

Ski Inclusive Trustees' Annual Report

For the Period 2 January 2024 to 1 January 2025

Objectives and Activities

The objectives of Ski Inclusive are to improve access to skiing and snow sports for disabled people and others who may face barriers to participation.

During the reporting period, the charity continued to organise and support inclusive skiing opportunities for beneficiaries through volunteer-led activities, participant support, adaptive skiing assistance, and the coordination of ski trips and related activities.

Operational activity remained the primary focus of the charity throughout the year, with considerable volunteer effort directed toward enabling participation and supporting beneficiaries directly.

Achievements and Performance

During the year, Ski Inclusive continued to provide opportunities for disabled individuals and participants with additional needs to access skiing experiences that may otherwise have been unavailable to them.

The charity worked with volunteers, carers, and supporters to facilitate inclusive participation and social engagement through skiing activities.

Incoming resources during the year totalled approximately £9,407.14.

The trustees believe the charity continued to deliver public benefit through its activities and support for beneficiaries.

Governance, Financial Oversight and Organisational Concerns

The trustees acknowledge that governance arrangements, financial controls, expenditure oversight, and administrative processes during this reporting period remained inadequate and continued to fall below the standards expected of a registered charity.

While the charity remained operationally active, governance development did not progress at the same pace. Formal policies, financial controls, oversight mechanisms, and committee accountability remained limited or inconsistently applied throughout much of the year.

The trustees recognise that:

- Spending controls remained weak
- Financial scrutiny and transparency were insufficient
- Governance responsibilities lacked clarity

- Formal committee structures and oversight processes were inconsistent
- Decision-making processes were not always adequately documented
- Some expenditure categories continued to raise concerns regarding appropriateness and governance standards

The charity continued to rely heavily on informal administration and volunteer-led management arrangements, which became increasingly unsuitable as operational and financial complexity increased.

By the end of 2025, following increasing internal concerns regarding governance, transparency, and financial oversight, the Chair, Paul Millington, committed to implementing significant organisational improvements.

These proposed improvements included:

- The introduction of stronger governance arrangements
- Improved financial transparency and accounting procedures
- The development and adoption of formal policies and procedures
- Greater accountability and oversight
- The recruitment and involvement of additional committee members to broaden governance and operational support

This commitment marked the beginning of a wider effort to move the charity toward a more structured and compliant governance model.

Subsequent governance work included the drafting and development of policies relating to financial management, safeguarding, data protection, equality and inclusion, volunteer conduct, risk management, expenses, and trustee responsibilities.

The trustees recognise that substantial further work remains necessary to ensure the charity operates consistently in line with Charity Commission expectations and recognised good practice.

Financial Review

The charity reported income of £9,407.14 during the year and net incoming resources of approximately £869.39.

Expenditure during the period included operational activity costs, website and advertising costs, travel-related expenditure, communications, and volunteer-related support.

The trustees acknowledge that financial controls and expenditure governance during the year remained insufficiently robust and that stronger accountability and approval processes were required.

The charity has subsequently begun implementing improved governance documentation and financial management procedures to strengthen transparency, accountability, and financial oversight.

Structure, Governance and Management

Ski Inclusive operated during the year through a volunteer-led committee and trustee structure.

Historical records relating to committee membership and governance arrangements during parts of the reporting period remain incomplete and are under review.

Committee Members During the Period:

- Victor Rollinson (Chairman)
- Lee Hunt
- Paul Millington

The committee and volunteers remained focused primarily on operational delivery, participant support, and arranging skiing activities throughout the year.

Public Benefit

The trustees confirm that they have considered the Charity Commission's guidance on public benefit.

The charity exists to increase access to skiing and snow sports for disabled people and individuals facing barriers to participation. The trustees believe that the activities undertaken during the year continued to provide public benefit through increased accessibility, inclusion, confidence-building, and opportunities for social participation for beneficiaries.

ski inclusive

Financial Activities

2 January, 2024-1 January, 2025

	TOTAL
Income	
Business income	9,407.14
Total for Income	£9,407.14
Cost of Sales	
Cost of goods for resale	239.54
Total for Cost of Sales	£239.54
Total	£9,167.60
Expenditures	
Advertising and website	4,102.13
Bank charges	115.48
Meals and entertainment	449.56
Other business expenses	48.72
Phone and internet	310.40
Property/equipment repairs	99.40
Travel expenses	2,957.52
Wages and other staff costs	215.00
Total for Expenditures	£8,298.21
Net Operating Income	£869.39
Net Other Income	
Net Income/(Expenditure)	£869.39