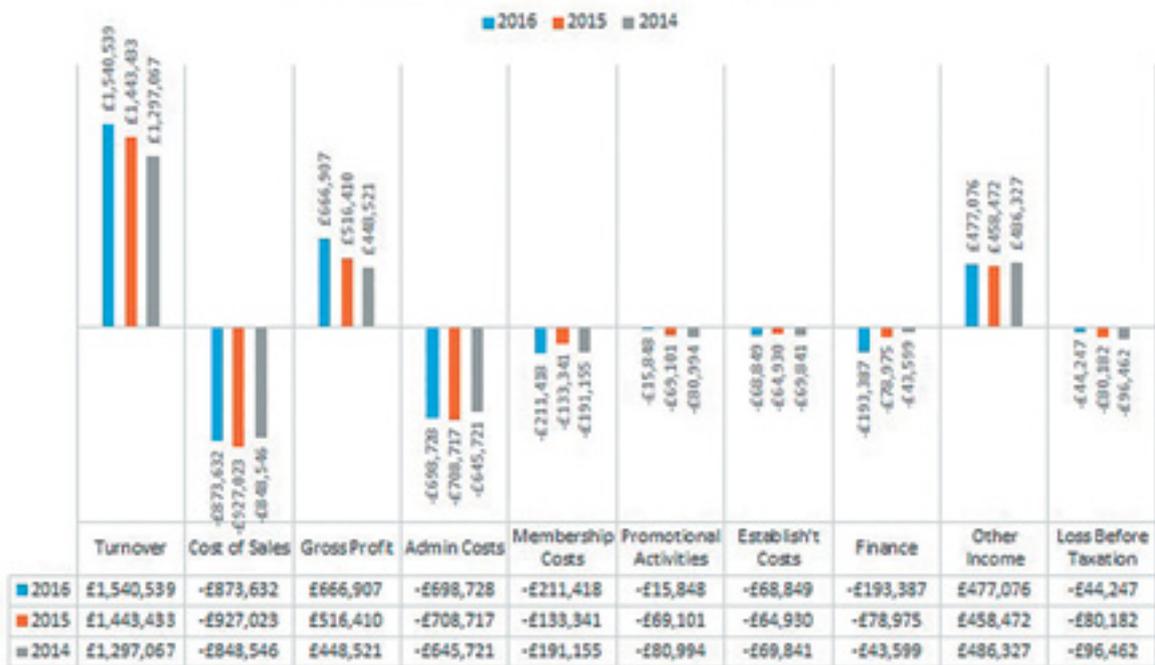
Draft Financial Statements at 08 December 2016 at 19:48:36  
**THE BRITISH ASSOCIATION OF SNOWSPORT INSTRUCTORS LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**DETAILED PROFIT AND LOSS ACCOUNT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MAY 2016**

	2016 £	2015 £
<b>Gross profit brought forward</b>	<b>666,907</b>	516,410
<b>Overheads</b>		
<b>Administration</b>		
Wages and salaries	464,122	431,760
Directors Remuneration	82,606	28,525
Directors' contributions on money purchase scheme	2,333	-
Staff pension costs defined contribution	1,223	1,050
Redundancy costs	-	4,880
Chairman/board of directors retainer	11,600	7,350
Training and recruitment costs	4,416	32,398
Board of directors costs	3,477	92,245
Postage	11,559	8,324
Office stationery and computer supplies	20,706	22,412
Office printing	1,379	1,686
Telephone costs	12,961	14,556
BASI office system maintenance	22,178	7,425
Miscellaneous	10,171	17,380
Entertaining	5,443	-
Clothing	163	797
Motor running expenses	4,845	5,654
Travel and subsistence	39,546	32,275
	<u>(698,728)</u>	<u>(708,717)</u>
<b>Membership Costs</b>		
BASI news	11,131	17,202
ISIA stamp costs	1,212	1,474
ISIA/International issues	4,925	15,227
Members public liability insurance	51,904	55,054
Membership subscriptions	1,242	528
Membership card costs	4,034	6,822
Members badges costs	10,114	(1,116)
Miscellaneous membership costs	349	420
Affiliate membership costs	726	2,317
Annual interski costs	74,596	(4,355)
Qualification alignment	20,830	5,378
AGM and general meeting costs	23,724	33,850
Welcome packs	6,631	540
	<u>(211,418)</u>	<u>(133,341)</u>
<b>Promotional Activities</b>		
Marketing and advertising	15,848	69,101
	<u>(15,848)</u>	<u>(69,101)</u>
<b>Overheads carried forward</b>	<b>(925,994)</b>	(911,159)

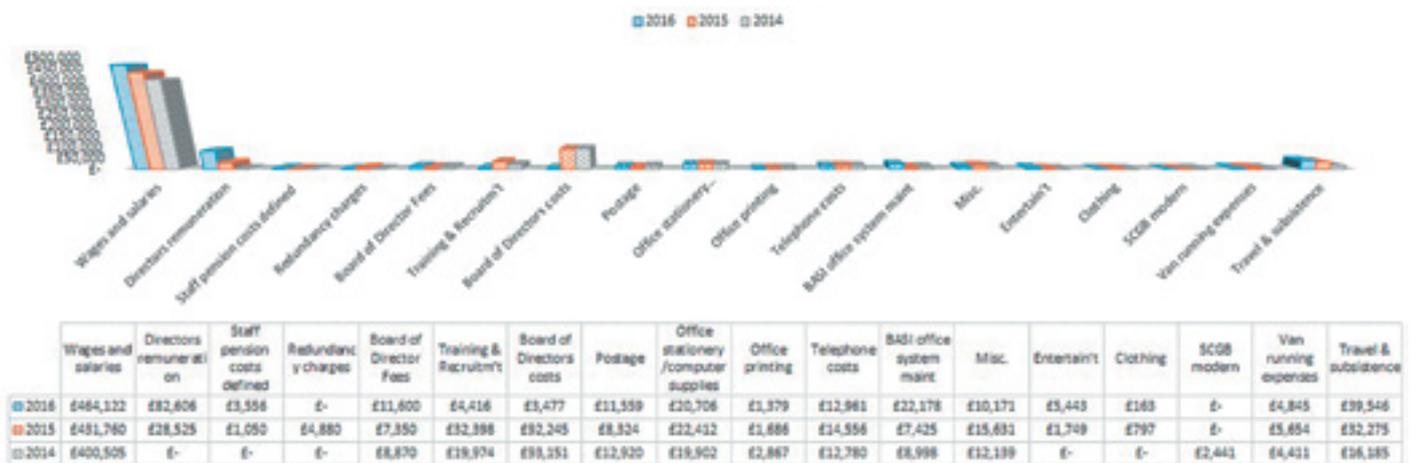
**Draft Financial Statements at 08 December 2016 at 19:48:36**  
**THE BRITISH ASSOCIATION OF SNOWSPORT INSTRUCTORS LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**DETAILED PROFIT AND LOSS ACCOUNT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MAY 2016**

	2016 £	2015 £
<b>Overheads brought forward</b>	<b>(925,994)</b>	<b>(911,159)</b>
<b>Establishment</b>		
Rates	11,517	11,113
Insurance	14,868	11,760
Electricity	7,633	9,456
Repairs and renewals	6,322	1,587
Cleaning costs and wages	4,185	4,060
Depreciation	24,324	26,954
	<b>(68,849)</b>	<b>(64,930)</b>
<b>Finance</b>		
Legal and professional fees	15,000	32,529
Profit on foreign exchange	(465)	(231)
Accountancy	1,960	16,800
Audit fees	9,090	9,871
Bank charges	1,922	2,274
Hire purchase charges	1,070	446
Credit card charges	14,591	15,915
Bad and doubtful debts	25	1,371
	<b>(43,193)</b>	<b>(78,975)</b>
	<b>(1,038,036)</b>	<b>(1,055,064)</b>
<b>Net loss before other income</b>	<b>(371,129)</b>	<b>(538,654)</b>
<b>Other income</b>		
Subscriptions	382,855	354,554
Affiliate membership income	948	2,053
Postage income	1,768	2,765
Advertising income	6,575	3,541
Miscellaneous	28,733	35,690
Cancellation fees	16,210	13,910
Management charge received	37,500	45,000
	<b>474,589</b>	<b>457,513</b>
<b>Interest received</b>		
Bank interest - received	2,487	959
	<b>2,487</b>	<b>959</b>
<b>Exceptional items</b>		
Exceptional items - Legal costs from litigation against Association	(150,194)	-
	<b>(150,194)</b>	<b>959</b>
<b>Loss for the year</b>	<b>(44,247)</b>	<b>(80,182)</b>

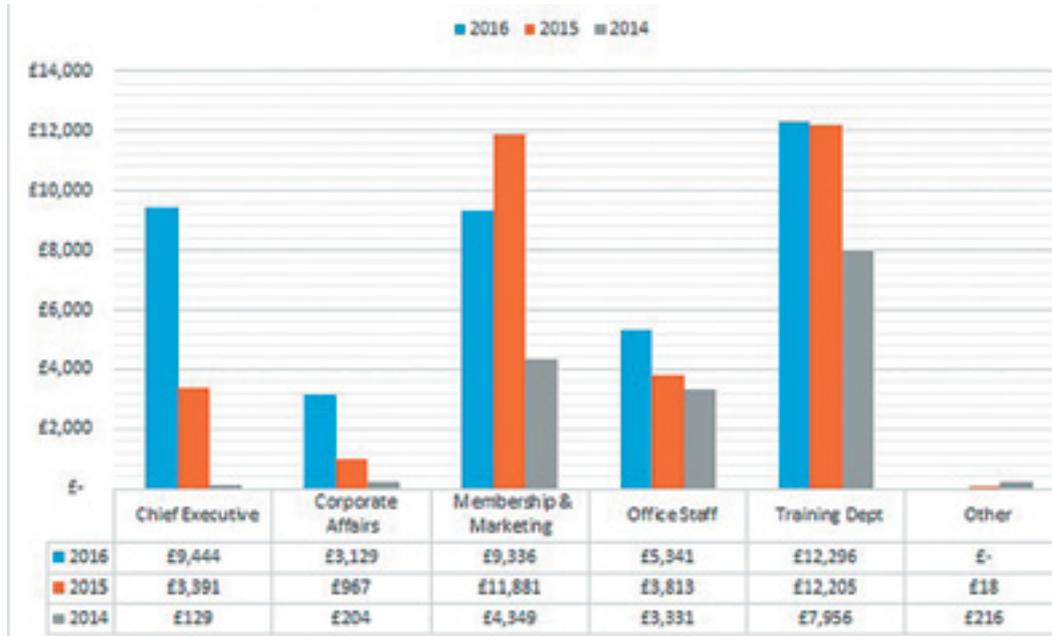
## BASI PROFIT AND LOSS OVERVIEW COMPARISON WITH PRIOR YEARS



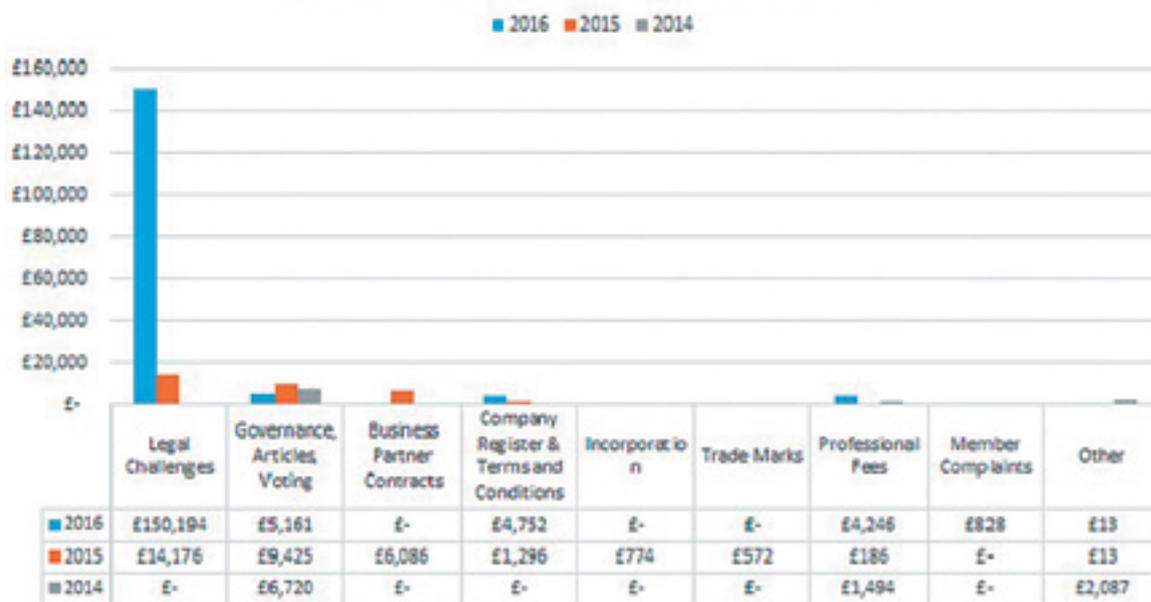
## BREAKDOWN OF ADMINISTRATION COSTS FROM BASI P&L



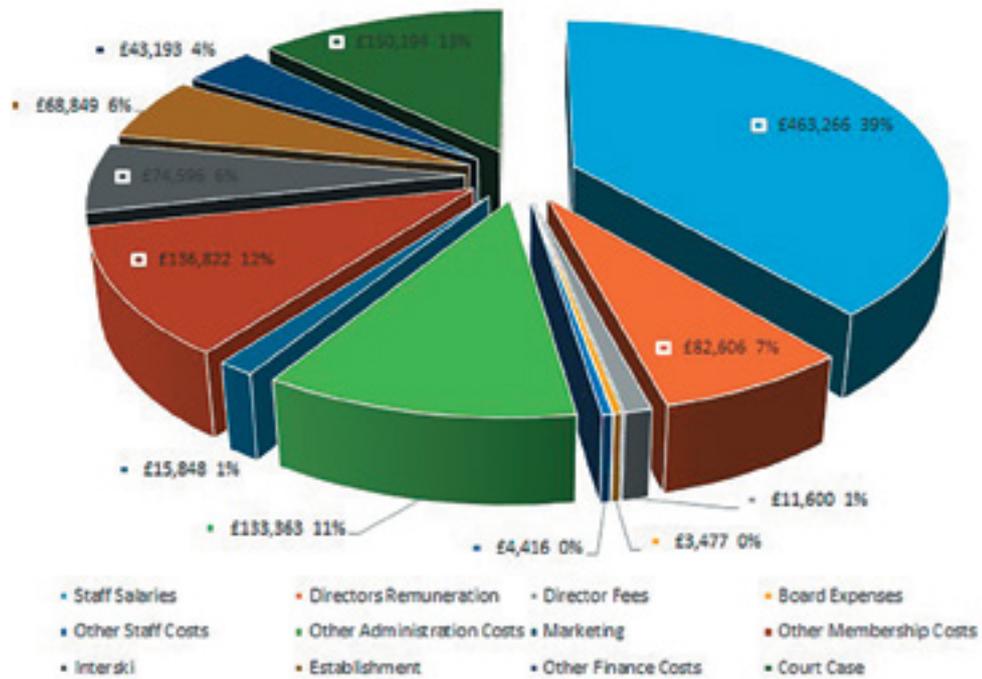
## TRAVEL AND SUBSISTENCE COMPARISON



## LEGAL FEES EXPENDITURE COMPARISON

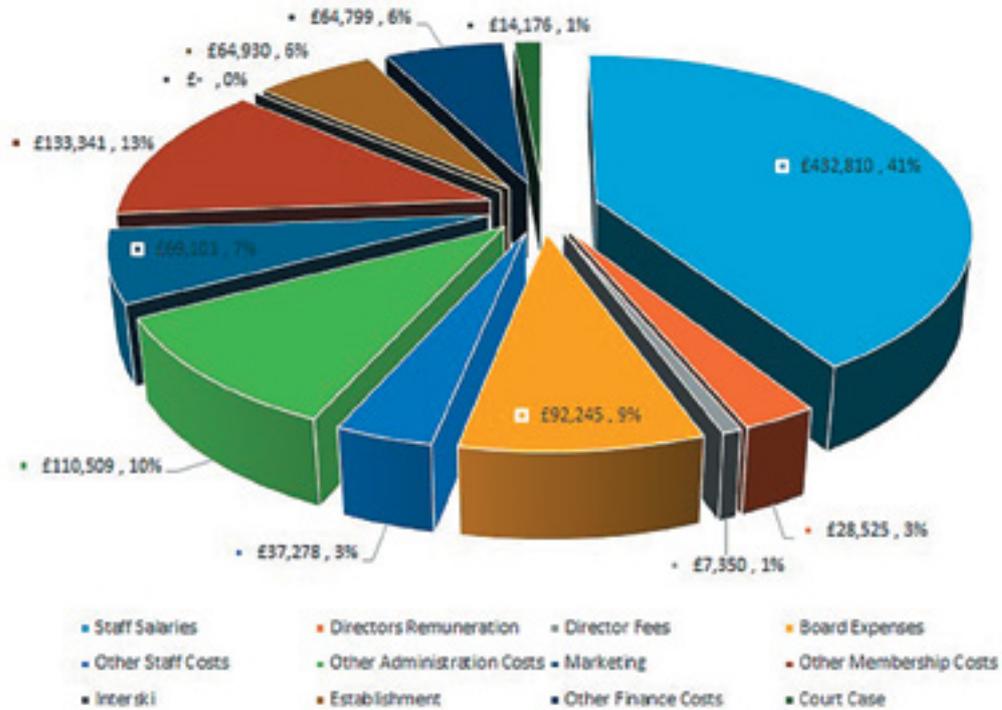


## BASI RUNNING COSTS 2016



2016	
Staff Salaries	£463,266
Directors Remuneration	£82,606
Director Fees	£11,600
Board Expenses	£3,477
Other Staff Costs	£4,416
Other Administration Costs	£133,363
Marketing	£15,848
Other Membership Costs	(£136,822)
Interski	(£74,596)
	211,418
Establishment	£68,849
Other Finance Costs	£43,193
Court Case	£150,194
	<b>£1,188,230</b>

## BASI RUNNING COSTS 2015



2015	
Staff Salaries	£432,810
Directors Remuneration	£28,525
Director Fees	£7,350
Board Expenses	£92,245
Other Staff Costs	£37,278
Other Administration Costs	£110,509
Marketing	£69,101
Other Membership Costs	(£133,341)
Interski	(£-)
	£133,341
Establishment	£64,930
Other Finance Costs	£64,799
Court Case	£14,176
	<b>£1,055,064</b>





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