

28th April 2022

Chair's Report

We are delighted to be hosting the first live AGM in a number of years, and thank you to all who have registered to attend or who send their apologies. DSUK is an organisation that is led by its members, and we are grateful for your support.

During an extraordinary year, DSUK has undergone many changes and put in place the necessary support to help ensure the charity can continue in the years ahead. It has been a very challenging period for the trustees, with all having to step in and support the staff and members during some very difficult months.

We have faced many challenges posed by the combination of Covid and Brexit, alongside changes in leadership both on the SMT and on the Board.

The trustees made best use of the downtime in snowsport activity during the pandemic and seized the opportunity to look at the charity from inside to out. As an organisation we are emerging from this difficult period in a stronger position with new, skilled trustees joining the board, a refreshed senior management team and renewed policies and practice to provide a stable platform to build on, even if the financial challenge ahead of us remains significant.

I would like to thank the board who have given so generously their time and faced difficult conversations and decisions with courage.

The Board believe that we are starting this new year positively and with a charity that is fit for purpose in this changing world. Our financial position is monitored daily by the SMT and our Audit and Risk Committee are keeping a very close eye on our position receiving reports regularly. The presentation of two sets of accounts is unusual but the SMT & Board have worked tirelessly over the last 12 months to achieve this. This, I hope, shows how we have moved the charity forward and are now operating in real time.

DSUK remains in recovery mode, but we have been able to move from a reactive position to a planned approach and will continue this way as we develop our new strategy. Fundraising remains an urgent priority and please do consider how you could help DSUK, whether that is making a donation, or nominating us for support from companies or other charitable funders where you have connections.

The staff have shown their loyalty and resilience, with each team member having had to adapt to restrictions, different ways of working and changes in their leadership. We are grateful to all who have stayed with us and to those new faces joining the team for getting up to speed so quickly and making some fundamental changes to help us take the charity forwards.

Thank you to everyone who has supported us with time, expertise, or financial support to help get us where we are today. We are not yet free of challenges and I hope you will continue to support us as we move forwards to an exciting future.

CEO Report – Virginia Anderson

The period since the last AGM in March 2021 has continued to present extraordinary challenges for the organisation. The ongoing pandemic has meant extended periods of closure and the furloughing of staff during the last financial year, but most significantly the curtailment of services for disabled children, adults and their families.

We are delighted to have fully reopened all our snowsport schools and to have welcomed back skiers and snowboarders across the UK.

Mark Kelvin, CEO left DSUK in March 2021 with the board of trustees caretaking the role until I took up post in the summer. I am grateful to the trustees for their willingness to step in and their significant commitment to steering DSUK through a tumultuous year to ensure we were able to reopen activities.

Another significant change to the staff team was Catherine Rose who stepped down from her Finance and HR role, and we welcomed Mho Phipps to DSUK in July.

Strategy

Given the changes in staffing and the uncertainty of the external climate, due to both Brexit and Covid, we developed an interim strategy in consultation with members, trustees and staff. This strategy focusses on four key goals:

1. Develop the Skier Journey with expert knowledge and support, ensuring progression in a meaningful way for every skier.
2. Build and support the DSUK and adaptive community in the UK.
3. Ensure our people have the tools they need to thrive.
4. Build sustainability and an organisation fit for the future.

At the heart of these objectives is our desire to stabilise DSUK and find renewed focus as we emerge from the pandemic. The needs of our members and disabled people must be taken into account at every stage, and the Skiers & Snowboarders Involvement Group (SSIG) have continued to meet to discuss DSUK's work and issues affecting members.

Working with partners, training providers, community organisations and members is central to this ambition. Simplifying processes behind the scenes and ensuring robust financial planning will support this work too. The interim strategy is available on the website here

<https://www.disabilitysnowsport.org.uk/pages/our-strategy>

Over the coming months we will be developing a strategy for the next three years and there will be consultation with members, volunteers, staff trustees and sector partners as part of this process. We will welcome your views in the months to come.

Snowsport Schools & Activities

In 2020/21 we provided 1,079 adaptive snowsport lessons, around half the number of the previous year due to closures.

Snowsports schools reopened with COVID protocols in place and limits on numbers during the summer of 2020, where local restrictions allowed. The second wave of the pandemic saw an increase social distancing rules and a second national lockdown in November 2020, and closure of all activity.

No lessons were delivered during December 2020 to March 2021. In late April, we were able to reopen in England and then at Glasgow and Midlothian Snowsport centres in Scotland. The indoor centre at Snow Factor, Braehead in Scotland did not reopen until November 2021. In a typical year it is the second busiest centre in the UK. The extended closure was a real loss for both our skiers and snowboarders, and the organisation.

During the year we increased provision at outdoor dry slopes to provide greater choice to skiers and snowboarders. Many of our members were shielding or clinically vulnerable and the outdoor slopes were able to offer an environment where many felt safer as restrictions eased. DSUK Sandown and Bellahouston (Glasgow) have been the busiest dry slopes.

There has been an increase in group and lessons for two people, building on the strategy to widen access, reduce costs to clients, and increase family participation. 34 of these sessions took place, and we continued to develop new partnership working with groups such as Edge Adventures in Lothian and Duke of Edinburgh Awards participants.

All holidays were cancelled again this year due to rise in Covid again over the winter period, increased restrictions to travel, and risk to members. These holidays are run entirely on a 'break even' basis and therefore their further postponement is a loss of opportunity for our members rather than to the balance sheet.

Since the autumn we have been working closely with Snowsport Scotland and the UK wide development pathway to offer joint opportunities for adaptive skiers and snowboarders so that recreational members can take their first steps into competition.

In the year ahead we are exploring options for UK trips, development days and other progression opportunities for skiers too.

Local groups

Across the UK there are 9 local groups. The local groups are a central part of DSUK's work. They are volunteer led and offer recreational, social snowsport at Pendle, Manchester, Hemel Hempstead, Milton Keynes, Castleford, Tamworth, Tunbridge Wells, in the South East, and in Edinburgh and outdoors in Scotland. The activities of the local groups during 2020/21 reflect the same closures as the snowsport schools. Activity has gradually returned with most, but not all, running again.

The committees and members have continued to meet socially and to manage their groups online during periods of closure.

The staff team have helped the groups provide a safe return to activities with risk assessments and other practical guidance such as the development of a new operating manual, safeguarding practice, and volunteer log books.

Volunteers

Without the support of dedicated volunteers, the friendship, fun and activities offered by the local groups would simply not exist. DSUK thanks every volunteer for their commitment, whether that is on slope or behind the scenes.

Our thanks also go to all those who support the work of the Skiers & Snowboarders Involvement Group and have helped at fundraising and snowsport events during the year.

Fundraising

Due to the pandemic and changes in the staff team, fundraising at DSUK has been challenging throughout the year. The usual programme of events and activities has been very much curtailed and suffered from increased demand on charitable trusts and grants programmes.

We raised £118,208 (2020: £387,240) unrestricted income - which we can use to support any activity - from donations, sponsorship and fundraising events.

The generosity and thoughtfulness of individual donors remains at the heart of our ability to support disabled people across the UK, whether through monthly donations or legacies. This year individual giving and legacies contributed around 17% of our total income.

Almost all activity-based fundraising events were cancelled or postponed during the financial year due to the pandemic restrictions. The Solent Challenge with Co-Op was the only major event able to take place. However, supporters continued to participate in third party and virtual events to raise funds.

DSUK remains grateful to every person who has gone to great lengths to raise money for us or who continue to support us through their gifts.

Corporate income has been significantly reduced due to the pandemic. We are grateful to Brigade Electronics, Co-Op, Seasgair Lodges and Crystal Ski for their ongoing partnership with Disability Snowsport UK.

The support we receive from charitable trusts and foundations has been critical during this difficult year. We send our thanks to the trusts who have supported us during the year including the Tom Hall Charitable Trust, Bruce Wake Charitable Trust, Clothworker's Foundation, John Watson Charitable Trust, the Sportsman's Charity, Gordon Fraser Charitable Trust and many others.

There were changes in the fundraising team during the year with staff turnover. A new Senior Fundraiser was appointed in May 2021 who was supported by a freelance trusts and grants fundraiser to maintain income during the period.

A Fundraising Manager, Dawn Vickers, joined us in January 2022 and a new senior fundraiser is being recruited at present. A robust fundraising strategy is being developed to ensure that there is greater sustainability and stability within this team.

Finance

The AGM will be asked to vote to adopt two sets of accounts. It is critical to the future of DSUK that strong reporting and swift production of accounts are in place in order to secure funding and make decisions quickly to respond to internal and external demand.

Due to the pandemic, the accounts for 2019/20 were not audited and approved until October 2021 and are now proposed for adoption.

We have worked to address underlying issues in producing the accounts in timely manner. We are pleased to bring the 2020/21 accounts to the AGM too. Accounts for the financial year for October 2020 to September 2021 have now been audited and approved by the trustees for recommendation to the AGM.

The income from the two sets of accounts is summarised as follows:

	£	2020/21	2019/20	2018/19
Donations		236,632	403,446 *	287,598
Charitable Activities		70,668	305,381	475,917
Other Trading Activities		55,795	124,802	134,527
Total		363,097	833,686	898,042

*Includes a legacy of £107,000

The significant changes in income during the last year reflect the necessary cancellation of all holidays together with limitations on snowsport school and events income due to restrictions and the extended periods of closure. During 2019/20 a significant legacy of £107,000 was received.

In the year ending 2021, total income was £363,097 (2020: £833,686), a decrease of 56.4% (2020: 7.2%) and expenditure decreased by 37.5% (2020: 10.2%) to £505,517 (2020: £808,867).

The ongoing impact of the pandemic on delivery and fundraising has meant that the charity has had to draw on its reserves during the year 2020/21 to preserve the specialist team supporting disabled people across the UK, our own services as well as working with the wider disability and snowsport sectors.

During the financial year DSUK reported a deficit of £142,420 (2020: surplus of £24,819). The reserves position at the beginning of the last financial year was good, and has enabled the trustees to use these funds as intended for unprecedented and unexpected loss of income.

As all schools are now operating again, income is rising and fundraising is active again whilst the situation remains challenging we are forecasting a surplus during 2021/22.

Cost control

Overheads were contained in 2020/21 with everyone making cost reduction efforts, and strategic use of the Coronavirus Job Retention Scheme (furlough) was made. No redundancies have been made, but restructuring has taken place when staff have left to maximise the capacity of the team.

Forecast costs for 2022 are now 42% of what they were 5 years ago, and in part this reduction is due to the move of the British Parasnowsport Team to GB Snowsport as well as internal efficiencies.

Bounce Back Loan

In April 2021 DSUK secured a loan of £50,000 from the government's Bounce Back Loan scheme to ensure there is sufficient cash in place to continue operations. The loan funds provide additional stability for DSUK, and managed well, show the trustees' commitment to ensuring that all necessary steps have been taken to steer the charity through uncertainty. They also provide evidence to funders and our auditors that we have considered both current future cash flow and reserves. These funds remain as a ringfenced reserve and have not been drawn on. Repayments on the loan will begin in the autumn for a period of 5 years.

Reserves

The current reserves policy is to hold reserves that are adequate to see us through the out of season months. This is currently a target of £100,000.

Unrestricted reserves at the end of the 2020/21 financial year are £65,586 (2020: £167,922) of which £27,265 (2020: £24,279) are designated fixed assets and £nil (2020: £9,734) are unrestricted fixed assets. This gives free unrestricted reserves of £38,321 (2020: £133,909).

The trustees will seek to rebuild these reserves in the years ahead with a planned approach to income generation, saving to the reserves fund and full cost recovery.

The full sets of accounts are available to view on the website with the AGM papers.

STRENGTHENING GOVERNANCE

Over this year we have focused on reviewing and improving our governance and developing the structures that support the organisation to ensure DSUK is an organisation fit for the future.

Articles of Association

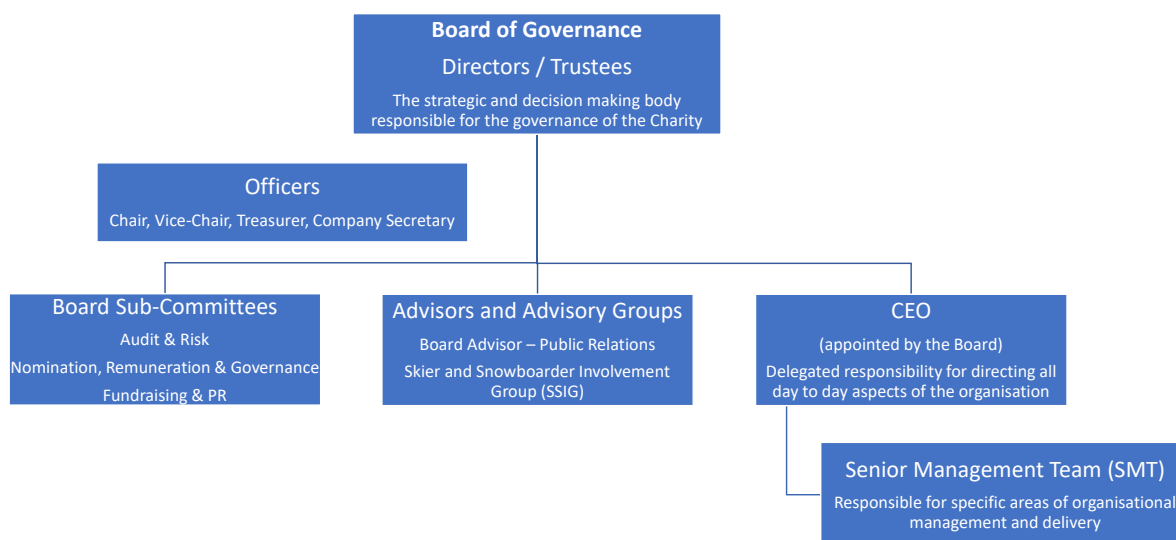
The Articles of Association are the governing documents of the Uphill Ski Club of Great Britain, trading as Disability Snowsport UK. These Articles lead our decision making and processes, and guide everything that we do. They also describe the rights and role of members, and those we seek to serve.

Led by Carmel Teusner, these were updated in December 2021 after a full member consultation and approval at an extraordinary general meeting. The Articles are clearer and bring the Charity in line with current recommended practice.

Lewis Silken LLP provided the trustees with pro bono support throughout the process of creating and adopting our Articles of Association, based on the model articles recommended by the Charity Commission. The trustees acknowledge and thank Lewis Silken for the considerable support and advice that they provided to the trustees.

GOVERNANCE STRUCTURE

The board of trustees now has three subcommittees and an advisory committee that supports the board in their specialist areas. Each has a Terms of Reference that guides their work, and an annual trustee's skills assessment ensures that each of these committees and the board have the skills DSUK needs to ensure good governance is in place.



BOARD OF TRUSTEES - ROTATION

TRUSTEE RETIREMENTS

Since the last AGM we have had three Trustee retirements. We would like to invite the membership to join the board and staff in offering a vote of thanks to Claire Pimm, Lesleyann Russell and Lisa Fox.

Claire was first seconded to the board in the summer of 2014 and helped guide marketing and publicity in the lead up to the first Parasnowball. She was formally elected as a Trustee at the AGM in April 2015 and took over as DSUK Chair in November 2017. Claire stepped down as Chair in July 2021 alongside the appointment of the new CEO and formally retired from the Board in Dec 2021. Claire has helped see the charity through considerable change and the Trustees would like to recognise the contribution she made over that time. Juggling the demands of the Chair role on top

of the demands of her day-job during a pandemic cannot have been easy and we appreciate the time that was put in.

Lesleyann Russell was appointed by the Trustees in January 2021. Lesleyann brought to the board expertise in charity governance, fundraising and safeguarding. Her contribution in these areas has been particularly valuable during the transition period between CEOs and as the impact of lockdowns hit. Lesleyann is standing down at this AGM and we wish her a warm thank you.

Lisa Fox was appointed by the Trustees in January 2021 and brought business finance experience along with enormous energy and enthusiasm. She was active in fundraising efforts for DSUK, as well as in securing us pro-bono legal support for updating our Articles of Association. Lisa stepped down from the board in June 2021 after taking on a new role. We thank Lisa for her contribution during that time.

TRUSTEE RE-ELECTION

Under our governing rules, one third of the elected board must stand down each year. Retiring Trustees who have been appointed by Director Resolution are not counted in this. Therefore, a further two of the elected Trustees must retire and stand for re-election at this AGM, despite the fact they have not reached the end of their 3 year term. The Board are proposing re-election of 2 current Trustees Anne Simmons and John Patchett.

PROPOSAL TO RE-ELECT JOHN PATCHETT

John Patchett is a Chartered Management Accountant who was co-opted to the Board in September 2019. John readily stepped into the role of Treasurer less than a month later. John serves on DSUK's Audit and Risk Committee and as Treasurer, has devoted a lot of time to improving transparency and accuracy of financial reporting. This has ensured the board has the visibility of, and confidence in, the data to support informed decision making, which has been critical as we sought to navigate the pandemic.

PROPOSAL TO RE-ELECT ANNE SIMMONS

Anne Simmons has been a member of DSUK since 2018 and is an active volunteer on DSUK holidays as well as volunteering with the Hemmel Hempstead Local Group and Snowsports School. Anne is also an active fundraiser for DSUK raising around £2000 a year through donations and events including half-marathons and the Superhero Triathlon. Anne joined the board in April 2020 and was formally elected by members in March 2021. She brings a background in technology consulting and people development to the board, as well as being an advocate for diversity, inclusion, and equity. Anne serves on DSUK's Nomination Remuneration and Governance Committee, as well as the Fundraising and PR Committee.

TRUSTEE APPOINTMENTS

Board succession planning is carried out annually by the Nomination, Remuneration and Governance Committee. This year the skills identified to complement our existing board and support our strategic direction were identified as Public Relations, Living with Disability and Risk Management.

As part of our commitment to board diversity and to ensuring that our members' voice is represented at the board, DSUK members were actively encouraged to apply. This was supported by an education session led by an independent governance expert. This approach was successful with fifty percent of the applications received being from members. Members also made up two thirds of those invited to interview and two of the three roles were filled by members. We would like to thank Changing the Chemistry for their pro-bono support in running this training for members.

Following our recruitment exercise in February 2022, the Trustees appointed three people to the Board. As per our governing rules, these individuals are retiring and standing for member election at this AGM. Full details of those standing for election at this AGM are set out below:

PROPOSAL TO ELECT ROBBIE KING

Robbie is qualified as a solicitor and notary public in Scotland, as a solicitor in England & Wales and is a Fellow of the Chartered Governance Institute. He was appointed to the Board in March 2021 and took on the role of Company Secretary in April 2021. He also sits on DSUK's Nomination, Remuneration and Governance Committee. Robbie has over 20 year's international legal, compliance and company secretarial experience from across multiple business sectors including financial services, food and agribusiness, engineering, oil and gas, power and industrial and mining. Currently Head of Legal and Risk for Insights, Robbie enjoys spending as much of his spare time as possible outdoors practising various Nordic and Alpine snowsports, watersports and cycling. He is an ardent supporter of empowering people to realise their full potential through sport.

PROPOSAL TO ELECT SHONA MARSH

Shona joined the board in March 2022 and has since taken on the role of Chair of the Fundraising and PR Committee. Shona has a background in tourism, working for tourist board, consulting for businesses in the sector and working for global travel platforms. Having spent time travelling and planning activities with a disabled family member who loved adventure, she led the business operations for Accomable ('Airbnb for people with disabilities') which was later acquired by Airbnb. She is currently CEO of a career development company for the charity sector and works with University entrepreneurship programmes and start-up incubators, supporting early-stage business founders to bring their ideas to life. Skiing has also been a life-long passion, and Shona is a qualified Alpine and, more recently, Adaptive ski instructor, and is passionate about enabling people with disabilities to experience the joy of the mountains and reducing barriers to the outdoors.

PROPOSAL TO ELECT JOSH MCDONAGH

Josh had his first DSUK lesson in 2016 and fell in love with skiing. He went on a skiing holiday to Beitostølen in Norway three years later. Josh was having so much fun; his family almost had to drag him off the slopes at the end of each day! Having cerebral palsy, Josh uses his experience to inform him professionally. Josh works part-time as a Graduate Inclusive Design Consultant for an inclusive design consultancy based in London. Josh supports more senior consultants as they prepare inclusive design guidance and access audits to remove barriers for disabled people. Josh

also contributes to Network Rail's Built Environment Accessibility Panel (BEAP) and an ethics committee for a longitudinal research project known as ALSPAC. Since its initiation, Josh has been the Co-Chair of DSUK's Skier and Snowboarder Involvement Group and actively represented the views of members to the board and management. Josh will step back from chairing this group to take on the role of Trustee. Josh also sits on DSUK's Nomination, Remuneration and Governance Committee.

PROPOSAL TO ELECT PETER RANKIN

Peter has been a member of DSUK for over 10 years, accompanying a family member as they made the journey from nervous beginner to confident mountain skier. He has been involved in the local group in Glasgow, participated in overseas holidays, and supported a variety of other events. Professionally he has over 30 years' information technology experience ranging from software development to programme management. He is a qualified information security professional with around 15 years' experience in this area. Peter sits on DSUK's Audit and Risk Committee to which he brings needed expertise in risk management. He is also the vice chair, trustee and data protection officer for City of Glasgow Seals, a swimming club for those with a disability. With his experience of supporting those with disability and knowledge of charity governance, Peter brings valuable skills to the board. Peter is also a keen skier and cyclist when time permits.

BOARD ADVISORY ROLE

In addition to the above appointments, the Trustees have appointed Cameron Hall as PR Advisor to the Board. A long-time supporter of DSUK, Cameron is a former ski instructor turned PR expert, having taught in resorts in Austria, Canada, Dubai, Italy and New Zealand before moving into the media, working for a top 20 independent PR agency. In 2016, Cameron established Holmlands – a boutique media and event company specialising in storytelling inspired by adventure – working with brands, athletes and enterprises to help raise their profile through public relations, video production, social media, media training, events management and photographic services. Maintaining a strong sense of adventure Cameron has gone on to complete a wealth of endurance events. In 2012 he raised over £4,500 for Disability Snowsport UK, by climbing Mt. Kilimanjaro and has continued a strong relationship with DSUK ever since, both personally and through his work with Holmlands.

Cameron attends the board in an advisory capacity rather than as a full voting member and brings much needed expertise to the team. The 2022 Paralympics presents an opportunity with the increased media attention on adaptive snowsports. Cameron's advice and guidance will be invaluable as we seek to capitalise on that and extend out public profile and reach.

BOARD DIVERSITY

The Trustees are pleased to report an improvement in board diversity. The gender balance on the board is now 50% male 50% female. The board includes 25% of people who are disabled or directly connected with people with disabilities. Currently on the board we have representation of DSUK's disabled skiers, parents/carers, adaptive instructors, volunteer helpers and local group members. The Board also has diversity of expertise supporting the governance of DSUK. This includes professional skills such as Legal, Finance, HR, IT and Risk; expertise in the snowsport

sector, as well as experience with the beneficiary group. Whilst we have made progress we are aware that there are improvements still to be made, particularly around race/ethnicity.

We are committed to continuing to have as diverse a board and organisation as possible. The Nomination, Remuneration and Governance Committee will conduct a board skills audit annually and seek to manage a planned process of rotation on and off the board. When a vacancy arises, the Board will consider the overall make-up of the board including balance of skills and diversity; and identify any gaps. Candidates will be identified through a process of annual open recruitment based on this, with members being notified of vacancies and invited to apply. All applications will be considered against the identified skills and personal criteria. Shortlisted candidates will go through a formal interview process and following selection will be recommended to members for election to the Board.

Vote of Thanks

The membership is invited to join the Trustees and staff in offering a vote of thanks to Claire, Lesleyann and Lisa for their service to the charity.