

Welcome to our 40th Annual General Meeting.

I would like to thank all of our members, families, volunteers, and staff for your support and candour through my first year. I've thoroughly enjoyed getting to know you and hear about your experiences of adaptive snowsport, along with your ideas for how DSUK can even better help you to achieve your ambitions in the future. It's been a privilege to get to know our skiers, snowboarders and their families, our members, and our fantastically dedicated staff team.

Deserving of a separate mention, is our family of over 350 highly committed volunteers who take on a number of critical roles, whether it's running our Local Groups so that disabled people have access to recreational Snowsport locally, or sacrificing a week's salary in the height of the season to instruct our skiers and snowboarders on one of our adaptive Snowsport holidays, I thank you. It's because of you all that I feel so proud to be the CEO of our amazing organisation. I'm excited to get the opportunity to work more closely with you throughout the next year towards our shared ambition to increase access to adaptive snowsport locally.

I'd like to bring your attention to some of the idiosyncracies within the AGM report, and present a proposal that will allow for better alignment in future AGMs. The 40th AGM finance report includes the latest set of audited accounts, due to the time that it can take to formally audit accounts you will notice that these are the accounts for the financial period October 2017-September 2018. You will also notice that the operational reports share our activities and achievements from the period October 2018-September 2019 as we believe that our members are most interested in our more recent activities. This misalignment can be confusing and so I'd like to propose a delay to the 41st (2021) AGM so that we may better align our reporting.

According to our Articles of Association, an AGM must occur within 15 months of the last one, therefore I propose holding the next AGM in April 2021. This increases the chances of the final accounts being audited. This will enable us to report on all activities and finances in line with the last strategic and financial year. Do please ask any questions or present any objections to this proposal.

October 2018 – September 2019 was the first of DSUK's new three-year strategy. Our focus in the first year was to establish the strong foundations required in order to achieve the ambitious aims set out for years two and three. I'm pleased to report that we have been able to achieve 17 of the 19 Key Performance Indicators (KPIs) for the period, along with meeting other strategic targets early. We were also able to expand delivery of adaptive snowsports at all locations despite facing challenges of staff shortages in some areas. Importantly, where aims were not able to be achieved we understand the reasons and have plans to achieve this later. The enclosed departmental reports provide more information on specific areas of the business and the Strategic Achievement Summary below shares the strategic KPIs for the period. As always, you are encouraged to ask any questions on specific activities.

As we progress in to year 2 of our strategy period, a few challenges remain. Firstly there is an opportunity to improve the processes and systems that are currently used for lesson and holiday bookings. These processes and systems have grown organically over the years but as we continue



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to attract more disabled people to adaptive snowsport, more efficient and smarter systems will ensure that our skiers and snowboarders can book lessons easily and quickly. Staff shortages in the Activities and Membership team, combined with the increase in bookings and enquiries means that our skiers and snowboarders can often struggle to reach the office or book lessons. We are committed to increasing resources in this team and have been exploring new software solutions that will benefit the staff team as well as our members. I hope that you will notice significant improvements here in the coming months.

Being CEO of any charity in today's climate is tough, and DSUK is no different. Despite charitable giving in the UK increasing, people give to the causes that have affected them, or that they understand the importance of, and the top-four causes remain the same. Sadly snow sport and charities that work to support disabled people do not fall within these top four and the challenge of fundraising for our incredible cause continues.

Crystal Ski Holidays and Tui continue to be an incredible supporter of ours in introducing DSUK to their skiers and providing them with the opportunity to donate. They also provide staff to act as helpers for DSUK holidays and we're excited to have started to increase the variety of holiday offered through our partnership. Alongside being grateful for the continued support of our corporate partners such as Crystal Ski Holidays and others, we have also been delighted to welcome new companies and organisations as supporters and will continue to build on these relationships.

I'd like to conclude by extending my sincere thanks to all of our members for your continued support, and to our donors and fundraisers for so generously choosing to donate to DSUK and for taking on those impressive personal challenges that encouraged others to support us too. Thank you.

With best wishes

Mark

Strategic Achievement Summary (Oct 2018 – Sept 2019)

The below tables summarise what we set out to achieve in the first year of our new strategy, along with the current status.

KPIs achieved or exceeded	KPIs at risk of delay. Remedying action agreed and in place.	KPI's not achieved. Remedying action needs agreed.
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Delivery

Aim: DSUK will develop a suite of activities and holidays that will appeal to all skiers and snowboarders. This will include activities led by DSUK as well as signposting to other 'tried-and-tested' opportunities for skiers, boarders and their families.

Specific activities within the first 12 months	Status
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D2.1 DSUK will develop and launch a new booking system that will record data on the number and type of lessons delivered in each snowsport school. This data will be reviewed quarterly and discussed at SMT meetings in order to best respond, e.g. increase staffing, direct marketing etc.	
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Support

Aim: DSUK will further strengthen our operations and business practices. We will ensure that we are operating at maximum efficiency and using data appropriately to direct our delivery.

Specific activities within the first 12 months	Status
S1.1 We will develop clear communication channels in order to effectively communicate with all DSUK employees and volunteers.	
S1.2 We will standardise employment contracts, terms and conditions, and job descriptions across the organisation.	
S2.1 We will adopt financial targets for each department and event and ensure that DSUK is operating as efficiently as possible.	
S3.1 Design and implement a quality measurement tool to monitor the perceived quality of our customer's DSUK experience. We will review this data and any required outcomes will be built in to individual staff work plans.	
S3.2 By September 2019, we will conduct a market analysis of potential customers and how DSUK can best reach this market and meet their needs.	
S4.1 Beginning in November 2018, DSUK will review cyber and data resilience every six-months, ensuring that all appropriate measures are taken to protect customer information	
S4.2 Recognising the growth of the organisation, DSUK will conduct a compliance review and ensure that we are operating in line with best practice. This will include the development of a policy approval processes and review dates to ensure continued best practice.	
S4.3 Beginning in March 2019, DSUK will actively pursue external opportunities to recognise staff, volunteer and board diversity and performance, including for our compliance and operational practices.	
S5.1 Beginning in November 2018, individual fundraising events and activities will be meticulously planned and budgeted. This will ensure clarity of return on investment (e.g. fundraising, marketing, delivery etc).	
S5.2 From November 2018, we will re-energise our Trusts and Grants programme. Applications will be tailored directly to the individual opportunity. All fundraisers will take responsibility for applying to local trusts and members of SMT will assume responsibility for larger grant applications.	

Communications

Aim: DSUK will be increasingly visible and recognizable as the UK's leading adaptive Snowsport provider. We will broaden the quality and accessibility of our internal and external communications.

Specific activities within the first 12 months	Status
C1.1 We will develop standard texts that articulate the benefits of snowsport for disabled people. This text will be able to be tailored to various groups so that they can quickly understand their opportunity to support or benefit from DSUK.	
C1.2 DSUK will ensure that all staff and volunteers feel confident in communicating the benefits of snowsport to people living with disabilities.	



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C2.1 By November 2018, DSUK will create one Facebook page, Instagram channel, YouTube channel, and Twitter feed. We will monitor engagement and our social media activity will be guided by our data.	
C2.2 We will develop and launch a new, accessible website that is easily updateable by DSUK staff.	
C2.3 We will equip instructors and ski school managers to capture content and upload it to social media channels, ensuring appropriate consent is given and recorded.	
C3.1 We will produce a quarterly update for staff that demonstrates how we are achieving progress against our strategy.	
C4.1 We will review our logo and imagery	
C4.2 We will develop brand guidelines for use by DSUK central and local groups.	