



Women in Sport

**Annual Report and Financial
Statements**

31 March 2018

Company Limited by Guarantee
Registration Number
03075681 (England and Wales)

Charity Registration Number
1060267



**WOMEN
N
SPORT**

CONTENTS

Reports

Reference and administrative information	1
Trustees' annual report	3
Independent auditor's report	31

Financial statements

Statement of financial activities	34
Balance sheet	35
Statement of cash flows	36
Principal accounting policies	37
Notes to the financial statements	40

REFERENCE AND ADMINISTRATIVE DETAILS

Charity name	Women in Sport
Charity number	1060267
Company number	03075681
Registered office	House of Sport, 4 th Floor 190, Great Dover Street London SE1 4YB
Trustees	S. Hancock (Chair to November 2017) Z. Collins (Chair from November 2017) J Haines E Barnes S Wicks K Wilson S Young J. Martinson S. Chadwick L. Woods
Key management personnel	R Holdaway (Chief Executive Officer) K Nicholson (Head of Insight & Innovation appointed July 2017) C Sharpe (Head of Finance & Operations resigned October 2017) H Wijeweera (Head of Finance & Operations appointed January 2018) Alex Marshall (Head of Campaigns & Engagement resigned March 2018)
Company secretary	C Sharpe (resigned October 2017) H Wijeweera (appointed January 2018)

Bankers CAF Charities Aid Foundation
25 King Hill Avenue
West Malling, Kent
ME19 4JQ

COIF Charities Deposit Fund
80 Cheapside, London
EC2V 6DZ

Auditor

Buzzacott LLP
130 Wood Street
London
EC2V 6DL

TRUSTEES REPORT

INTRODUCTION

2017/18 has been a busy and exciting time for Women in Sport. Gender equality has been talked about more than ever before. The centenary of women's suffrage in 2018 was a significant moment of celebration, whilst the #metoo movement underlined the need for organisations like Women in Sport to continue our important work to progress gender equality across society further.

What became known as the 'Summer of Women's Sport' was a great example of the successes we have had. The Women's ICC Cricket World Cup, UEFA Championships and Rugby World Cup attracted impressive media coverage and demonstrated the power of women's sport and success of our female athletes. But of course, in comparison to the coverage that the equivalent male events achieve and in terms of ongoing consistent coverage outside of the major tournaments, there is still a long way to go.

Insight and research remain central to our work, whether we're raising the profile of women's sport or using tailored strategies to encourage and enable more women and girls to be active. In the past year we established a Research Advisory Group and Sports Charity Research Network to learn and share experiences from our peers in the voluntary sector and beyond. We also piloted and launched a successful Research & Advice service. The service makes it easier for organisations to access information that will help them support women and girls to become more active – and at the time of writing this report, demand is currently outstripping our capacity to respond, demonstrating the need for the charity's work and our need for increased investment and support to fulfil our mission.

The findings of our widest reaching study into the activity levels and attitudes of young girls were analysed and launched this year. In partnership with the Youth Sport Trust, through our Girls Active initiative, we surveyed more than 20,000 girls and 6,000 boys about their attitudes to sport both in and out of school. We've also taken a more qualitative approach to our research into physical activity during the key life stages of puberty and the menopause and we have continued our examination of specific socio-economic groups and their obstacles to participation through the Get Out Get Active Programme and Project 51.

In addition to looking at participation in sport, we also continued our impactful work on gender balance in the leadership of the sport sector. Having achieved a significant policy change last year, with the requirement that all publicly funded sports organisations must have a minimum of 30% women on their board, we took the opportunity to enhance our understanding of workplace culture and the changes needed in the sport sector specifically to enable women to want to work in sport, to thrive, and for those who want to, to move into leadership roles. We published this latest iteration of our Beyond 30% campaign on International Women's Day 2018 at an event with over 50 of the most senior leaders in sport at our new home, the House of Sport.

This year, we have also taken time to reflect on our own internal processes and strategies. As a result we have created the charity's first ever comprehensive fundraising strategy, revised many of our internal policies and procedures making us more efficient and bringing greater clarity to decision making, we've devised a diversity action plan to increase diversity within our own organisation and we have undertaken both board and staff survey's with action plans for us to implement throughout 2018 to increase our effectiveness even further. I want to thank the staff team and trustees for taking the time to engage fully and openly in these processes.

Over recent years we have promised to reduce our reliance on funding from any one single source. This year has seen us continue on this path, increasing fundraising income – but it remains a huge challenge.

The year ahead is likely to raise yet more challenges, not least the uncertainty in the economy due to Brexit, which is impacting our ability to form corporate partnerships and generate income from trusts, just as it is for all charities in the UK. However, we remain optimistic. As public awareness of the benefits of sport and exercise to overall wellbeing grows, more women and girls express a wish to increase their levels of activity. We are in a unique position to turn these into intentions into regular participation, benefiting millions of women and girls, which in turn will benefit society as a whole.

1. STRUCTURE, GOVERNANCE AND MANAGEMENT

1.1 Legal Status and Governance

Women in Sport is a charitable company limited by guarantee, incorporated on 4 July 1995 and registered as a charity on 21 January 1997. Women in Sport is registered with the Charity Commission: Charity registration number 1060267 and is a company limited by guarantee, registered in England and Wales 03075681

The Charity is based at House of Sport, 4th Floor, 190, Great Dover Street, London, SE1 4YB.

The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association which were revised in 2013 and further amended in 2017.

Women in Sport is governed by a voluntary Board of Trustees who also appoint and manage the Chief Executive. The Memorandum and Articles of Association allow Women in Sport to have up no less than three and no more than twelve Trustees, one-third of whom are eligible for rotation annually and who may serve as trustees for a maximum period of nine years. Trustees to retire by rotation are those who have been longest in office since their last election or re-election. Trustees are appointed by members by vote at the AGM. Where there are more prospective Trustees than places then a vote is held. Trustees are also allowed to co-opt members provided that the appointment does not cause the number of Trustees to exceed any number fixed by, or in accordance with, the Articles as the maximum number of Trustees.

As part of its ongoing governance review and to meet the new requirements of the Code for Sport Governance (2017), the Board has created and delegated some responsibilities to two sub-committees; namely the Audit and the Nominations and Governance committees.

The Audit committee, headed by the Finance and Business Development Trustee was set up in July 2017 and meets each quarter. The committee has delegated responsibility for internal and external audit, financial monitoring and risk management as laid out in its terms of reference and the Scheme of Delegation. The committee comprises no more than four members of the Board.

The Nominations and Governance committee was set up in July 2017 and meets no less than twice a year (or as required). The committee comprises four board members including the Chair and Vice Chair and is responsible for all HR, governance policies and Board review, as laid out in its terms of reference and the Scheme of Delegation.

All Trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 8 to the accounts.

The Trustees who served throughout the year ended 31 March 2018 and up to the date these accounts were approved, except where indicated were:

Trustees	Appointed/Resigned
Sally Hancock, Chair	(Retired November 2017)
Zoe Collins, Chair	(Appointed November 2017, resigned June 2018)
Karen Wilson, Vice Chair	
Jayne Haines, Chair	(Trustee until July 2018 and then appointed Chair, July 2018)
Leanne Woods	(Retired December 2018)
Melanie Howard	(Retired April 2017)
Susan Young, Treasurer	
Sue Wicks	
Jane Martinson	(Resigned August 2018)
Simon Chadwick	(Resigned July 2018)
Elie Barnes	

There were six Board meetings and a full day of strategic planning this year.

Day-to-day management of the Charity is delegated to the Chief Executive Officer. For the period of this report this was Ruth Holdaway. There were changes to the key management personnel over the year with both the Director of Campaigns and Engagement and the Head of Finance & Operations moving on. All vacancies in key management personnel have been successfully filled as at the date of signing the accounts.

Women in Sport banks with the CAF Bank.

The Charity is a member of the Sport and Recreation Alliance and of the National Council of Voluntary Organisations.

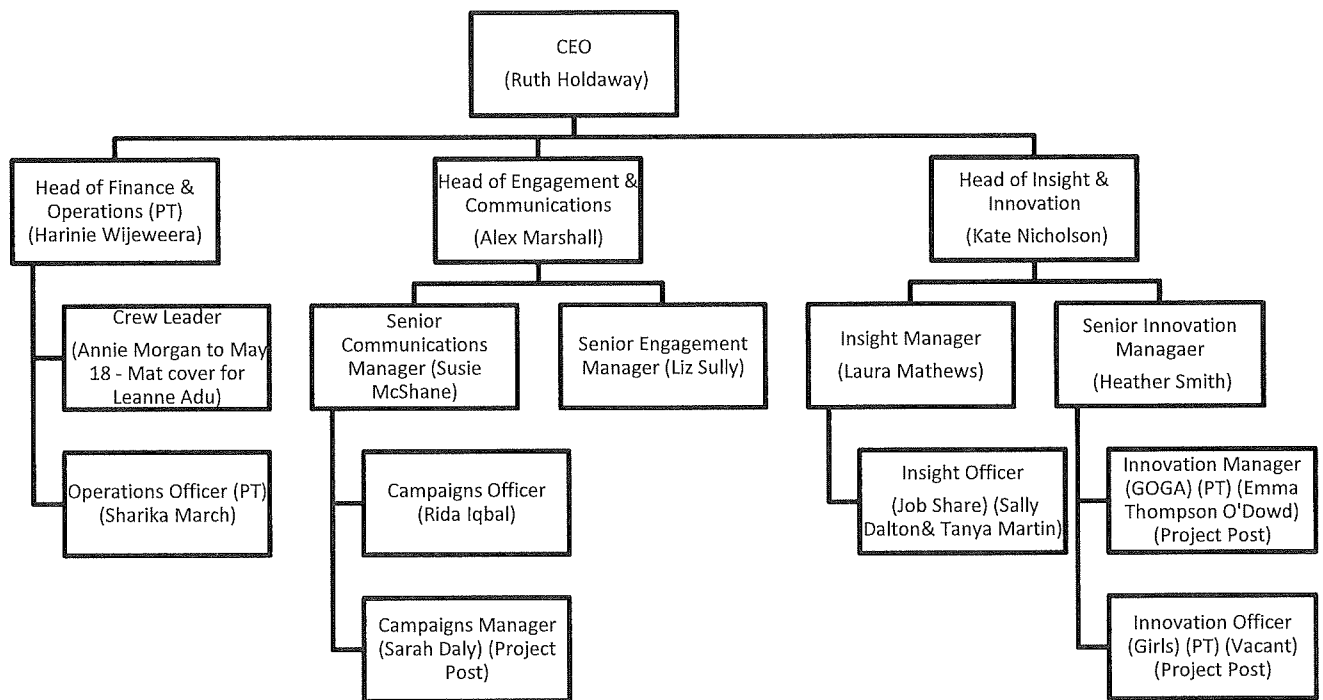
The Charity also operates under a formal Memorandum of Understanding with the Youth Sport Trust to deliver elements of the Girls Active programme in schools and similarly, with Sported to deliver Project 51 in the community.

The pay and remuneration of staff, including key management personnel, is agreed by the Board of Trustees through the business planning process, with an annual review of cost of living undertaken and adjustments made as appropriate. Pay is benchmarked against both the charity and sport sectors and is based on perceived market conditions.

During the financial year, the charity undertook a re-tender of its external audit services, in line with best practice. After a successful tender process Buzzacott LLP was appointed as the charity's auditor from the financial year ending 2017/18.

1.2 Organisational Structure

The organisation chart below shows the staffing structure at Women in Sport at 31 March 2018:



The diversity of our own Board of Trustees and staff team remains a challenge for the charity. Our staff team is all female, even though we work hard to attract men to the charity. We do, however, have staff from a range of backgrounds and 30% of the team is BAME. On the Board we need to significantly improve ethnic, social and gender diversity and have struggled to do so, even with specific actions to try to address the problem. This year, in line with the Code of Sports Governance, we produced a Diversity Action Plan, which is available on our website, and we are implementing changes to how we recruit as we strive to become more diverse at every level of the charity.

2. OBJECTIVES AND ACTIVITIES

2.1 Charity's Objects

- A) The provision or assistance in the provision, in the interests of social welfare, of sport and leisure facilities and opportunities for women and girls which will improve their conditions of life by promoting their physical, mental and social wellbeing.
- B) The promotion and advancement of the education of women in management and sports-related job skills.

2.2 Our Strategy for 2017/18

Our Vision & Mission

We are Women in Sport. We're transforming sport for the benefit of every woman and girl in the UK. By drawing on our unique insight we will champion the right of every woman and girl in the UK to take part in and benefit from sport, from the field of play to the boardroom, from early years and throughout her life.

Our Values

Fairness: We believe in equal opportunities for women and girls, not only in sport, but in society as a whole. Where these do not exist, we are committed to championing change. We go the extra mile to ensure everyone has a fair chance to enjoy the benefits and potential of sport.

Challenging: We do not accept the current sporting environment with its limited opportunities for women and girls. With a passion for progress, we will challenge the norms and current attitudes, and demand changes in the way sport is run.

Insight-led: Insight and evidence drive everything we do. We research our subjects rigorously to build expertise and develop the highest quality information. By insisting on innovative thinking, we ensure we are always thought leaders for women and girls in sport.

Collaborative: We understand the specific and unique role we play in working to achieve our ambitious vision, but we cannot achieve it alone. So, where appropriate, we work in partnership with like-minded people to transform sport for women and girls.

Our Strategic Goals

GOAL 1 - More women and girls benefit from playing sport: In the UK more men than women play sport every week. Women are missing out on the physical and mental health benefits of sport. With our unique understanding of women's lives we work within sport to drive positive change and remove barriers to participation.

GOAL 2 - More women and girls benefit from working, leading and volunteering in sport: Gender diversity at every level of an organisation makes it more effective. There is a wide and varied pool of talented women seeking roles in sport. We will support them to work and volunteer in the sector and to thrive, so sport thrives too.

GOAL 3 - More people benefit seeing women's sport: its increased visibility makes sport normal for women and girls: We want equal opportunities for women and girls, in sport and in society as a whole. By increasing the visibility of women's sport, in the media and in everyday life, we will help make sport normal for women and girls.

GOAL 4 - Women in Sport thrives as the UK's leading women's sport charity: Financial and popular support help us find innovative ways to deliver our work. Without our generous donors and funders, we would not be able to continue championing women and girls within sport.

2.3 Public Benefit

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the Trustees have considered how the strategic goals will contribute to the objects of the charity.

Women in Sport's insight and research clearly highlights the persisting gender gap in sport. Women will not have equality in society until every aspect of society respects women and offers equal opportunities for women and men. In sport there remains a long way to go before this level of equity is achieved, and Women in Sport exists to champion the rights of women and girls to have equal access to playing, working in and leading sport. Because of Women in Sport's work, women will have access to all the benefits of sport currently afforded to men in greater degree.

Women in Sport's work directly with National Governing Bodies (NGBs), County Sport Partnerships, education and other organisations/individuals that deliver sport and physical activity, enables the barriers to women and girls' participation in sport to be broken down through practical measures, and each year more women and girls enjoy the benefits of sport as a result of our interventions.

3. ACHIEVEMENTS AND PERFORMANCE

Throughout the year, the Women in Sport team worked hard to make a positive impact and get closer to achieving our goals.

3.1 GOAL 1: More Women and Girls Benefit from Playing Sport

Over a third of our resources have been dedicated to work that contributes to achieving this goal. Collaboration with partners such as Sport England, British Universities and Colleges Sport, British Gymnastics, the Youth Sport Trust, Sport Northern Ireland and Sported has been a key feature of our approach.

INSIGHT

Insight is at the heart of all our programmes, providing the evidence for the work we do and representing the authentic voice of women and girls. The insight has enabled us to inspire new initiatives, upskill partner organisations, influence policy and to campaign to bring about change in the sector. We aim to be an indispensable research partner and the recognised experts for any organisation wishing to understand women's motivations and behaviours in relation to sport. As an example of our success in achieving this, in March 2018, we were invited to give evidence on girls' physical activity to the Welsh parliament, as part of a review of Health, Social Care and Sports policy.

The Insight and Innovation team is led by Kate Nicholson, who has strong relationships with Sport England and is developing the insight function to add value to the wider sport community. In 2017 we established a Research Advisory Group, bringing together experienced academic and market research practitioners to support and advise our in-house team. The group has met twice this year to share thinking on our insight projects and strategy. Also, in 2017, our Senior Insight Manager established a Sports Charity Research Network to share best practice/knowledge and encourage collaboration between insight managers in the sector.

3.1.1. In-depth Studies

Several major insight studies were conducted in 2017-18. We also supported partners on several smaller studies.

- A) **Building Resilience through Puberty and Menopause:** With Sport England funding we explored resilience in relation to sport and physical activity at these two key life-stages for women and girls.

Puberty: Our *Girls Active* Survey (conducted in partnership with the Youth Sport Trust, 2016) revealed a significant drop in girls' physical activity levels and positive attitudes towards sport around the time of puberty. This is markedly different from boys of the same age. The research highlighted issues such as menstruation being a major reason for girls to avoid taking part in sport or exercise at school – this was the case for 42% of 14-16-year-old girls in our study.

The Girls Active research insights helped us shape in-depth qualitative research which went on to uncover significant physical and psychological factors relating to puberty and the onset of periods. For some, these have long-term impact on attitudes and behaviour towards sport and physical activity. It also expanded our understanding of issues relating to low confidence, body image and self-esteem. Embedding good activity habits at this stage of life is important for girls' future physical activity levels and this research provided important insight into the key barriers to being active that girls face as they go through puberty.

We will continue our work in this area in 2018-19 using the insights from this research. We will work alongside girls themselves, helping them develop new initiatives to improve resilience and maintain a good level of physical activity during the transition to adulthood.

“Fascinating series. You have really been opening our eyes. Thanks!”

“Thank you. This is something I'm really conscious of...our girls need so much support and encouragement to get and stay involved in sport.”

Via Facebook in response to our puberty videos.

Menopause: This project comprised a survey of over 400 menopausal women together with in-depth discussions with both menopausal women and experts in this field. We explored the impact of menopause on participation and pre-disposition towards sport and physical activity.

The research uncovered a significant opportunity to promote physical activity at this life stage. The desire to be more active is high and, as a natural time of reappraisal, menopause provides an opportunity to prompt participation in sport and physical activity. This could be particularly helpful when trying to engage inactive older women or re-engage those who have lapsed. It's also a life stage that every woman will go through (as opposed to pregnancy, for example, which only some women will experience). The research showed a need to build confidence, make participation easy and provide extra reassurance. Health concerns and fear of injury are common barriers for older women considering re-engaging with sport and physical activity after being inactive.

We believe menopause marks an important gateway to older age. It is an opportunity to reinforce the benefits of healthy habits, tap into a woman's desire to be in control of her health and wellbeing and to feel positive about getting older. These insights could help reverse the drop off in activity levels at this time.

"Thank you for sharing these reports, they illustrate perfectly the barriers faced by so many of our class members. We'll share these with our network of instructors who are out there at the coal face trying to reach those who would really benefit from group exercise classes"

Founder of exercise initiative for older women

"Women in Sport's research into the menopause was fascinating to learn about as it's a subject we don't discuss often. Tanya's short presentation on the research was brilliant, she delivered the information in a way that didn't make the mostly older male audience feel excluded. The inclusion of stats which highlighted the business case for creating activity and campaigns that are suitable and help overcome some of the challenges menopause brings really made the forum think differently"

Jo Loughlin, Indoor Rowing Community & Content Executive, British Rowing

- B) **Addressing the 'intention to action' gap:** Funded by Sport England, this project investigated what happens when women want to be more active, but just don't feel able to take that first step. Focussing on inactive women from lower social economic groups (SEC 6-8), we undertook an extensive literature review and a small-scale qualitative study. Our aim was to understand more about how barriers such as life uncertainty, redundancy, changeable working patterns, family prioritisation for money, mental health and isolation all affect behaviour. Our findings have been fed into our 2013 research, *Understanding Women's Lives*, to give a clearer perspective on this particular cohort. Two in-depth case studies have been published as part of our Research and Advice Service to bring this insight to life.

- C) **Girls Active:** We continued to work in partnership with the Youth Sport Trust this year on the award-winning Girls Active programme for schools. This on-going programme aims to tackle declining participation in physical activity by young girls, through girls' leadership, peer mentoring and the delivery of inspiring, relevant sports opportunities for all girls in schools. Women in Sport partnered with the Youth Sport Trust to survey over 20,000 girls and 6,000 boys and conduct in-depth qualitative interviews and focus groups with girls and teachers.

During 2017/18 we analysed the findings of this survey in depth. The data showed some startling differences between girls and boys both in terms of participation and attitudes towards Sport and PE at school. Girls were less likely to enjoy sport or find it relevant to their lives. They also expressed many more barriers to taking part. Significant issues with poor body image, low confidence/self-esteem and fear of judgement were also much more apparent for girls than boys. The findings were launched publicly in September 2017, generating significant media interest. BBC Breakfast featured interviews with Women in Sport's Heather Smith and BBC Radio 5 Live broadcast a live interview discussing the findings.

“The Youth Sport Trust greatly values its partnership with Women in Sport. The organisation is at the forefront of the agenda to promote women and girls sport, and we benefit from its historical experience, contemporary insight and wide networks. In particular we have found the knowledge and expertise Women in Sport have on issues of gender invaluable in the development and successful positioning of our Girls in Sport programme.”

Ali Oliver, Chief Executive, Youth Sport Trust.

CHALLENGES AND NEXT STEPS

The nature of our research requires collaboration with various of partners. Partnership working can, inevitably, cause restrictions such as:

- A reduced ability to influence the scope of the project
- The combining of several organisations' objectives into one project causing a lack of focus
- Different partner priorities potentially diverting resources from our key areas of focus

We addressed these challenges by being clear about the scope of the research, and the resources available at Women in Sport from the outset. We also reviewed the work regularly with partners to ensure all were happy and to make any adjustments needed along the research journey. We also ensured that Women in Sport's expertise in, and focus on, women and girls was being used to best effect.

Funding for research projects, in terms of team capacity at Women in Sport and the ability to build the skill set of our team, is an ongoing challenge. Funding tends to come project by project and issue by issue rather than in a way that helps us build and increase our general in-house expertise which can then be applied across multiple projects. The answer to this problem is to seek funders who will fund research capacity, as opposed to specific research projects, and increasing our unrestricted income. Our Fundraising strategy addresses this challenge, but it is not quickly or easily resolved.

3.1.2 Insight into Action

GET OUT GET ACTIVE

Get Out Get Active (GOGA) is an exciting national initiative supporting disabled and non-disabled people to enjoy fun and inclusive sport and physical activity together. The UK-wide programme is funded by the Spirit of 2012 Trust and managed by the English Federation of Disability Sport (now renamed The Activity Alliance). Women in Sport is a national partner, offering research, support and advice on engaging women and girls.

Our role within this project is to support delivery partners, known as localities, by sharing insight, expertise and best practice regarding women and girls' participation in sport. As the programme has taken some time to get established at the national level, we have had to change our plans to match changed timescales and the needs of locality partners. To ensure impact we've also reached out beyond our allocated five localities to ensure that we can offer advice and have impact across the entire UK-wide programme.

An example of our work on the GOGA programme comes from Thanet. Women in Sport's Insight team helped this specific GOGA location to better understand its older existing and potential members, through qualitative research and observation of their sessions. We spoke to and observed women attending GOGA Thanet sessions and combined these observations with our existing research, *Understanding Women's Lives*, *What Sways Women to Play Sport* and *Silver Linings*.

KEY FINDINGS

Women already participating in physical activity often have strong social networks, are independent and want to have control over their own lives. The enablers or influencers to participation are generally friends or neighbours. However, for inactive women, being sociable is often not part of their norm and they have few influencers encouraging and supporting them to be active. The experience of getting older or developing a health condition can actually trigger these women to want to be more active, but they do not always know how to do so, or where they can go to take part in activity.

CHALLENGES AND NEXT STEPS

We derived ten recommendations from the Thanet research which were transferable to other locations working with older participants.

1. **An opportunity to re-engage in exercise.** The experience of 'getting older' or a particular health condition can trigger participation.
2. **Vary the group size.** Being sociable is not always the norm for inactive women. Activities in smaller groups may appeal.
3. **Utilise buddy schemes.** Schemes which use a peer or family members to encourage and support participation can engage women who lack social support networks.
4. **Take advantage of the interest in quality family time.** Physical activities where different generations of a family can be active together can provide enjoyable quality time together.
5. **Provide as much information as possible** to help women to see if the activity is suitable for them and overcome anxiety about attendance.
6. **Me, not my age or impairment.** Many women do not identify with being an older woman or disabled. Avoid marketing and advertising that focusses on this.
7. **Tap into the desire to do more.** Frequently inactive women felt limited by their physical capabilities. Inclusive and accessible activities are more likely to appeal.
8. **Goal setting.** Helping to set goals as part of the activity, with a pathway to achievement, could help offer a focus beyond the day to day challenges.
9. **Get closer to where women are.** Consider locations that seem relevant, this may include health centres, garden centres or bingo halls.
10. **Engage women's values.** Align sport and physical activity offers to women's core values.

3.1.3 Sharing the insight

This year we introduced new ways of reporting our research findings following feedback from people who access and use our research. In addition to PDF reports, we developed more info-graphics, films of girls talking about key issues and a short animation to bring to life the findings from the Puberty project. These multi-media assets are published as part of our newly developed Research and Advice service (see below) via our website and are used in workshops and conference presentations. Feedback on this new approach has been positive.

"Most, if not all of the of the teen sport related statistics I'm going to use for my press interviews, are from your Women in Sport Changing The Game For Girls report. It's really insightful and puts a lot into perspective."

Wendy MacLennan – Founder, Train Body Brain

In 2017 we launched Women in Sport's Research and Advice Service — a 'one-stop shop' for any organisation or individual with an interest in providing sport for women and girls. We carried out a thorough consultation to make sure the proposed service would meet the needs of its users. Findings led us to develop a three-tiered service comprising:

Level 1: Self-service web-based resources

Level 2: Tailored advice

Level 3: Paid-for commissioned support and workshops.

The service was piloted for two and a half months between October and mid-December 2017. Feedback received during the pilot led to changes such as renaming the service (from Advice and Support to Research and Advice), making it easier to use and more accessible (as outlined below) and improving its digital functionality.

There is now a dedicated area of our website for the Research and Advice Service, which includes:

- A library of research with report summary pages and an updated search function to make reports discoverable through key word searches
- A contact form for people wanting more information or support to get in touch – this is monitored by the entire Women in Sport team on a rota and all queries are responded to within set timeframes
- Testimonials of how we have supported other organisations and individuals.

The full service was launched in February 2018 and has been promoted through Women in Sport channels such as social media, the eZine etc. Regular training and briefings equip all Women in Sport staff to contribute to the service. An evaluation framework ensures quality is maintained and helps to develop the service further.

After using the Research and Advice Service, users are asked to rate it. 46 people responded to this request during the pilot phase and on average the service was rated 4.5/5. Since its launch, the service has:

- achieved 6,805-page views of pages on the Advice and Support Service section of the website
- received 90 individual requests for more in-depth help
- provided a total of 100 hours of support (approx.)
- supported 110 organisations

The Research and Advice Service is continuously updated and now includes 33 pieces of Research. Case studies are also gathered and shared regularly to demonstrate the impact of our research and to help people relate our findings to their own situations.

EXAMPLES OF IMPACT

Level 1: Self-service web-based resources

“I now feel more able to tune in to what women might be worrying about or feeling with regard to exercise and I would like to develop my new understanding further as it would help so much in my role as Head of Sport at my school.”

Headteacher, Nottinghamshire

Level 2: Level 2: Tailored advice

BaseballSoftballUK (BSUK), asked Women in Sport to help ensure the appropriate safeguards were in place for women playing softball while pregnant.

“The advice we received from the Research and Advice Service on playing softball while pregnant helped tighten up our thinking on this issue. It was helpful to learn that the question of discrimination hangs on health risks and that gives us the platform to make a clear statement to Leagues who blanket ban pregnant women.”

John Boyd, CEO of Baseball Softball UK.

Level 3: Paid-for commissioned support and Workshops

British Universities and Colleges Sport (BUCS) commissioned Women in Sport to run tailored workshops, develop toolkits and lead research to apply key insights so that they can better engage female students. This BUCS Girl Can, Getting Female Students Active.

“Women in Sport’s wealth of expertise and insights have helped BUCS to better engage with female students. They have helped the higher education sector to become more knowledgeable about creating opportunities for female students; empowering students to not only maintain an active lifestyle, but also to see the value they have to influence others through volunteering roles.”

Amy Seaman, Development Manager, British Universities and Colleges Sport

“I liked the activities and engagement of the participants in group discussions. The presenter had lots of energy and pace was good. Very insightful workshop delivered in a friendly manner.”

Workshop attendee

CHALLENGES AND NEXT STEPS

The challenge now is to resource and market the service fully and effectively – currently the service is not pro-actively marketed as it has a good organic reach. The service has great potential to support those working with women and girls, but to realise this potential additional resource is required.

We are continually challenging ourselves to develop content to make the service increasingly accessible and to ensure it meets the needs of our customers. Next steps include;

- adding 'tool kits' to the Research and Advice Service for our funded projects, GOGA and Project 51
- creating insight packs around key topics
- updating the landing page and sidebar to make the navigation of the section more intuitive

3.2 GOAL 2: More women and girls benefit from leading and volunteering in sport

We recognise the value of female volunteers and leaders in the sport sector. Their roles as influencers, mentors and role models has a huge impact on other women and girls. The research and campaigns we conducted in this area in 2017-18 were in recognition of this.

3.2.1 Campaigning achievement

BEYOND 30% - WORKPLACE CULTURE IN SPORT

Beyond 30% is an ongoing long-term campaign, backed by insight and research (it was known as 'Trophy Women?' until 2016).

Our leadership audits of women in senior leadership roles in the National Governing Bodies of sport (NGBs) in England and Wales resulted in Government setting a minimum 30% gender requirement for the boards of every publicly funded organisation providing sport in England. Having achieved this important campaigning success, our focus shifted in 2017-18 to understanding how to nurture the pipeline of talented women working in the sport sector and support their progression into leadership roles. This included an in-depth exploration of the workplace culture with over 40 individuals and a survey of over 1,100 women and men in the paid sports workforce.

The research revealed evidence of discrimination and negative culture in the sector with a clear gap in terms of how women experience the sports workplace compared to men. It also highlighted the need for a culture change throughout organisations, from grassroots participation through to the Board to nurture the pipeline of talented female leaders for the future.

This work has generated significant interest. The findings have been disseminated through the media (including BBC Sport, The Guardian and The Independent), face-to-face presentations and webinars, including: a breakfast launch event on International Women's Day which attracted around 50 senior leaders from within the sector; the NGB CEO forum; and the County Sports Partnerships Network.

We decided to experiment with the way we reported these findings. As well as presenting our results in written form, we also used the voices of women and men in the sector to bring the research to life for our audience through them speaking about their opinions and experiences. After very positive feedback we have gone on to use audio clips of these voices in our presentations and webinars, with great success.

“Sport Wales value the insights provided by the Beyond 30% Culture Study as its findings will help to shape our future work. The findings from the study are already being used as part of a Board Paper, as Sport Wales seeks to establish a position statement regarding diversity on Partner Boards. The insights are also being considered as Sport Wales develops a new Strategic Plan, particularly in relation to people and leadership development”.

Gordon Clark, Sport Wales Senior Officer

“Organisationally, I think the research is really important. Our team use the research and insight that you have done to inform what we are doing...It is really important from an empowerment point of view...If Women in Sport didn't exist who would pick that up?”.

Yvonne Harrison, former CEO of Greater Sport and now Managing Director at University Academy 92

LEADING BY EXAMPLE

Funded Internship PhD student: October 2017 – January 2018 (3-months)

Pip Davies, joined the Insight & innovation team for a 3-month internship from October 2017 to January 2018. Pip's interest and expertise in gender equality in Welsh sport along with her investigations into women's sports leaders and policy-makers, made her an ideal fit with the charity. She provided valuable input to our work, particularly around women in sports leadership for the 'Beyond 30%' project. Pip described her internship as extremely worthwhile and has kept in touch with the charity.

“I undertook a three-month placement with Women in Sport during my PhD studies. The team were fantastic and my time with them positively benefitted my work experience but also my PhD studies and my aims for my future career. I gained a brilliant insight into wider ‘women in sport’ research and a more thorough understanding of female sports leadership.”

Philippa Davies, PhD placement internship.

CHALLENGES AND NEXT STEPS

Thanks to our persistence in this area we are seeing an increase in interest in creating more diverse boards and working cultures across the sport sector. However, there is still a need for significant investment in this work as culture change is nuanced and takes time. There is a risk that the funding bodies feel they have done their bit by incorporating the 30% target into the Code of Sports Governance and believe the job is done. We disagree strongly with this, believing that more research is required to really understand the issues of culture which need to change and believing that we can provide support to organisations in making those changes, should funding be made available.

We are delighted that Comic Relief has backed Women in Sport to continue some of this work over the next 2 years. However, this will not fund an ongoing audit of women in leadership roles, something we believe remains critical to bring transparency to whether or not sustainable progress is being made and to hold organisations to account. Neither will the Comic Relief funding stretch to the significant development needed within our Research and Advice service if adequate high-quality sustained support is to be provided to organisations. The Comic Relief funding is significant and hugely appreciated and allows us to keep this area of research and campaigning alive – but we need new funders and corporate partners to also support this work to enable us to be as impactful as possible and to have the biggest reach we can.

3.2.3 The Women’s Sport Network

The WSN was created to support women working and/or volunteering at board level in sport and to bring through the next generation of female leaders. Members benefited from events, networking and mentorship opportunities while supporting Women in Sport by generating unrestricted income through membership fees.

Unfortunately, the costs of running the WSN to the standard required were not covered by the income generated. Attempts were made to seek additional funding through sponsorship and other channels but this was not successful enough to provide a sustainable foundation for the Network. Sadly, therefore, the WSN was closed in December 2017.

3.2.4 Good Sports: why sports need to engage female volunteers

This research highlights gender discrimination in sports volunteering but also includes best-practice solutions for the sports sector to level the field. In June 2017 we launched our findings and recommendations as part of Volunteers Week. These were viewed 2,484 times on Women in Sport's website and reached 87,236 people through social media.

We hosted a de-brief workshop for key stakeholders (including parkrun, Sport England and the Sport and Recreation Alliance which has taken on the Olympic legacy volunteering programme). We also hosted a webinar for members of the CSP Network and gave a presentation at important industry conferences *Why Sports* and *Sport Volunteering* as well as at the Volunteering Research Network.

CHALLENGES AND NEXT STEPS

Although volunteering is an important, if not essential, aspect of sports delivery, Women in Sport has had to make some tough strategic priority decisions about where to focus our efforts. Currently, with the resources we have available, we intend to focus our efforts on the paid workforce through the Beyond 30% work. We'd love to expand this work to include the culture and experience of women in the voluntary workforce but currently, in order to keep a tight focus and get the best value from our limited resources we do not intend to pursue the 'Good Sports' area of our work in 2018-19.

However, the research remains available via the Research and Advice Service and we are open to conversations about commissioned work in this area based on our existing insight. We also hope, that when resources and capacity allow in the medium to long term future, this will become a core part of our work.

3.3. GOAL 3: More visibility for women's sport

IMPROVING MEDIA COVERAGE

The 2017 'Summer of women's sport' provided an opportunity for Women in Sport to showcase the achievements of elite sportswomen in the ICC Cricket World Cup, UEFA Championships and Rugby World Cup. Our involvement helped generate debate around issues including the lack of media coverage, low levels of commercial investment into women's professional sport, equal pay, sexism in sport, and the importance of role models. We achieved 35 pieces of media coverage over the summer, with a news value of £96k and a reach of 3.61 million.

Additionally, in 2016, we were successful in securing funding from the EU ERASMUS +Sport Fund to undertake an in-depth study into the visibility of women's sport across 5 EU countries, including the UK. The programme of work started in January 2017 and ran throughout this year. Women in Sport was the lead partner and we worked together with four international organisations; EILD (Greece); FOPSIM (Malta); West University Timisoara (Romania) and Girls in Sport (Sweden).

A project manager, Sarah Daly, was appointed in March and a Steering Group, comprising representatives from all 5 countries was established. Following a comprehensive tender process, Nielsen Sport was commissioned to conduct primary quantitative research to provide an up-to-date measurement of women's sport coverage across the 5 countries and to conduct qualitative analysis of the type and quality of that coverage. Each participating country then hosted in-depth 'information sessions' with journalists and broadcasters to discuss the implications of the findings.

Initial research findings confirm that women's sport has a long way to go before it receives its fair share of media attention. Coverage is low in comparison to men's sport in every country, variety is limited and there is a lack of a consistent presence. At times women's sport is barely visible – no women's sport is in evidence on some sports channels and in some countries, it fails to achieve more than 2% of the reporting time. On a positive note however, it appears that the quality of the coverage, when it does appear, has improved with more action photography and reporting appearing.

The full analysis of the research, coupled with the input from the Information Sessions will be available next year and was published at the EMPOWER event hosted by Women in Sport in October 2018 (also part funded through this project).

CHALLENGES AND NEXT STEPS

Information Sessions will continue in 2018/2019 and, as noted above, the input from these will be incorporated into a report that analyses the research and Information Sessions findings.

The EU funding for this work will finish in early 2019 and due to the complexities of EU funding and the uncertainty around Brexit there are no plans currently to continue this project beyond 2018/2019.

3.4 GOAL 4: Women in Sport thrives as the UK's leading women's sport charity

In the past year we have continued to diversify our fundraising activities with notable success in grant funding in particular. We are also committed to improving our governance and in line with the Code of Sports Governance, we reviewed and updated some of our policies and procedures, in consultation with staff via 'Culture Club' and the Board, to ensure best practice. We also launched our Advice & Support Service during the year and undertook work on a website refresh.

We produced our first Impact Report in over 5 years, which tells the story of how Women in Sport is making a difference to women and girls' lives. We are confident that it will inspire people to join us in our mission by partnering with us, funding our work, or commissioning our services.

3.4.1 Securing high profile support and engaging with the wider sporting community

Women in Sport staff continue to comment on media stories and to blog about sporting experiences. We also engage other women and girls in writing blogs for our website, to ensure we share as diverse a range of views and experiences as possible.

Women in Sport's e-Zine reaches around 3,500 people monthly with top tips for engaging women and girls, links to the latest research and information about our campaigns and the work of our partners.

Olympic Gold Medallist, Rebecca Adlington remains Patron of Women in Sport and this year we also engaged Cricketer Ebony Rainford Brent, Gold Medal winning Hockey star Hollie Webb and diversity champion Chris Grant as Ambassadors.

Our CEO is a judge for the Sunday Times Sports Woman of the Year and was also invited to be part of a discussion panel at the Laureus Sport for Good Awards. Other team members helped judge the Sports Industry Awards and the Rugby Football League Community Awards.

Women in Sport team members also presented research findings at a number of industry events and conferences throughout the year to reach as large an audience as possible with our findings.

Of course, all of this work takes time and our limited capacity as a team, which is small and around 50% part time, means there is always more we'd like to do.

3.4.2 Raising funds and awareness

Women's Sport Week 2017 took place from 19– 25 June. In previous years, our activities around the week focused on raising awareness and encouraging local sport participation opportunities for women. However, in 2017, having taken a leading but unfunded role in Women's Sport Week for the last 2 years, Women in Sport decided to use the week as an opportunity to raise the profile of our own work and encourage groups and individuals to fundraise for us to be able to achieve more for women and girls.

We launched three activities that supporters could get involved in during the week:

- 1) Sponsored individual or team challenge to run, cycle or swim a specific distance.
- 2) Sports Kit Friday – colleagues/employees are encouraged to wear their sports kit to work.
- 3) Sport and social – sports teams play a charity match followed by social event.

A number of organisations, including *Synergy Global*, *London South Bank University*, *Northern Flags* and *Derbyshire Constabulary* took part in Sports Kit Friday, raising c.£500.

3.4.3 Organisational improvements

During 2017-18 we completed a review of our policies and procedures. This was part of putting the Code for Sports Governance into action. We consulted with staff via the 'Culture Club', a staff consultation forum, made the necessary updates and put together a schedule to keep all policies under review in future.

The Senior Leadership and Senior Management Groups undertook leadership training during the year to support and develop both individual team members and team working within and cross these two important groups. This helped us to work together as a team and improve how we prioritise and communicate with each other. A number of new tools were also created to help us be more efficient and effective, such as a meeting planning tool, a project management tool and a funder decision making matrix.

We reviewed our website this year as it hadn't been reviewed since its launch in 2014, and the way digital content is accessed has moved on significantly since then. We began work on updating and refreshing its look and content. Our goal is to make our website more user friendly and support the provision of the Research and Advice Service. The refreshed website will be launched in the first quarter of 2018/19.

CHALLENGES AND NEXT STEPS

Looking ahead, we need to continue to diversify income to reduce our reliance on Government funding via Sport England. We have had success with Trust funding but securing repeat funding is difficult in the current climate. We will continue to look at ways to generate income and engage with new donors such as corporate partners. We hope and anticipate that the event at which we will launch our research into the Visibility of Women's Sport will provide a platform for corporate sponsors and new brand partnerships which can then be developed in the future. We will also be recruiting a new Head of Engagement and Communications, this time from a corporate fundraising background, to support the delivery of our new Fundraising strategy.

4. FINANCIAL REVIEW

Following a review of the Income and expenditure recognition applied to the ERASMUS grant funding received in the prior year, it was identified that the accounting treatment adopted in the prior year did not accurately reflect the way in which the project is delivered. As a result, the accounting policy for this grant was changed and the prior year income and expenditure restated. The detail of this can be found in note 17 to the financial statements.

Consequently, the income and expenditure totals for 2016/17 have been restated as follows:

- Income was £996,298
- Expenditure was £897,384

In 2017/18 our income grew from £996,298 to £1,075,767, an 8% increase from the previous year. The charity received £753,359 from Sport England which represents 70% of its funding compared to 79% in 2016/17.

Expenditure increased from £897,384 to £1,057,835. The charity therefore realised a surplus of £17,932. Total funds at the end of the year were £175,907 (of which £170,092 were unrestricted) – an increase from £157,975 in 2016/17 and slightly higher than our current reserves policy.

4.1 Fundraising

Building sustainability into our newly diversified fundraising portfolio remains a priority for the charity. Fundraised income from sources other than our core Sport England grant grew from £167,640 to £210,379 in 2017/18, a 13% increase. This is a good foundation as we work to reduce our financial reliance on Sport England.

In 2017/18 we have developed the charity's first comprehensive fundraising strategy. This focuses on two key areas that we believe will generate the highest return on investment for Women in Sport.

1. Statutory and Trust Fundraising where we continue to learn and build our expertise with good success. Of particular note are funders Sport England, Comic Relief and the Garfield Weston Foundation who have provided repeat funding in support of our work. We are extremely grateful to them and all our grant funders.
2. The development of a corporate partnership strategy, specifically to build unrestricted income.

The new strategy is based on an audit of fundraising over the last 3 years. During this review process we concluded that community fundraising was not a viable channel for Women in Sport, with an extremely low ROI which wouldn't yield a positive return for several years. Consequently, we have brought investment into Community Fundraising activity to an end.

The strategy does include other income generation channels, however, including:

- Building on the previous year's success with commissioned projects: We were commissioned again by the Youth Sport Trust to deliver insight support to Girls Active and to deliver a new initiative, the Girls Active Awards. We were also commissioned by British Weightlifting and the England and Wales Cricket Board.
- Major Donors – we will look to use relationships built via our corporate fundraising strategy to identify individuals who may wish to support our work in a significant way.
- Individual Giving – we know we have a few supporters of our work who generously donate to the charity through a monthly direct debit or through their employer. These gifts, whilst small in total at the moment, have scope to grow and are hugely valued by us as they demonstrate a real and sustained commitment to our cause from our donors.
- We are also committed to ensuring that we are consistent with new fundraising regulations.

To deliver the new fundraising strategy we will be appointing a new Head of Engagement and Communications in 2018.

4.2 Investments

The charity holds no investments.

4.3 Main sources of funding

Source	Amount £ (funders > than £10,000)	How this supports the charity's key objectives
Sport England	£753,353	Supports all our goals
Erasmus+ Sport	£111,988	Supports goal three
Comic Relief	£60,836	Supports goal one and three
Youth Sport Trust	£14,194	Supports goal one
Spirit of 2012 Trust Via the English Federation of Disability Sport (EFDS)	£45,120	Supports goal one
Garfield Weston	£30,000	Supports goal four

4.4 Risk Management

Risk Management is integral to the governance of the organisation by the Board of Trustees. The day to day management of risk is delegated to the Head of Finance and Operations in the first instance and the Chief Executive. In November 2017 a new risk policy was approved by the Board of Trustees as part of the review of policies and procedures in line with the Code of Sports Governance. This policy sets out a framework for the identification, assessment and mitigation of risks. A new risk map was then developed following a workshop with Trustees led by Claire Sharpe, then Head of Finance and Operations. This exercise will now be conducted annually led by the Head of Finance and Operations and Audit Committee Chair. Risk will also be managed quarterly in Audit Committee meetings

Major risks identified this year and their mitigation are:

- **Income diversification and the growing of unrestricted funds:** Our reliance on Sport England for most of our funding continues to be a risk for the Charity. To mitigate this risk, we developed a comprehensive fundraising strategy with the clear purpose of diversifying income and building on the success we have had to date. The strategy sets targets and key performance indicators, especially around unrestricted funds. These are monitored monthly in a formal meeting with the Head of Finance and Operations, the CEO and the Finance and Business Development Trustee. This information is also shared and scrutinised at every Board meeting.
- **Staff Turnover** As a small organisation we are conscious that turnover can have a detrimental impact on the workload and morale of team members and on our overall knowledge management. We have several measures in place to manage this risk including an annual staff survey, empowering staff to implement recommendations, regular performance reviews and investing in training, development and progression opportunities where possible.

Other significant risks that are reviewed by the Board regularly, include:

- loss of strategic focus, which is mitigated by regular reviews by the board along with a robust strategy and business planning process
- loss of reputation, which is mitigated by strong corporate values, staff performance reviews, strong relationships with partner organisations and robust media and PR management.
- change in Government strategy, which is mitigated by maintaining relationships with key policy makers.

4.5 Reserves Policy

A large grant from Sport England makes up 70% of our total income. The charity is diversifying and growing its income channels to reduce reliance on this core grant and to build resilience to any changes in funding. The trustees have also considered the reserves required for dealing with unforeseen circumstances and investing for the future of the organisation.

The trustees review the level of reserves and the reserves policy annually as part of their review of the business plan and budgets. The reserves are monitored regularly by the Audit Committee which reports back to the Board after each meeting.

Our target level for unrestricted reserves is £150,000 which is equivalent to three months' core costs. Unrestricted reserves of £170,092 as at March 2018 surpass this level. The Trustees intention is to maintain reserves at three months' worth of core costs whilst allowing investment in the organisation to grow fundraising and income diversification activity.

5. PLANS FOR THE FUTURE

We reviewed our strategy for 2018 - 2023 as part of our annual business planning process. As part of this review, the Board of Trustees and staff worked together to refine our vision and mission and set five new ambitious strategic aims for the future to drive towards our charitable purpose. The new refined strategy that will come into effect in 2018/19 is:

Vision

A society where women and men have equal opportunities

Mission

Women and girls are missing out on the lifelong benefits of sport. We want to change this, now, for every woman and girl in the UK.

How We Do It

We are the only organisation in the UK that researches sport purely from the perspective women and girls. We use the insight gained to drive change through campaigns and partnerships.

Strategic Aims

Aim 1: Help to ensure that girls stay engaged with sport and physical activity at times when they are most at risk of losing interest – through primary school and through the transition to adulthood.

Aim 2: Use sport to empower women and girls living in deprived communities to reach their full potential.

Aim 3: Change the culture of sport so sexism and discrimination become a thing of the past.

Aim 4: Diversify and increase income to enable us to do more for women and girls.

Aim 5: Constantly improve our governance to ensure we are the most trusted charity in the sector for women, girls and our partners.

We are funded in 2018/19 to continue our work on the Get Out Get Active and Project 51 programmes as well as to continue to provide insight and support to the delivery of Sport England's strategy. We very much look forward to working with these partners and securing new ones in the months ahead.

6. STATEMENT OF RESPONSIBILITIES OF THE TRUSTEES

Trustees are required to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resources, including the net income or expenditure of the charitable company for the year. In preparing those financial statements the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the applicable charities Statement of Recommended Practice (SORP)
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Companies Act 2006.

The Trustees are responsible for the maintenance and integrity of the corporate financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Trustees are also responsible for safeguarding the assets of the charity and for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Trustees confirm that to the best of their knowledge there is no information relevant to the audit of which the auditors are unaware.

The Trustees also confirm that they have taken all necessary steps to ensure that they themselves are aware of all relevant audit information and that this information has been communicated to the auditors. Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2018 was seven (2017: eleven).

The Trustees are members of the charity, but this only entitles them to voting rights. The Trustees have no beneficial interest in the charity.

The above report has been prepared in accordance with the provisions applicable to the small companies regime as set out in part 15 of the Companies Act 2006.

Approved by the Trustees on 13 December 2018, and signed on their behalf by:



Jayne Haines, Chair

Independent auditor's report to the trustees of Women in Sport

Opinion

We have audited the financial statements of Women in Sport (the 'charitable company') for the year ended 31 March 2018 which comprise the statement of financial activities, the balance sheet, and statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2018 and of its income and expenditure for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report and financial statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- ◆ the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements
- ◆ the trustees' report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- ◆ adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- ◆ the financial statements are not in agreement with the accounting records and returns; or
- ◆ certain disclosures of trustees' remuneration specified by law are not made; or
- ◆ we have not received all the information and explanations we require for our audit; or
- ◆ the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Buzzacott LLP

Catherine Biscoe (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

17 November 2018

Statement of financial activities (Incorporating an income & expenditure account) for the year ended 31 March 2018

	Notes	Restricted funds £	Unrestricted funds £	2018 Total funds £	2017 Total funds Restated £
Income from:					
Donations and grants	1	163,722	46,657	210,379	167,640
Charitable activities:					
. Empowered by sport	2	412,608	43,421	456,029	397,378
. Leading sport	3	207,868	10,750	218,618	324,759
. Visibility of women's sport	4	187,105	—	187,105	92,059
Other trading activities	5	—	3,636	3,636	14,462
Total income		971,303	104,464	1,075,767	996,298
Expenditure on:					
Raising funds:					
. General fundraising		163,722	41,979	205,701	132,526
. Trading		—	—	—	30,000
Charitable activities:					
. Empowered by sport		391,250	25,852	417,102	378,628
. Leading sport		200,395	8,104	208,499	262,988
. Visibility of women's sport		214,414	12,119	226,533	93,242
Total expenditure	7	969,781	88,054	1,057,835	897,384
Net income / (expenditure) and net movement in funds					
	8	1,522	16,410	17,932	98,914
		1,522	16,410	17,932	98,914
Reconciliation of funds:					
Total funds brought forward (restated)		4,293	153,682	157,975	59,061
Total funds carried forward		5,815	170,092	175,907	157,975

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 19 to the accounts.

Balance sheet 31 March 2018

	Notes	2018 £	2018 £	2017 Restated £	2017 Restated £
Fixed assets					
Tangible assets	11		—		64
Current assets					
Debtors	12	49,496		28,819	
Cash at bank and in hand		<u>295,754</u>		<u>423,381</u>	
		345,250		452,200	
Liabilities:					
Creditors: amounts falling due within one year	13	<u>(169,343)</u>		<u>(285,858)</u>	
Net current assets			175,907		166,342
Creditors: amounts falling due after more than one year	14		—		(8,431)
Total net assets	15		175,907		157,975
Funds					
Restricted funds			5,815		4,293
Unrestricted funds:					
· General funds			<u>170,092</u>		<u>153,682</u>
Total funds			175,907		157,975

These financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

Approved by the trustees on 13 December 2018 and signed on their behalf by:

Chair 

Women in Sport (Company Registration Number 03075681 (England and Wales))

Statement of cash flows 31 March 2018

	2018 £	2017 Restated £
Cash flows from operating activities:		
Net cash provided (used in) / by operating activities	(127,627)	282,642
Cash flows from investing activities:		
Loss on disposal of assets	—	263
Net cash provided by investing activities	—	263
Decrease / (increase) in cash and cash equivalents in the year	(127,627)	282,905
Cash and cash equivalents at the beginning of the year	423,381	140,476
Cash and cash equivalents at the end of the year	295,754	423,381

A Reconciliation of income to net cash provided by (used in) operating activities

	2018 £	2017 Restated £
Net income for the year (as per the statement of financial activities)	17,932	98,914
Adjustments for:		
. Depreciation charges	64	2,103
. Increase / (decrease) in debtors	(20,677)	6,294
. Decrease / (increase) in creditors	(124,946)	175,331
	(127,627)	282,642

B Analysis of cash and cash equivalents

	2018 £	2017 £
Cash at bank and in hand	295,754	423,381
Total cash and cash equivalents	295,754	423,381

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Women in Sport meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Going concern

The accounts have been prepared on the assumption that the charitable company is able to continue as a going concern, which the trustees consider appropriate having regard to future confirmed funding, revised budgets for 2018/19 and beyond and cash balances at the signing date. There are no material uncertainties about the charitable company's ability to continue as a going concern.

Income

Income is recognised when the charitable company has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from the government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charitable company has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of provision of a service relating to specific periods is deferred until criteria for income recognition are met. Membership and consultancy fees are recognised when invoiced, unless they relate to a future event or period, in which case they are deferred.

Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charitable company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charitable company of the item, is probable and the economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charitable company which is the amount the charitable company would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charitable company; this is normally upon notification of the interest paid or payable by the bank.

Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charitable company which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charitable company's work or for specific projects being undertaken by the charitable company.

Allocation of income

Sport England grant income has been allocated to activities in direct proportion to restricted expenditure, including all directly attributable restricted costs and allocated salaries and overheads. Grant income received for general fundraising activities and building capacity has been recognised as income from donations.

Expenditure on irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities on the following basis:

Raising funds	20.7%
<i>Charitable activities:</i>	
Empowered by sport	39.1%
Leading sport	22.2%
Visibility of women's sport	18.1%

Tangible fixed assets

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Computer equipment	4-5 years straight line
Office furniture	4 years straight line

Items of equipment are capitalised where the purchase price exceeds £1,000. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors

Creditors and provisions are recognised where the charitable company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value.

Pension costs

The company operates a defined contribution pension scheme for its employees. There are no further liabilities other than that already recognised in the SOFA.

VAT

The company is registered for VAT and operates a business/non-business apportionment. It is therefore not able to reclaim all the input VAT it suffers. Irrecoverable VAT is included with the cost it relates to.

1 Donations and grants

	Restricted funds £	Unrestricted funds £	2018 Total funds £	2017 Total funds £
Sport England	163,722	—	163,722	146,107
Garfield Weston	—	30,000	30,000	—
General donations	—	16,657	16,657	4,726
Gifts in kind	—	—	—	16,807
Total donations	163,722	46,657	210,379	167,640
Gifts in kind are represented by:				
. Legal advice	—	—	—	10,407
. Consultancy and agency fees	—	—	—	6,400
	—	—	—	16,807

2 Charitable activities: empowered by sport

	Restricted funds £	Unrestricted funds £	2018 Total funds £	2017 Total funds £
Grants and service level agreements				
Sport England	345,505	—	345,505	352,290
Get Out Get Active	45,120	—	45,120	18,130
Comic Relief – Project 51	21,983	—	21,983	—
Rethinking Sport	—	—	—	600
Youth Sport Trust (Girls Active Insight)	—	7,250	7,250	—
BUCS	—	6,250	6,250	—
ClubWorks	—	6,083	6,083	—
Youth Sport Trust (Girls Active Awards)	—	6,944	6,944	—
Sported	—	4,200	4,200	—
Other				
Consultancy fees	—	4,399	4,399	15,250
Workshops	—	8,295	8,295	7,542
Miscellaneous / event income	—	—	—	3,566
Total empowered by sport	412,608	43,421	456,029	397,378

3 Charitable activities: leading sport

	Restricted funds £	Unrestricted funds £	2018 Total funds £	2017 Total funds £
Grants and service level agreements				
Sport England	169,015	—	169,015	212,003
Comic Relief	38,853	—	38,853	42,324
Investec	—	—	—	19,700
Youth Sport Trust	—	—	—	16,074
Engage-HER	—	—	—	9,270
Sport Wales	—	6,500	6,500	6,500
ClubWorks	—	—	—	6,083
British Weightlifting	—	4,250	4,250	—
UK Sport	—	—	—	5,000
Ulster Rugby	—	—	—	400
Other				
Sponsorship	—	—	—	7,000
Miscellaneous / event income	—	—	—	405
Total leading sport	207,868	10,750	218,618	324,759

4 Charitable activities: visibility of women's sport

	Restricted funds £	Unrestricted funds £	2018 Total funds £	2017 Total funds restated £
Grants and service level agreements				
Erasmus	111,988	—	111,988	10,945
Sport England	75,117	—	75,117	79,114
Rosa	—	—	—	2,000
Total visibility of women's sport	187,105	—	187,105	92,059

5 Other trading activities

	Restricted funds £	Unrestricted funds £	2018 Total funds £	2017 Total funds £
Membership fees	—	3,235	3,235	13,944
Other income	—	401	401	518
Total other trading activities	—	3,636	3,636	14,462

6 Government grants

The charitable company receives government grants, defined as funding from Sport England, the Department of Culture, Media and Sport, the Department of Health, UK Sport, Sport Northern Ireland, Sport Wales and the EU, to fund charitable activities. The total value of such grants in the period ending 31 March 2018 was £865,345 (2017 restated: £811,959). There are no unfulfilled conditions or contingencies attaching to these grants in 2017/18.

7 Expenditure

	General fundraising £	Trading £	Empowered by sport £	Leading sport £	Visibility of women's sport £	Support and governance costs £	2018 Total funds £	2017 Total funds restated £
Staff costs (note 9)	101,329	—	191,662	108,959	88,577	100,208	590,735	470,621
Travel and accommodation	1,406	—	7,299	4,356	803	4,990	18,854	14,059
Training and recruitment	860	—	1,800	252	—	40,487	43,399	10,159
Project costs	651	—	47,809	8,101	69,238	—	125,799	122,862
Publicity and marketing	7,755	—	20,545	2,767	—	15,524	46,591	42,816
Office costs	—	—	—	—	—	46,094	46,094	38,133
Premises expenses	—	—	25	331	—	74,840	75,196	66,671
Legal and consultancy	15,668	—	—	—	—	43,065	58,733	121,868
Website development	340	—	1,000	—	—	42,233	43,573	—
Sundry expenses	—	—	8	189	—	780	977	828
Audit and accountancy	—	—	—	—	—	7,820	7,820	7,596
Depreciation	—	—	—	—	—	64	64	2,103
Loss on disposal of asset	—	—	—	—	—	—	—	263
Bad debt expense	—	—	—	—	—	—	—	(595)
Sub-total	128,009	—	270,148	124,955	158,618	376,105	1,057,835	897,384
Allocation of support and governance costs	77,692	—	146,954	83,543	67,915	(376,105)	—	—
Total expenditure	205,701	—	417,102	208,498	226,533	—	1,057,835	897,384

8 Net movement in funds

This is stated after charging:

	2018 £	2017 £
Depreciation	64	2,103
Trustees' reimbursed expenses	263	574
Auditors' remuneration:		
• Statutory audit (including VAT)	6,520	4,516
• Under accrual in prior year	—	480
• Other services (including VAT)	1,300	2,600

Trustees indemnity insurance is included as part of the charity's general insurance premium.

Trustees' reimbursed expenses represent payments to one trustee for travel expenses (2017: one).

9 Staff costs and numbers

Staff costs were as follows:

	2018 £	2017 £
Salaries and wages	520,428	413,512
Social security costs	52,445	43,113
Pension contributions	17,862	13,996
	590,735	470,621

The number of employees earning more than £60,000 (including taxable benefits but excluding pension contributions) are as follows:

	2018 No.	2017 No.
£70,000 to £80,000	1	1

The key management personnel of the charitable company comprise the chief executive and senior managers. Total employee benefits paid to key management personnel were £249,238 (2017: £203,917).

	2018 No.	2017 No.
Average staff head count	16	11

Notes to the financial statements 31 March 2018

10 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

11 Tangible fixed assets

	Office equipment £	Furniture and fittings £	Total £
Cost			
At 1 April 2017	12,261	1,173	13,434
At 31 March 2018	<u>12,261</u>	<u>1,173</u>	<u>13,434</u>
Depreciation			
At 1 April 2017	12,197	1,173	13,370
Charge for the year	64	—	64
At 31 March 2018	<u>12,261</u>	<u>1,173</u>	<u>13,434</u>
Net book value			
At 31 March 2018	—	—	—
At 31 March 2017	<u>64</u>	<u>—</u>	<u>64</u>

12 Debtors

	2018 £	2017 £
Trade debtors	3,501	26,330
Prepayments	35,475	2,489
Accrued income	10,520	—
	<u>49,496</u>	<u>28,819</u>

13 Creditors: amounts due within one year

	2018 £	2017 Restated £
Trade creditors	79,202	48,609
Accruals	50,856	17,798
Deferred income	9,857	124,367
PAYE/ NI	14,553	12,943
Pension	4,722	5,303
VAT	1,389	18,279
Grants payable to partners	8,431	58,559
Other creditors	333	—
	169,343	285,858

Movements in deferred income consist of:

	2018 £	2017 Restated £
Brought forward	124,367	10,668
Released in the year	(124,367)	(10,668)
Deferred in the year	9,857	124,367
Carried forward	9,857	124,367

Erasmus grant income is deferred where received in advance of meeting performance related criteria.

Membership income is deferred where received in advance of future periods. Contract income is recognised to the extent of the stage of completion, and deferred where received in advance of the project commencing.

14 Creditors: amounts due in more than one year

	2018 £	2017 Restated £
Grants Payable to partners	—	8,431

15 Analysis of net assets between funds

	Restricted funds £	Unrestricted funds £	Total funds £
Tangible fixed assets	—	—	—
Current assets	14,246	331,004	345,250
Current liabilities	(8,431)	(160,912)	(169,343)
Net assets at 31 March 2017	5,815	170,092	175,907

16 Movement in funds

	At 1 April 2017 Restated £	Income £	Expenditure £	Transfers between funds £	At 31 March 2018 £
Restricted funds					
Sport England	—	753,359	(753,359)	—	—
Leadership Audit Beyond 30%	—	38,853	(38,853)	—	—
GOGA	4,293	45,120	(49,413)	—	—
Project 51 (Comic Relief)	—	21,983	(16,168)	—	5,815
Erasmus	—	111,988	(111,988)	—	—
Total restricted funds	4,293	971,303	(969,791)	—	5,815
Unrestricted funds					
General funds	153,682	104,464	(88,054)	—	170,092
Total unrestricted funds	153,682	104,464	(88,054)	—	170,092
Total funds	157,975	1,075,767	(1,057,835)	—	175,907

Purposes of restricted funds*Sport England*

Sport England funds Women in Sport to deliver a number of programmes of work with the overall intention of helping sports deliverers transform their sport(s) in order to increase participation amongst women and girls. Programmes of work are as follows: 1. Insight; 2. Bespoke consultancy to National Governing Bodies of sport; 3. Working with delivery partners; 4. Policy and Governance; 5. Dissemination and Communications.

Girls Active

Sport England is funding the Youth Sport Trust to deliver the “Girls Active – School Training Programme” in partnership with Women in Sport. The project will enable 90 schools to deliver effective strategies that are positively motivating and engaging more girls in sport and physical activity. Participating schools will be supported to share their learning with a further 90 schools, leading to the development of 540 girls as leaders and 13,500 girls participating in PE and school sport.

Leadership Audit Beyond 30%

Women in Sport is receiving funding from Comic Relief, Sport England and UK Sport for the purposes of delivering the “Trophy Women?” project, an annual audit of the representation of women in sports leadership in the UK.

GOGA

Women in Sport is a national partner for the Get Out Get Active (GOGA) project. The project is funded by Spirit of 2012 and delivered across the UK by a consortium of partners, which is led by the English Federation of Disability Sport (EFDS). GOGA is focused on getting some of the UK’s least active people moving, through fun and inclusive activities. Women in Sport are sharing our research and insights with all eighteen GOGA localities across the UK to help them get a better understanding of the needs of women and girls in their communities.

Notes to the financial statements 31 March 2018

Rosa

Rosa, the UK fund for women and girls, provided Women in Sport with a grant to help amplify the voices of women in the sport sector through online campaigning activities and media coverage during Women's Sport Week.

Erasmus

Women in Sport has received funding from the Education, Audio-visual and Culture Executive Agency of the European Commission to lead a project to tackle gender stereotyping in the media coverage of women's sport. The aim is to increase the quality and quantity of media coverage of women's sport at a national and EU level. The project is being delivered in conjunction with partner organisations in Greece, Malta, Romania and Sweden.

16 Related party transactions

There were no related party transactions during the financial year ended 31 March 2018 (2017: none) other than those disclosed in note 11.

17 Prior period restatement

As required by FRS102, the financial statements for the year ended 31 March 2018 have been restated to recognise the Erasmus grant in accordance with its performance related nature and consortium arrangement with partner organisations.

A reconciliation is provided below:

Net movement in funds for the year ended 31 March 2017 as previously stated	151,259
Over recognition of Erasmus grant income	(216,086)
Over recognition of Erasmus grant expenditure	163,741
Net movement in funds as restated	98,914

Summary:

Funds as previously stated at 31 March 2017	210,320
Over recognition of Erasmus grant income	(216,086)
Over recognition of Erasmus grant expenditure	163,741
Funds at 31 March 2017 as restated	157,975