

Yasmine Thorn



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

None

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

BSAC is at a pivotal moment. The wider diving industry is facing significant pressures, and the UK environment is no exception. Like many membership organisations, BSAC must adapt to remain relevant while staying true to its identity. One of our biggest challenges is navigating necessary modernisation without losing sight of who we are - a diving organisation and a club. We must demonstrate clear value to members while remaining competitive in a demanding and rapidly evolving market.

Financial stability is another critical challenge. Rising costs and reduced income mean we must be disciplined and strategic in how we invest our resources. Over my four years on Council, I have seen many ideas trialled to generate income and growth. Some have been promising, but at times we have been distracted from our core purpose. As Vice Chair, I have led the Strategy Steering Group and helped shape a new organisational strategy that places diving and training firmly at the centre of our priorities. This strategic clarity is already helping us focus on delivery through expanding training availability, offering more accessible formats, and updating courses to meet evolving industry standards while maintaining BSAC's high quality.

If re-elected, I want to bring the same focus to club diving and purposeful diving activities. BSAC should champion partnerships that support scientific, research, and archaeological diving, reinvigorating these interests across our community. We need to help clubs get in the water more, doing exciting, meaningful diving that keeps members engaged long after they finish training.

Training is essential, but it is only one part of the diving journey. To retain members, we must make staying with BSAC worthwhile — through great diving, strong community, and trusted guidance. Members consistently tell us they value authoritative, evidence-based advice on safe diving practice. As the UK's NGB, BSAC should lead confidently in this space, through the safe diving guide, the incident report, and events.

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

I have served on BSAC Council for four years — one year co-opted and three as Vice Chair — giving me a deep understanding of the responsibilities of a non-executive director and how to add value in this role. I am standing again to provide continuity and stability at the top of the organisation and to drive forward the work I have started. This year I launched our new organisational strategy, which re-centres diver training and club diving, strengthens our identity, and sets a clear direction for decision making. It will stabilise the organisation while bringing income and expenditure back into balance.

Professionally, I began my career in HR consultancy, advising on conduct management, organisational restructuring, and recruitment and resourcing. I later moved into government procurement where I oversee a portfolio of insights and data products used to monitor efficiency and compliance in commercial activity. This work directly informs operational and commercial strategy for a major government agency, and I am currently supporting the integration of AI into this suite of tools. I believe BSAC can make far better use of its data to understand our membership, identify trends, and make informed decisions. I would like to support BSAC in developing stronger analytical capability and creating more frequent, meaningful touchpoints with members to gather feedback and shape our direction.

Personal statement

I am an Advanced Instructor and Assistant Instructor Trainer. Diving is a huge part of my life, and I regularly enjoy diving with my clubs and friends. Throughout my time with BSAC, I have used my professional skills to support the organisation in many ways, and I feel I still have more to contribute.

I am a strategic, big picture thinker who is not afraid to make necessary changes, but I am equally mindful of stability. BSAC's current financial position means we must tread carefully; our margin for error is small. My strength lies in connecting information across different areas to support effective, low-risk decision making. If re-elected, my core commitment is to ensure members' voices are heard.

Understanding what our members want — and what will keep them with us — is essential to strengthening our community and enabling future investment back into members. Subsidisation is a clear priority for many, but we must first stabilise our finances. I will champion more opportunities for members to influence BSAC's

strategic direction and help embed a genuinely member-led approach. I also want to support BSAC as we move into a more data-driven era. The information we hold about how members dive, train, and interact with our systems is a powerful asset that can guide early decision making and ensure we remain relevant. To use this responsibly, we need clear principles for data protection, security, and ethical use. I will lead BSAC to establishing these foundations and harness data in a way that strengthens our organisation and serves our members.