

Company no. 03075681
Charity no. 1060267

Women In Sport
Report and Audited Financial Statements
31 March 2016

TRUSTEES' ANNUAL REPORT

YEAR ENDING MARCH 31ST 2016

Introduction

The Universities Women's Boat race live on BBC1, staged on the tideway, following the exact same course as the men's race for the very first time; England's women's football and Netball teams bringing home the bronze medal from their respective World Cups; The women's FA Cup played at Wembley for the first time; a new Super League for women's cricket announced; more women than ever before on the boards of the National Governing bodies of sport; an inaugural Women's Sport Week; women's national teams included for the first time in EA Sports FIFA 16 game; the Bradford Bulls become the second Rugby League club to have an affiliated women's team; and a new Government strategy for sport with a clear intention to make sport as accessible for women as it is for men – it's been another year of progress for women's sport.

At Women in Sport, we launched a new website, and our first ever crowdfunder campaign. We created, led and participated in the first Women's Sport Week, hosting the digital content, galvanising and bringing the sector together and coordinating the action. We took on a work experience student to directly motivate and inspire girls to think about sport as a career. Our leadership audit was published exclusively in the Independent on Sunday and our Checklist for Change was quoted as best practice that the whole sector should employ in the Government's new strategy for sport. We were part of a successful consortia bid to the Spirit of 2012 Trust to work on a project to get more inactive women to start playing sport, with a focus on inactive disabled women. As a team, we took on our own 'The A-Z of sport' challenge, to try new sports and blog about them to encourage others to do the same. And we were delighted to secure our first patron, Mark Sampson, Head Coach of the Women's National Football team. When we announced his appointment on International Women's Day we created a flurry of healthy debate about the role of men in the promotion of women's sport. All positive achievements we are proud of.

But, while the great things listed above were taking place so were the likes of Dr Eva Carniero being sacked by Chelsea; the gender gap in sports participation remaining stubbornly present; and Novak Djokovich and Raymond Moore, high profile leaders in world tennis questioning the validity of equal pay for women and men in their sport. From the Charity's perspective, fundraising remained a challenge and public perceptions of *charity* unhelpfully took a knock.

So we have a lot to celebrate and we have certainly shifted the debate, national policy and the delivery of sport for women on their doorstep. But as we look ahead from 2015-16 we see more, much more, work to do.

1. STRUCTURE, GOVERNANCE AND MANAGEMENT

1.1 Legal status and governance

The organisation 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's Commission: Charity registration number 1060267 and is a company limited by guarantee, registered in England and Wales 03075681

The Charity is based at 3rd Floor, 26 Finsbury Square, London, EC2A 1DS

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.

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.

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 to 15 trustees, of whom one-third are eligible for rotation annually and who may serve as trustees for a maximum period of 9 years. Trustees to retire by rotation shall be 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.

Trustees who served during the period of this report:

Sally Hancock, Chair
Mike Pawley, Treasurer
Jayne Haines
Karen Wilson
Colin Brown
Leeanne Woods
Melanie Howard
Lynda Thomas
Jo Gibbons

Colin Brown and Lynda Thomas both left the Women in Sport Board of trustees in this financial year whilst Jo Gibbons stood down after the year end. A recruitment process is underway.

There were nine Board meetings this year, due to trustees' desire to keep a closer eye on the Charity's finances throughout the year as it became apparent during quarter one that budgeted income was unlikely

to be achieved. Four meetings were hosted at the Charity's offices in the usual way, the remaining five meetings were short conference calls.

Day to day management of the Charity is delegated to the Chief Executive Officer; for the period of this report this was Ruth Holdaway

Women in Sport banks with CAF Bank and during the period of this report was provided with financial administration and planning support from Kingston Smith. Legal advice was provided by Norton Rose Solicitors.

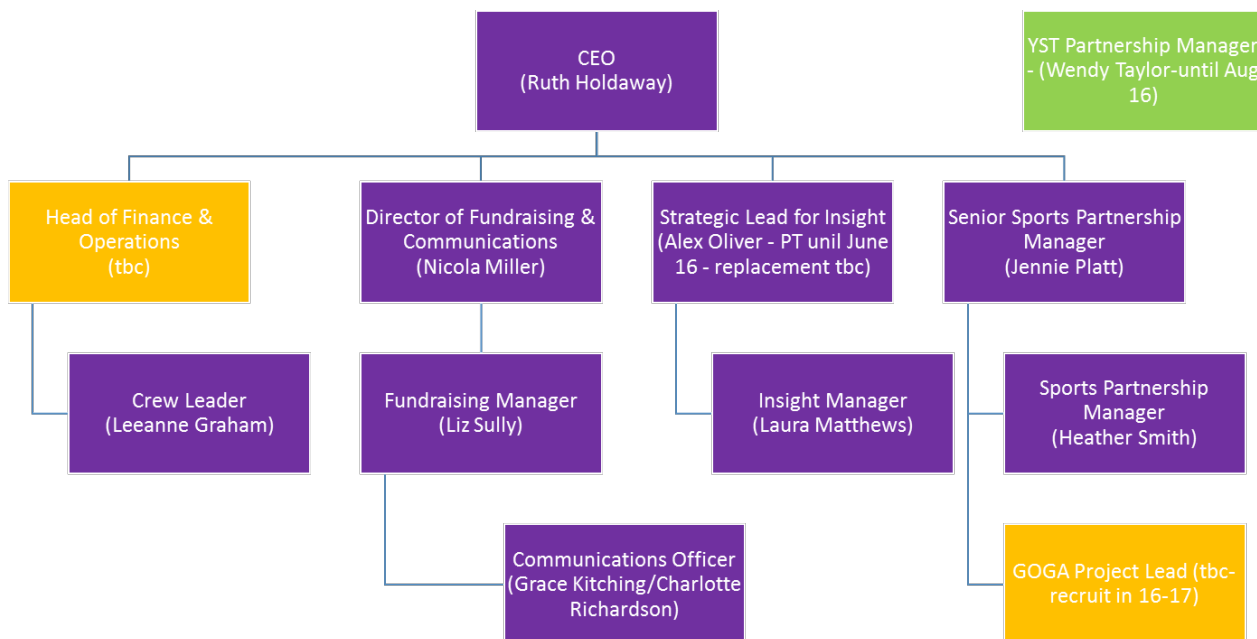
The Charity is a member of the Sport and Recreation Alliance and of the NCVO.

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.

The pay and remuneration of staff 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 sector, and is based on perceived market conditions.

1.2 Organisational structure

The organisation chart below shows the staffing structure at Women in Sport at March 31st 2016.



PURPLE = In post

ORANGE = Vacancy

GREEN = Partnership post (non-Women in Sport employee)

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 and which will improve their conditions of life by promoting their physical, mental and social well-being; and
- B) the promotion and advancement of the education of women in management and sports related job skills

2.2 The strategy for 2015-16

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.

We want women to be in, and inequality to be out. We achieve this through activities that contribute to 4 Big Goals:

Our Strategic Goals

GOAL 1	GOAL 2	GOAL 3	GOAL 4
MORE WOMEN AND GIRLS BENEFIT FROM PLAYING SPORT	MORE WOMEN AND GIRLS BENEFIT FROM WORKING, LEADING AND VOLUNTEERING IN SPORT	MORE WOMEN AND GIRLS BENEFIT FROM SEEING WOMEN'S SPORT: ITS INCREASED VISIBILITY MAKES SPORT NORMAL FOR WOMEN AND GIRLS	WOMEN IN SPORT THRIVES AS THE UK'S LEADING WOMEN'S SPORT CHARITY
In the UK there are more men than women playing sport every week. Women are missing out on the physical, mental and well-being benefits of sport. With our unique understanding of women's lives we work within sport to drive positive change and remove barriers to participation.	Gender diversity at the top of organisations makes them more effective. There is a wide and varied pool of talented women actively seeking roles in sport. We will support them to work and volunteer in sport and to thrive – so sport thrives too.	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 inspire people to play their part at every level and make sport normal for women and girls.	We are always looking for support to help us find new and innovative ways to deliver our work to create opportunities for women and girls in sport. Without the support of generous donors and funders we would not be able to continue our work, and women and girls would not have a voice championing their place within sport.

2.3 Public benefit

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. By March 2016 the gender gap that exists in sport participation had started to close, with 1.7m women and girls over the age of 14 in England playing sport once a week according to Sport England figures (APS 10, Q2). However, this means that around 1.7m more men than women are receiving the health, fitness, teamwork, leadership, discipline and social benefits of sport. For society to be equal sport must be equal.

In addition, Women in Sport's work directly with NGBs, County Sport Partnerships, and education enables the barriers to women and girls' participation in sport to be broken down in practical measure and each year more women and girls enjoy the benefits of sport as a result of our interventions.

4. ACHIEVEMENTS AND PERFORMANCE

4.1 Goal 1: More Women & Girls Playing Sport

Once again, work which contributes towards the achievement of this goal is where we have focused the majority of our effort.

We worked with multiple partners within the sports sector and beyond. These partnerships are a mix of existing and new and have provided Women in Sport with an opportunity to build on previous work and generate fresh, ground-breaking insights. By working to transform the way our partners approach women and girls' relationship with sport, we have helped to ensure being active is a part of a woman or a girl's daily life.

What we did and achievements – Transforming sport directly:


- Insight into action

Throughout 2015-2016 our focus has been turning new and existing insights into action. Specifically, our work with three National Governing Bodies of Sport (NGBs) has provided a great platform to apply our existing insights, most notably; Understanding Women's Lives (2013), What Sways Women to Play Sport (2015) and Changing the Game for Girls: In Action (2016). Key themes have been embedded within projects to re-test ideas and pilot interventions.

- The FA

Women in Sport undertook a review of The FA's player appearance programme to measure its impact on growing female participation in football and the profile of the women's game. Women in Sport attended six player appearances to gather insights from players, organisers and importantly the young girls the appearances were targeting. Following analysis of findings, a series of recommendations were shared with the FA, some of which were actioned immediately. As part of this process we used the findings of our 'What Sways Women to Play Sport' report; considering the role of the elite player versus the role of people in young girls' lives, who see them on a regular basis and have a close relationship with them, such as family and teachers. The FA were extremely happy with the project process and outcomes and the findings have already impacted the development of their player appearance programme. We feel confident this work will help improve the way elite athletes inspire girls to play sport, and by sharing the outcomes more widely we can educate sports beyond football in some of the principles that have success. We will continue to follow-up with The FA as these changes are implemented, in order to track the impact on girls' awareness of elite women's football and the impact for girls' participation in the sport.

[Link to case study here.](#)



"WE ARE VERY GRATEFUL FOR THE SUPPORT WOMEN IN SPORT HAS PROVIDED THE FA THIS YEAR. USING THEIR EXPERTISE WE HAVE BEEN ABLE TO MEASURE THE IMPACT OF OUR PLAYER APPEARANCE PROJECT AND EXPLORE HOW WE CAN CONTINUE TO EFFECTIVELY DELIVER THIS PROGRAMME. CRUCIALLY, WOMEN IN SPORT HAVE HIGHLIGHTED KEY TRENDS ACROSS THE PROGRAMME AIMS AND PROVIDED RECOMMENDATIONS ABOUT HOW TO PUT THESE INSIGHTS INTO ACTION. THEY HAVE ALSO PROVIDED ADDITIONAL DESK RESEARCH FOR A FACILITY PROJECT AND ANALYSED ACTIVE PEOPLE SURVEY 9 DATA THROUGH A GENDERED LENS. WE HAVE A GREAT PARTNERSHIP WITH WOMEN IN SPORT AND RECOGNISE THE VALUE THEY BRING, WE HOPE WE ARE ABLE TO WORK WITH THEM AGAIN NEXT YEAR".

Rachel Pavlou, National Women's Football Participation Manager

- England Athletics

In 2015 England Athletics launched their *This Girl Can Run* campaign off the back of the wider Sport England-led, *This Girl Can* campaign. This Girl Can Run, aimed to increase running amongst women between the ages of 14 and 40, via online content intended to trigger their enthusiasm and encourage them to get out and run. An online survey and six Facebook polls, scripted by Women in Sport, were shared to establish the impact of the campaign and the effectiveness of the online channels used. Analysis of the survey findings helped build a profile of female runners accessing and benefitting from the digital content. The survey findings were then mapped against findings from two Women in Sport studies; Understanding Women's Lives (2013) and Seasonal Drop Off and Personal Safety (2016). A second survey was created in February 2016 to review the impact of the campaign again and make further improvements. Overall our findings showed that the campaign had a positive impact on women's running behaviours across this age group: 51% of those engaged with the campaign reported that they were running more often.

[Link to case study here](#)

- British Cycling

Women in Sport worked with British Cycling on a project to keep women cycling. The premise of the project was that by getting more women who cycle recreationally to try a challenge-type event, they might retain these women in cycling for longer.

We worked with the NGB team to identify the barriers and motivators for women entering challenge rides and to explore the messages and channels used to persuade women to try a challenge ride. Focus groups with recreational, recently transitioned and regular challenge riders were undertaken, along with a survey of 663 women and in-depth interviews with ride leaders. Our 'What Sways Women to Pay Sport' (2015) research was mapped against the findings and this helped us to develop recommendations. British Cycling has implemented several of our recommendations already and is prioritising these changes in a bid to keep more women and girls cycling, more often.



“WOMEN IN SPORT HAS SUPPORTED ENGLAND ATHLETICS ON A NUMBER OF PROJECTS THROUGHOUT 2015/16. THE INSIGHTS THEY PROVIDED AS PART OF SCOPING OUT OUR SEGMENTATION PROJECT AND AROUND SEASONAL DROP-OFF AS PART OF THE THIS GIRL CAN RUN CAMPAIGN HAVE BOTH BEEN OF REAL VALUE. WE HAVE FOUND JENNIE AND THE TEAM VERY PROFESSIONAL, DEMONSTRATING A REAL WILLINGNESS TO SEARCH FOR WHERE THEY COULD MAKE A POSITIVE IMPACT ON OUR WORK. THANKS FOR YOUR SUPPORT DURING 2015/16.”

Matt Birkett, Director of Development, England Athletics

[Link to case study here](#)

“THE APPROACH TO WORKING WITH WOMEN IN SPORT OVER THE PAST YEAR THROUGH ONE SPECIFIC INSIGHT PROJECT HAS BEEN OF GREAT BENEFIT TO BRITISH CYCLING. THIS PIECE OF RESEARCH WAS CHOSEN AS A PRIORITY FOR THE NGB AS IT AFFECTED A NUMBER OF DEPARTMENTS AND THE FINDINGS WOULD BE OF BENEFIT IN SUPPORTING THE FEMALE CYCLING PATHWAY WORK. ADDITIONALLY, THE ACTIVE PEOPLE SURVEY 9 MORE DETAILED ANALYSIS AROUND WOMEN’S CYCLING HAS ADDED VALUE TO THE ORGANISATION’S CURRENT INSIGHT. THE CONTACT, SUPPORT AND OUTPUTS FROM WOMEN IN SPORT HAVE BEEN OF AN EXCELLENT STANDARD, DESPITE CHANGING PERSONNEL THROUGHOUT THE YEAR (ON BOTH SIDES) THIS HAS NOT AFFECTED THE RELATIONSHIP OR MEETING THE TIMESCALES. VERY VALUABLE SUPPORT FOR BRITISH CYCLING’S WOMEN’S STRATEGY WORK.”

Jill Puttnam, National Operations Manager, British Cycling

The Challenges:

Ensuring National Governing Bodies (NGBs) had a solid understanding of how we operate occasionally presented a challenge. All three NGBs experienced significant structural changes in 2015-16, which led to a number of new staff engaging with us and leading on projects. Additional time was required to educate individuals and organisations and we learnt that we need to leave some spare capacity for unexpected and external eventualities such as this. We met this challenge, understanding the importance of educating NGBs about the value we can bring to their work – and in future our case studies will help with this.

It had been our intention to work with a number of partners on each of our NGB projects, however, this proved more complex than initially thought. We were keen to work with NGBs as a lead partner and engage a variety of other partners who could benefit the project and help achieve outcomes. The bespoke nature of two of the project briefs ultimately made this difficult. This provided another learning and future project proposals for specific sports have been adapted to consider multiple partners and focus on activation that can be translated across more than one deliverer of the sport, or across more than one sport.

What we did and achievements – In schools:

Women in Sport continues to have a formal and positive relationship with the Youth Sport Trust (YST). Our work centres around the 'Girls Active' programme, which aims to help teachers understand from teenage girls directly what motivates them to take part in PE and sport and to develop an action plan based on this feedback for changes to the way PE is delivered for girls. Women in Sport has led on the evaluation of the programme for 2015-2016, which seeks to assess the immediate impact, if any, of the programme and to identify areas for improvement. This work is crucial to tackling girls lack of engagement with PE in schools and in forming more positive associations and habits for girls in relation to sport and physical activity that will last a lifetime.

The Challenges:


Changes in personnel at both Women in Sport and the Youth Sport Trust have required that new relationships between staff are built and the boundaries of the partnership learnt – this has inevitably taken time. There have also been some logistical challenges with the project, including difficulty communicating with teachers and arranging interviews. However, with support from Youth Sport Trust, Women in Sport was able to overcome these problems and the research was completed within the year.

What we did and achievements - Research:

Building on our existing suite of resources, this year we also embarked on a number of research journeys which had participation in sport as a central objective.

Our largest piece of research this year investigated why participation levels for women decrease in the autumn and winter months and challenged some assumptions made about why this might be the case. The research also explored perceptions of personal safety linked to sport. The outcomes of this work and recommendations for how to help women and girls help themselves to stay active through the autumn/winter months were then shared with the sport sector. In 2015-16 we hope to produce some tools such as video and factsheets for sports providers and women themselves to use as reminders of the techniques we recommend.

To complement our existing resources, we also undertook two 'deep dive' research projects; diving into our Understand Women's Lives research to learn more about the values two specific groups of women hold and how this might impact their relationship with sport. Both projects, visually impaired women and Muslim women, provided helpful insights into the barriers these women face and the motivations which drive them to be active. Tailored recommendations were also made. The research into visually impaired women will be published in partnership with British Blind Sport and the English Federation of Disability Sport next year. The Muslim women project, a smaller study, was undertaken with the Muslim Women's Sport Foundation and will be used by both them and us across our activation work.



“WE AT ENGLISH FEDERATION OF DISABILITY SPORT HAVE HAD THE OPPORTUNITY TO RECENTLY COLLABORATE WITH WOMEN IN SPORT ON AN EXCITING NEW RESEARCH PROJECT EXPLORING THE EXPERIENCES OF WOMEN WITH VISUAL IMPAIRMENTS IN SPORT AND ACTIVITY. WE RECOGNISE THE IMPORTANCE OF WORKING COLLABORATIVELY WITH PARTNERS AND HAVE FOUND IT EXTREMELY BENEFICIAL TO HAVE THE EXPERTISE AND EXPERIENCE OF WOMEN IN SPORT TO HELP LEAD THIS PROJECT. WE HAVE DEVELOPED A VERY PRODUCTIVE WORKING PARTNERSHIP THAT HAS ENABLED US TO UTILISE THE STRENGTHS OF ALL PARTNERS INVOLVED AND PROGRESS THE PROJECT EFFECTIVELY”

Francis Leng, EFDS

In parallel with the more traditional participation projects outlined above, we undertook two reports centred around the social and economic benefits of women participating in sport: From Barriers to Benefits has been published on our website and Sport for Success, a report which looks at the benefit to employers and employment in the UK, in partnership with and funded by Investec, will be published next year.

Challenges:

With the research around seasonal drop off in particular one of the challenges we faced was the fact that our findings were not a surprise. The reasons for fewer women playing sport in the autumn/winter months, it turns out, are quite predictable; not wanting to go out in cold weather, shorter days making it feel like there is less time for sport and physical activity etc. For the charity this presented a slight risk in that the funder of this work might feel we had not created ‘ground breaking’ evidence of something new (even though the research was approved by the funder) and in not having anything especially ‘ground breaking’ to talk to the providers of sport about. However, it is important to remember that research is sometimes as much about confirming hypothesis as it is about discovering new insights and creating new innovations. What we were able to do in this instance was to look at the tactics women employ to try to stay active and use these as part of a toolkit for sports providers to enable them to encourage more women and girls to try these tactics. In addition, next winter we plan to use these insights in a social media campaign encouraging women directly to stick with sport over the colder months.

What we did and achievements - Sharing the learning:

As in previous years, we have been active this year in sharing the learning from our research and insight into action work with a wider audience than just the specific sports and schools involved in each individual project. In addition to the publication of research reports, we have run a series of events; the annual *Insight Series* events for people working on the ground in sports development and delivery roles and our *NGB Forums* for people working in NGBs. We ran 5 events in total reaching 256 delegates. We have also shared our findings, insights and learning via an e-newsletter reaching 36,775 people and via our website, with 11,298 page views of our resources pages. This year we have also produced case study write ups of the three sport projects to bring the projects to life and hopefully assist other sports in transferring our leaning to their set up. Links to all the case studies can be found in the relevant sections of this report above.

Challenges:

Keeping our events calendar manageable and fresh remains a challenge. Having run the Insight Series for two years and NGB Forums for many more, we feel it is now ready for a change. We have already made plans for the format of these events to change slightly next year. We will make them even more interactive, more workshop based, we will provide more of them and we will stagger them across the year. Events are labour intensive, and without a dedicated member of staff to manage this programme it remains challenging to deliver. We hope a funder will, in time, come forward to fund such a post to help add the capacity we need to share our learning more widely.

4.2 Goal 2: More Women and Girls Leading & Working in Sport

What we did and achievements - Insight into gender diversity at the leadership level:

This year we continued to provide transparency about gender balance in the leadership of sport via our survey of the number of women in leadership roles across the publically funded National Governing Bodies of Sport (NGBs) in England. Thanks to additional funding from Comic Relief, this year we were able to enhance this work and take it beyond the transparency question, by supplementing our audit with a series of qualitative depth interviews with 22 of the people from the audit – men and women. This enabled us to learn about their experiences, both in recruitment to the role and also operating in the role. Analysis of these interviews enabled us to draw out themes which recur; highlighting both the barriers women face in these roles alongside their motivations for wanting to take them on and their recommendations for change.

We published this research as the latest in our *Trophy Women* series: [Trophy Women: No More Board Games](#).

We showed that the positive steps made in increasing gender diversity at board level are, unfortunately, not supported by either a positive experience for the women who have contributed to this increase or by sustainable workforce development. This led Women in Sport to go further still and for the first time publish some accompanying guidance for NGBs to help them improve both the number and experience of women in leadership roles: [Trophy Women: A Checklist for Change](#).

The research findings and our recommendations were launched at 2 events in November 2015; the first a breakfast for CEOs and Chairs within the sport sector, with a clear message for them about the benefits of leadership gender diversity and what they can do to achieve it, the second a Women's Sport Network event for women and men working in the sector to highlight our findings, to showcase our recommendations for their own career progression and to ask them to join us in this campaign for gender diversity by demanding change within their own organisations. At both events we also sought input and advice on our Checklist for Change to improve and develop it on the basis of a wider set of experiences.

Our expertise in this field was also called upon by Government this year. From our submission to the consultation on a new national strategy for sport we are delighted to see the inclusion of the *Checklist for Change* in the final DCMS strategy published in December 2016, *Sporting Future: A New Strategy for an Active Nation*.

The importance of this inclusion cannot be overstated in an environment where we are seeing a greater shift towards gender balance on sport's governing boards but simultaneously uncovering a lack of sustainable movement in the pipeline to the top. For our work to be valued and externally validated in this way and to be recommended as national best practice by Government, puts us and our work in an influential position with decision makers and influencers – strengthening the link back to our goal to create lasting change in this area.

We are aware of at least one NGB, British Wrestling, that has already used the Checklist for Change with positive effect with two out of three recent Non-Executive vacancies filled by women thanks to following the Checklist's recommendations.



“ALL PUBLIC BODIES IN RECEIPT OF PUBLIC FUNDING WILL USE TOOLS SUCH AS WOMEN IN SPORT’S CHECKLIST FOR CHANGE TO MAKE CHANGES WITHIN THEIR ORGANISATION TO IMPROVE DIVERSITY IN LEADERSHIP AT ALL LEVELS.” DCMS *SPORTING FUTURE* STRATEGY, DECEMBER 2016



“THE BRITISH WRESTLING BOARD HAS HAD A GOVERNANCE IMPROVEMENT ACTION PLAN IN PLACE SINCE SEPTEMBER 2012 BUT THE TROPHY WOMEN RESEARCH CAME AT THE RIGHT TIME TO ENERGISE THE BOARD RECRUITMENT STRATEGY AS BOARD ROLES BECAME VACANT. TROPHY WOMEN ALSO PROVIDED ENDORSEMENT OF WOMEN IN SPORT AS EXPERT COLLABORATORS IN THE BWA’S SEARCH FOR EXCELLENT CANDIDATES AND WOMEN IN SPORT SUPPORTED A MIXED-GENDER SELECTION PANEL.”

Colin Nicholson, Chief Executive, British Wrestling

Looking ahead, the Checklist will be developed further as a campaign tool and the leadership audit itself will expand to include Sport Wales, who we are delighted to have on board as a funder in 2016.

What we did and achievements - The Women's Sport Network:

The Women's Sport Network (WSN) is a membership network, run by Women in Sport, with three objectives:

- To provide support and mentoring for women working and/or volunteering in sport
- To support the next generation of female leaders through the sport sector
- To harness professional expertise from outside sport for the development of skills within the sector

The Network also, importantly, provides Women in Sport with much needed unrestricted income through its membership fees and acts as a way in which any individual can directly support our work.

Membership more than tripled in 2015-16, from 50 to 152 members. Events were well-received, each at more than 50% capacity on average and an estimated 75% of members attending at least one event.

In addition, we offered a Peer mentoring programme this year for Network members who chose to take part for an additional fee. The Programme was expertly delivered by Women Ahead, and we are grateful to them for a positive and productive partnership, which we hope will continue to develop in future. The mentoring Programme attracted 86 members.

A review was carried out at the end of the year and new plans and processes are being implemented in 2016-17 to ensure the membership offer remains attractive and valuable as a vehicle that delivers our strategic goals and continues to bring in vital unrestricted income for the charity.



"THANKS TO MY WOMEN'S SPORT NETWORK MEMBERSHIP, I HAD THE CHANCE TO BUILD AND EXPAND MY NETWORK.

Daniella Bauch, British Wrestling Board Member and Women's Sport Network member

The Challenges:

The Network is challenging to manage. It requires significant resource to deal with enquires, manage memberships, create compelling, engaging and timely member communications and to market the events and run them. We do not pay speakers at these events in order to maximise the membership fee return for other aspects of our charitable work, and we are enormously grateful to all of our speakers in 2015-16:

Kate Bosomworth, Liz Nicholl, Annamarie Phelps, Ebony Rainford-Brent, Karen Pickering, Shelley Alexander, Sue Wicks, Amanda Fone, Heather Smith, Lindsay Hooper, Kait Borsay, Sally Hancock, Isobel Christiansen, Jo Tongue, Ruth Holdaway, Liz Dimmock and Sarah Winckless MBE.

As time goes on it becomes more challenging to find people who will support our work in this way, of course, as we have already asked friends of the Charity over the last 2 years the Network has existed and are now reaching out to new contacts who know less about us.

We are definitely reaching the stage where a sponsor of the Network would be game changing for us and this is something we will be proactively seeking next year. A sponsor would receive a number of profile benefits, allowing us to reach a bigger audience, provide a more comprehensive and relevant offer and potentially to provide an improved member service through the employment of a staff member to manage the Network full time.

4.3 Goal 3: More Visibility for Women's Sport

2015-16 saw Women in Sport continue to campaign for greater visibility of women playing sport; be it professionally or in everyday life. England's bronze medals in both the FIFA Women's World Cup and Netball World Cup, the women's FA Cup Final being played at Wembley for the first time, along with achievements and profile for the women's game in hockey (EuroHockey) and cricket (The Ashes) have all helped in persuading the sport sponsorship and media industries to sit up and take notice of women's sport.

In an historic year that saw the men's and women's events of the Universities Boat Races competing on the Tideway on the same day, for the very first time, Women in Sport completed a detailed analysis of its impact for Newton Investment Management.

What we did and achievements - Insight:

At Last, Women First was an overview into the outcomes and impact of Newton sponsoring the women's boat race. The company's investment in the Women's Boat Race and the Women's' Boat Clubs of Oxford and Cambridge is an example of the transformative effect commercial sponsorship can have in women's sport. The case study and subsequent qualitative research the charity produced presented a summary of the benefits Newton Investment Management has derived from its sponsorship and analysis of how Newton's support is helping change perceptions of women's sport more widely.

Women in Sport's research into levels of commercial investment in, and media coverage of, women's sport remains some of our most widely quoted research. Our most up-to-date figures show that 0.4% of sponsorship and 7% of media coverage is dedicated to women's sport, and we have experienced sustained interest in these figures throughout the year. Building on our resulting *Say Yes To Success* report (2014), the charity progressed work in this area securing pro bono support from global creative lifestyle marketing agency MKTG to revise and review this audit. New and updated figures will be reported in 2016 as we continue to develop this campaigning area of our work.

The Challenge:

This area of our work is particularly challenging to achieve funding for. There are few trusts or foundations, that we are aware of, that fund sport media specific research, and with so little unrestricted income to draw on we struggle to invest in this area. Without the generosity of MKTG we would not be able to pursue this vital objective to 'normalise' women's sport in the way we currently do, we are so grateful to them. However, there is a lack of stability for the future here if we are to sustain this area of our work and we are keen to find new funders.

What we did and achievements – Inaugural Women's Sport Week:

June 2015 saw Women in Sport lead the whole sport sector to deliver a significant and highly successful inaugural *Women's Sport Week*. The week resulted from then Sport Minister Helen Grant's report of the Government 'Women and Sport Advisory Board', in which the idea for a Women's Sport week was born.

Women's Sport Week was designed and launched to celebrate, raise awareness and increase the profile of women's sport across the UK. Focussing on media coverage, elite competition, grassroots participation and workforce, the week featured original and shared content across local and national media, supported by Government and the wider sport industry, as the nation looked ahead to an exciting summer for women's sport.

The 2015 week also set out to build the business case for future Women's Sport Week campaigns and to create an opportunity for sport to get involved and show their support for women's sport.

These objectives aligned with Women in Sport's own charitable goals, making Women in Sport well-placed within the sector to lead and coordinate the campaign: The team at Women in Sport met the challenge head on; leading and curating activities and content for the campaign in just five short weeks of planning and without any additional funding. The charity convened and worked with an intentionally 'nimble' planning group involving representatives from DCMS, British Rowing, Sport England, ENS Ltd, Sky and The BBC.

Highlights of the campaign included a successful hashtag, dedicated webpages, a 'thunderclap' petition to increase media coverage of women's sport and social media content to mobilise the sector and signpost the public towards activity; and extensive media coverage from The BBC, Sky Sports and others. Additionally, Sport England planned the second wave of *This Girl Can* advertising to coincide with *Women's Sport Week*. More than 35,000 total page views on our website during the week, which constituted a 375% rise in unique page views measured against previous 7-day period. Twitter and Facebook referrals constituted 99% of social referrals to womeninsport.org throughout the week and each of our Tweets achieved an average reach of up to 25,000.

By making the most of the opportunities available this year and demonstrating the impact and engagement achieved across sport, the aim was to establish a benefit and need in order to then build upon year 1 to create an annual *Women's Sport Week* with an even greater influence, reach and impact – an objective that was achieved with Women's Sport Week 2016 planned for October 3rd-9th as a celebration of the success we hope will be achieved at the Olympic and Paralympic Games in Rio. The campaign will once again see Women in Sport leading the way.

The Challenge:

We feel Women's Sport Week and the role we played in it, was a huge success for the Charity and for the other organisations involved. The challenge for us will arise in the future – how we maintain the level of input to the week without additional resource and how we keep the planning with a broad coalition of partners manageable.

What we did and achievements – Profile of Women's Sport:

Demonstrating further recognition of our work to promote the visibility of women's sport, the charity was invited, at no cost, to sponsor and present a new women's sport category at the UK Sponsorship Awards 2016. Chief Executive, Ruth Holdaway, was also a judge for the Sky Sportswoman of the Year Awards 2015.

4.4 Goal 4: Women in Sport Thrives as the UK's Leading Women's Sport Charity

Much of the work described in the sections above describes what we have done to achieve our charitable objectives for women and girls, but also contributes to our long term success as a charity fit and able to continue to campaign for gender equality through sport. Our work being quoted by Government in the Strategy for Sport is a strong indicator that we have retained our place as the leading expert in issues relating to women and sport.

In addition to the above in 2015-16 we also:

- Implemented a new business and budget planning process. Used across the organisation, the process creates clarity around the programmes that deliver our strategic goals and the investment we make across programmes. The process is managed through quarterly business plan and budget reviews and reforecasts and a performance management structure for staff with regular reporting to the Board of trustees.

- Implemented a new Contact Management System (CRM). The CRM enables us to track relationship management, understand our stakeholder and supporter base in a more detailed way, share this vital information easily across the team through cloud based access and segment our supporter base to target our communications, work and asks appropriately. It is early days but already the new system is making a difference to the way we work and enabling us to be more efficient.

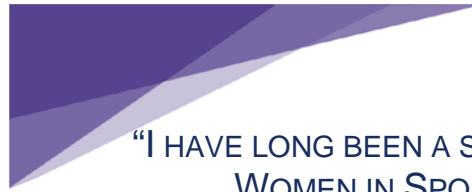


“THE FANZONE CRM SYSTEM HAS TRANSFORMED THE WAY WE COMMUNICATE WITH OUR SUPPORTERS AND STAKEHOLDERS AT WOMEN IN SPORT, HELPING THE CHARITY TO WORK MORE EFFICIENTLY AND STRATEGICALLY. WE ARE NOW BETTER ABLE TO TRACK AND MANAGE OUR RELATIONSHIPS, DEVELOP TAILORED COMMUNICATIONS FOR OUR DIFFERENT AUDIENCES, AND REPORT ON OUR PERFORMANCE. OVER THE COMING YEAR WE ARE LOOKING TO FULLY HARNESS THE FANZONE’S POTENTIAL AS A FUNDRAISING AND MARKETING TOOL, TO GROW OUR SUPPORTER BASE AND GENERATE ESSENTIAL FUNDS FOR THE CHARITY.”

Liz Sully, Engagement Manager, Women in Sport

- We have maintained a strong media presence throughout the year, decreasing the level of time and investment we make to allow resources to be used for more direct communications activity such as our events programme but responding to stories directly relevant to our cause where asked and proactively selling in our key campaigns and research reports. Successes of note here included a ‘radio day’ featuring our CEO being interviewed by numerous local radio stations on one day talking out our research, ‘What Sways Women to Play Sport’. We also secured an exclusive 2-page article in the Independent on Sunday and a live appearance from our CEO on Women’s Hour to launch our ‘Trophy Women 2015: No More Board Games’ research. We responded consistently and frequently to stories involving injustices and/or poor treatment occurring to women working in sport and promoted women’s sporting successes such as the Lionesses’ (football) and Roses’ (Netball) participation in their respective World Cups.
- Social media remain a vital and growing tool for us to engage with supporters, share our research and learning around best practice in sports delivery for women and girls and to champion women’s sport. By the end of March 2015 we had 34,400 followers on Twitter and 3,637 likes of our Facebook page. We also maintained a small presence on Instagram and Pintrest.
- Our Chair and CEO were also both named in the Independent on Sunday’s ‘50 Most Influential Women in Sport’ list, which represents a positive acknowledgement of the profile of the organisation within the sector.

- Finally, we were also delighted to welcome Mark Sampson, Head Coach of the England Women's Football Nations Team as the first patron of women in sport. Mark's support is vital to us engaging men in getting more women and girls playing and working in sport. Mark is a brilliant champion for the Charity and for Women's Sport and we are enormously privileged to have him as Patron.



"I HAVE LONG BEEN A SUPPORTER OF WOMEN IN SPORT AND IT'S AN HONOUR TO BE NAMED AS A PATRON... GREATER EQUALITY IN SPORT IS A CAUSE MEN NEED TO GET BEHIND AS MUCH AS WOMEN DO AND I LOOK FORWARD TO WORKING MORE CLOSELY WITH THE CHARITY TO FURTHER ITS MISSION."

Mark Sampson

5. FINANCIAL REVIEW

In 2016/15 Women in Sport's income fell from £1,131,481 to £919,522. The charity received £764,930 (83% of its funding compared to 72% in 2014/15) from Sport England. Expenditure for the year decreased from £1,107,716 to £1,040,402. The charity therefore realised a deficit of £120,880. Total funds at the year-end were £59,061, £51,980 of which were unrestricted.

Trustees recognise the continued need to diversify the sources of income into the charity in order to continue to reduce reliance on Sport England funding, particularly in the current climate of reduced and more targeted public sector expenditure.

5.1 Fundraising

Thanks to the generosity of our donors we raised £891,398 in 2015/16. As in previous years, much of our income came from central government, with grants from Sport England, the Department of Health, the Department for Culture, Media and Sport and UK Sport accounting for 86% of total income. Over the course of the year we continued to invest in activities to expand our funding portfolio, as part of an ongoing strategy to reduce the charity's reliance on government funding.

A key focus for our fundraising has been applications for grants from charitable trusts and foundations, and building strong, sustainable relationships with these funders. We have started to see success in this area, with a multi-year grant secured from Comic Relief towards our women in sports leadership project. Women in Sport was also involved in a successful consortium bid to The Spirit of 2012 Trust to deliver the UK-wide Get Out & Get Active initiative, and will commence work as a delivery partner in the autumn of 2016. Finally, we were delighted to secure funding from Rosa: The UK Fund for Women and Girls to continue our work generating debate and encouraging greater coverage of women's sport and sports women.

Another focus, and experimentation, was our efforts around the generation of unrestricted income to help fund our core running costs, build capacity and undertake vital charitable work which existing funders will not contribute to. This has remained challenging for the charity.

The team took an innovative approach to overcoming this challenge, testing a crowdfunding approach to secure donations from individual supporters. Our *What If?* crowdfunding campaign was launched in October and raised £1,300 from 44 donors, none of whom had donated to the charity previously. Whilst the campaign did not reach its target of £15,000 it allowed Women in Sport to learn from the experience, create new fundraising messages and to reach 44 new supporters.

In early 2016 we tendered for and introduced a customer relationship management system, to help us better manage our data and communicate more effectively with our donors.

As a further part of enhancing the way we work and communicate with donors the charity's fundraising team merged with the communications team to create a new Campaigns and Engagement team to provide a more integrated approach, with a goal to ensure that communicating our impact and raising awareness of the ways people can support our work is central to our messaging.

We remain hugely grateful to all of our donors for their support in 2015/16, and are committed to ensuring that the money they donate is used effectively to benefit all women and girls in the UK.

5.2 Investments

The charity holds no investments

5.3 Main Sources of Funding

SOURCE	AMOUNT £ (funders > £10,000)	HOW THIS SUPPORTS THE CHARITY'S KEY OBJECTIVES
Sport England	764,930	Supports Goal 1. Includes carrying out research, supporting NGBs to implement findings of research, and sharing learning via events and communications activities.
Comic Relief	41,960	Supports Goal 2. Includes an annual leadership audit and production of guidance on how to attract/recruit more women into leadership roles in sport.
Youth Sport Trust	21,176	Supports Goal 1. Enables Women in Sport to work in partnership with the Youth Sport Trust to design and develop the Girls Active programme and evaluate and monitor its impact for girls' engagement with sport and PE in schools.
Department for Culture, Media & Sport	20,000	Supports Goal 1. Funds research to better understand attitudes to sport and physical activity in 7 and 8-year-old girls.
Consultancy Fees	10,941	Different client needs support work across Goals 1, 2 and 3 and by providing unrestricted income for the Charity this work also supports Goal 4.

5.4 Risk management

A risk register is maintained by the Chief Executive, and reported to the Board at every meeting. A traffic light system is used to flag level of risk, and mitigation is explained where risks are perceived to be medium to high.

Two major risks have been identified and are mitigated as follows:

Sport England funding is not guaranteed for the future and alternative income streams cannot replace the funding. Mitigation: We have secured funding for 2016-17 but future funding remains uncertain. We will mitigate this risk by continuing to work in partnership with Sport England to understand and support delivery of their strategy. We are very aligned with Sport England's new strategy. We will remain open and transparent with Sport England and continue to work to also secure new income streams.

Reserves are insufficient for the charity's needs. Mitigation: We have reviewed our reserves policy and have agreed to work towards a higher level of unrestricted reserves over a number of years, whilst not limiting the ability of the charity to grow. The current level of reserves is felt to be sufficient to cover existing and future activity.

Other significant risks that are regularly reviewed by the Board:

- Loss of strategic focus, which is mitigated by a robust business planning process.
- Loss of reputation, which is mitigated by strong corporate values and strong relationships with partner organisations.
- Loss of key staff, which is mitigated by regular performance reviews and documenting key information so that the charity is not reliant on the knowledge of one person.
- Financial targets are not met, which is mitigated by regular reviews of the financial performance of the charity.
- Change in Government strategy, which is mitigated by maintaining relationships with key policy makers and providing the Secretariat to the All-Party Parliamentary Group on Women's Sport and Fitness.

5.5 The reserves policy

The charity is predominantly grant funded by Sport England covering 83%. The charity is diversifying and growing its income streams to reduce reliance on this core grant and to build up resilience to any changes in funding. Additionally, the trustees have considered reserves required for dealing with unforeseen circumstances and having funds available for committing to long term projects.

The target level of unrestricted reserves is £130k, which is equivalent to three months' core costs. Unrestricted reserves as at March 2016 of £50k fall short of this target level; the intention is to work towards this target over the next four years whilst monitoring expenditure forecasts and surplus levels so they are satisfied that the level of reserves is sufficient to cover existing and future activity.

The Trustees will review the policy annually.

6. PLANS FOR FUTURE PERIODS

Women in Sport's strategy is still relevant. The four Big Goals will continue to be pursued in 2016-17. The external landscape, however, may well change over that period due to the Olympic and Paralympic Games which will take place in Rio in the summer of 2016 and the publication of a new strategy and investment plan for Sport England. At the end of 2015-16 we do not know what the outcome of these events will be, or how they might affect the environment within which the Charity is operating, but we will be building the flexibility to respond into our plans.

In 2016-17 we will undertake the following activities to continue to push towards our vision of transforming sport for the benefit of every woman and girl in the UK:

Goal 1: More women and girls benefit from playing sport

- Recruit a project manager to lead our part in the 'Get Out get Active' consortia and begin the work planning and starting to deliver support to the most inactive women and to disabled women.
- Deep dive into our Understanding Women's Lives research to investigate the relationship older women have and/or could have with sport.
- Publish the outcomes of our Seasonal Drop Off research and the joint project with EFDS and British Blind Sport around understanding visually impaired women's values and their relationships with sport.
- Undertake improvement projects with two sports to help them attract more, and provide a more relevant offer and experience for, women and girls.

- Continue to improve girls experience of school sport through our Girls Active partnership with the YST.

Goal 2: More women and girls benefit from working, leading and volunteering in sport

- Repeat our audit of women in leadership roles in sport, adding organisations in Wales to the audit.
- Develop further the Checklist for Change and our campaign to see the numbers of women in leadership roles in sport increase through support to women in middle management roles in particular.
- Develop further the Women's Sport Network aiming to increase membership numbers, and consequently the number of women we can support and the income we generate for our wider charitable work, significantly.
- We will investigate the role of volunteers in getting more women and girls into sport and retaining them, as well as investigating women as volunteers in sport to learn more about their motivations, the roles they play and the numbers volunteering. From this baseline in future years we will be able to create action plans for improvement based on the evidence we will create about what women's sport needs.

Goal 3: More women and girls benefit from seeing women's sport: its increased visibility makes sport normal for women and girls

- If funding and/or pro bono support can be secured we will repeat our audit of media coverage of women's sport and commercial investment into it.
- Support our partners in delivery of an impactful Women's Sport Week in October 2016.

Goal 4: Women in sport thrives as the UK's leading women's sport charity

- Continue to pursue a balanced fundraising strategy with an emphasis on Sport England investment whilst also working to continue to diversify income, including making an assessment of the commercial viability of a consultancy practice.
- Develop an insight and research strategy with the support of a new Insight and Research Sub-Committee of the Board.
- Continue to share the learning from our projects and research through all of our on and off line communications and via a revised events schedule.
- Develop our CRM, gaining an improved understanding of our audience and supporters to consequently improve our communications and engagement with them.

- Bring our finance function in-house.
- Review our staff policies and working procedures, in consultation with staff, to ensure we continue to provide an excellent, fun, rewarding place to work. We will improve our induction processes for staff and trustees and we will listen to, and learn from, our team.
- Provide the secretariat to the APPG to engage policy makers in the important issues of the day regarding women's sport.
- Fill any Board vacancies which arise following a skills audit of our Board.

7. 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 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; and
- 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 hence 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 March 2016 was 8.

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

8. AUDITORS

Godfrey Wilson Ltd were appointed as the charitable company's auditors during the year and have expressed their willingness to act in that capacity.

Approved by the trustees on September 8th 2016, and signed on their behalf by



Sally Hancock, Chair

Women In Sport

Reference and administrative details

For the year ended 31 March 2016

Company number	03075681
Charity number	1060267
Registered office and operational address	3rd Floor 26 Finsbury Square London EC2A 1DS
Trustees	Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows: C Brown (resigned 28 January 2016) J Gibbons J Haines S Hancock M Howard M Pawley L Thomas (resigned 28 January 2016) K Wilson L Woods
Key management personnel	R Holdaway Chief Executive Officer N Miller Director of Campaigns and Engagement S Hughes Director of Business Development
Company secretary	M Pawley
Bankers	CAF Charities Aid Foundation 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4TA COIF Charities Deposit Fund 80 Cheapside London EC2V 6DZ
Auditors	Godfrey Wilson Limited Chartered accountants and statutory auditors Zone 10 Bath Road Studios 470 Bath Road Bristol BS4 3HG
Accountants	Kingston Smith Devonshire House 60 Goswell Road London EC1M 7AD

Independent auditors' report

To the members of

Women In Sport

We have audited the financial statements of Women In Sport for the year ended 31 March 2016 which comprise the statement of financial activities, balance sheet, statement of cash flows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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.

Respective responsibilities of the trustees and auditors

As explained more fully in the Trustees' Responsibilities Statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of whether the accounting policies are appropriate to the charitable company's circumstances, and have been consistently applied and adequately disclosed, the reasonableness of significant accounting estimates made by the trustees, and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies, we consider the implications for our report.

Opinion on financial statements

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 2016 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Independent auditors' report

To the members of

Women In Sport

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where 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;
- the financial statements are not in agreement with the accounting records and returns;
- 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.

Alison Godfrey

Date: 8 September 2016

**Alison Godfrey FCA
(Senior Statutory Auditor)**

For and on behalf of:

GODFREY WILSON LIMITED

Chartered accountants and statutory auditors

Zone 10 Bath Road Studios

470 Bath Road

Bristol

BS4 3HG

Women In Sport

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2016

	Note	Restricted £	Unrestricted £	2016 Total £	Restated 2015 Total £
Income from:					
Donations	3	-	22,892	22,892	23,299
Charitable activities	4	837,954	49,204	887,158	1,069,049
Other trading activities	5	-	9,471	9,471	38,759
Investments		-	1	1	374
Total income		837,954	81,568	919,522	1,131,481
Expenditure on:					
Raising funds		19,799	48,917	68,716	48,734
Charitable activities		856,210	115,476	971,686	1,058,982
Total expenditure	7	876,009	164,393	1,040,402	1,107,716
Net income / (expenditure)		(38,055)	(82,825)	(120,880)	23,765
Transfers between funds		-	-	-	-
Net movement in funds	8	(38,055)	(82,825)	(120,880)	23,765
Reconciliation of funds:					
Total funds brought forward		45,136	134,805	179,941	156,176
Total funds carried forward		7,081	51,980	59,061	179,941

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 16 to the accounts.

The 2015 comparatives have been restated in line with the Charities SORP (FRS 102). The restatements are purely reclassifications of income and expenditure and do not affect net income.

Women In Sport

Balance sheet

As at 31 March 2016

	Note	£	2016 £	2015 £
Fixed assets				
Tangible assets	11		2,430	5,896
Current assets				
Debtors	12	35,113		54,856
Cash at bank and in hand		140,476		291,980
		175,589		346,836
Liabilities				
Creditors: amounts falling due within 1 year	13	118,958		172,791
Net current assets			56,631	174,045
Net assets	15		59,061	179,941
Funds	16			
Restricted income funds			7,081	45,136
Unrestricted funds:				
General funds			51,980	134,805
Total charity funds			59,061	179,941

These accounts have been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

Approved by the trustees on 8 September 2016 and signed on their behalf by



M Pawley - Trustee

Women In Sport

Statement of cash flows

For the year ended 31 March 2016

	Note	2016 £	2015 £
Net cash provided by / (used in) operating activities	17	<u>(151,505)</u>	<u>(31,345)</u>
Cash flows from investing activities:			
Dividends, interest and rents from investments		<u>1</u>	<u>374</u>
Net cash provided by / (used in) investing activities		<u>1</u>	<u>374</u>
Increase / (decrease) in cash and cash equivalents in the year		(151,504)	(30,971)
Cash and cash equivalents at the beginning of the year		<u>291,980</u>	<u>322,951</u>
Cash and cash equivalents at the end of the year		<u>140,476</u>	<u>291,980</u>

Women In Sport

Notes to the financial statements

For the year ended 31 March 2016

1. Accounting policies

a) 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.

b) Going concern basis of accounting

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 2016/17 and cash balances at the signing date. Although there are no material uncertainties about the charitable company's ability to continue as a going concern, the level of unrestricted funds held at the reporting date is lower than the charity's reserves policy. The trustees have reviewed this in their annual report.

c) 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.

d) 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.

Women In Sport

Notes to the financial statements

For the year ended 31 March 2016

1. Accounting policies (continued)

e) 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.

f) Funds 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.

g) Expenditure and 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.

h) 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	10.2%
Charitable activities	89.8%

i) 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.

j) 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.

k) 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.

Women In Sport

Notes to the financial statements

For the year ended 31 March 2016

1. Accounting policies (continued)

l) 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.

m) 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.

n) 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.

o) 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.

p) Transition to FRS 102

No restatement of the opening fund position was required in making the transition to FRS 102. The transition date was 1 April 2014.

2. Statement of financial activities: prior period comparatives

	Restricted	Unrestricted	Restated 2015 Total
	£	£	£
Income from:			
Donations	-	23,299	23,299
Charitable activities	969,173	99,876	1,069,049
Other trading activities	-	38,759	38,759
Investments	-	374	374
Total income	969,173	162,308	1,131,481
Expenditure on:			
Raising funds	11,410	37,324	48,734
Charitable activities	943,913	115,069	1,058,982
Total expenditure	955,323	152,393	1,107,716
Net income	13,850	9,915	23,765
Transfers between funds	-	-	-
Net movement in funds	13,850	9,915	23,765

Women In Sport

Notes to the financial statements

For the year ended 31 March 2016

3. Donations

	Restricted £	Unrestricted £	2016 Total £	2015 Total £
Grants of £5,000 or more				
Garfield Weston Foundation	-	-	-	20,000
Other				
Donations	-	5,295	5,295	3,299
Gifts in kind	*	17,597	17,597	-
Total donations	-	22,892	22,892	23,299

* Gifts in kind are represented by:

Legal advice	-	16,139	16,139	-
Conference and events services	-	1,458	1,458	-
	-	17,597	17,597	-

4. Charitable activities

	Restricted £	Unrestricted £	2016 Total £	Restated 2015 Total £
Grants and service level agreements				
Sport England	764,930	-	764,930	811,238
Comic Relief	41,960	-	41,960	-
Youth Sport Trust	21,176	-	21,176	-
Department of Culture, Media and Sport	-	20,000	20,000	45,000
Investec	-	10,000	10,000	-
Department of Health	5,721	-	5,721	112,935
UK Sport	4,167	-	4,167	-
Sport Northern Ireland	-	552	552	-
Other				
Consultancy fees	-	10,941	10,941	86,980
Miscellaneous / event income	-	7,711	7,711	12,896
Total charitable activities	837,954	49,204	887,158	1,069,049

Consultancy fees were restated for 2015 to include income from sponsorship of the Women's Sport Network recognised as income from generated funds under SORP 2005. The restatement has no impact on the total income.

Women In Sport

Notes to the financial statements

For the year ended 31 March 2016

5. Other trading activities

	Restricted £	Unrestricted £	2016 Total £	2015 Total £
Membership fees	-	9,471	9,471	8,926
National conference sponsorship	-	-	-	29,833
Total other trading activities	-	9,471	9,471	38,759

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 and Sport Northern Ireland, to fund charitable activities. The total value of such grants in the period ending 31 March 2016 was £795,370 (2015: £969,173). There are no unfulfilled conditions or contingencies attaching to these grants in 2015/16. In the prior year, the charitable company was required to repay unspent funds amounting to £38,367 from Sport England as a condition of the grant.

7. Expenditure

	Raising funds £	Charitable activities £	Support and governance £	2016 Total £	2015 Total £
Staff costs (note 9)	40,464	356,707	57,125	454,296	526,071
Travel and accommodation	-	15,437	-	15,437	25,923
Training and recruitment	-	29,665	-	29,665	46,413
Project costs	-	27,217	-	27,217	85,212
Publicity and marketing	-	57,574	-	57,574	150,611
Office costs	-	-	11,471	11,471	10,901
Premises expenses	-	-	98,240	98,240	64,899
Legal and consultancy	-	236,040	3,567	239,607	63,046
Website development	-	-	5,480	5,480	45,425
Sundry expenses	-	-	743	743	524
Audit and accountancy	-	-	97,303	97,303	77,452
Depreciation	-	-	3,466	3,466	3,449
Bad debt expense	-	-	(97)	(97)	7,790
Sub-total	40,464	722,640	277,298	1,040,402	1,107,716
Allocation of support costs	28,252	249,046	(277,298)	-	-
Total expenditure	68,716	971,686	-	1,040,402	1,107,716

Women In Sport

Notes to the financial statements

For the year ended 31 March 2016

8. Net movement in funds

This is stated after charging:

	2016 £	2015 £
Depreciation	3,466	3,449
Trustees' indemnity insurance	Nil	Nil
Trustees' remuneration	Nil	Nil
Trustees' reimbursed expenses	128	698
Auditors' remuneration:		
▪ Statutory audit (including VAT)	4,280	3,800
▪ Other services (including VAT)	2,500	3,054
	<u> </u>	<u> </u>

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 (2015: four).

9. Staff costs and numbers

Staff costs were as follows:

	2016 £	2015 £
Salaries and wages	403,756	464,290
Social security costs	42,753	47,533
Pension contributions	7,787	14,248
	<u> </u>	<u> </u>
	<u>454,296</u>	<u>526,071</u>

The number of employees earning more than £60,000 are as follows:

	2016 No.	2015 No.
£60,000 to £70,000	1	-
£70,000 to £80,000	1	-
£80,000 to £90,000	-	1
	<u> </u>	<u> </u>

The key management personnel of the charitable company comprise the chief executive and senior managers. Total employee benefits paid to key management personnel were £183,673 (2015: £156,403).

	2016 No.	2015 No.
Average staff head count	<u>10.00</u>	<u>11.67</u>

10. Taxation

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

Women In Sport

Notes to the financial statements

For the year ended 31 March 2016

11. Tangible fixed assets

	Office equipment £	Furniture and fittings £	Total £
Cost			
At 1 April 2015	16,752	1,173	17,925
Additions	-	-	-
At 31 March 2016	<u>16,752</u>	<u>1,173</u>	<u>17,925</u>
Depreciation			
At 1 April 2015	11,809	220	12,029
Charge for the year	<u>3,026</u>	<u>440</u>	<u>3,466</u>
At 31 March 2016	<u>14,835</u>	<u>660</u>	<u>15,495</u>
Net book value At 31 March 2016	<u>1,917</u>	<u>513</u>	<u>2,430</u>
At 31 March 2015	<u><u>4,943</u></u>	<u><u>953</u></u>	<u><u>5,896</u></u>

12. Debtors

	2016 £	2015 £
Trade debtors	28,864	47,806
Prepayments	<u>6,249</u>	<u>7,050</u>
	<u>35,113</u>	<u>54,856</u>

13. Creditors : amounts due within 1 year

	2016 £	2015 £
Trade creditors	41,221	48,486
Accruals	47,236	47,782
Deferred income	10,668	2,083
PAYE / NI	10,703	22,414
Pension	4,273	11,445
VAT	4,857	2,214
Other creditors	-	<u>38,367</u>
	<u>118,958</u>	<u>172,791</u>

Women In Sport

Notes to the financial statements

For the year ended 31 March 2016

14. Creditors : amounts due within 1 year (continued)

Movements in deferred income consist of:

	2016 £	2015 £
Balance at the start of the year	2,083	25,097
Increase / (decrease) in deferred membership income	(2,083)	(4,450)
Increase / (decrease) in deferred grant / contract income	<u>10,668</u>	<u>(18,564)</u>
Balance at the end of the year	<u><u>10,668</u></u>	<u><u>2,083</u></u>

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.

15. Analysis of net assets between funds

	Restricted funds £	Unrestricted funds £	Total funds £
Tangible fixed assets	-	2,430	2,430
Current assets	81,490	94,099	175,589
Current liabilities	<u>(74,409)</u>	<u>(44,549)</u>	<u>(118,958)</u>
Net assets at 31 March 2016	<u><u>7,081</u></u>	<u><u>51,980</u></u>	<u><u>59,061</u></u>

Women In Sport

Notes to the financial statements

For the year ended 31 March 2016

16. Movements in funds

	At 1 April 2015 £	Income £	Expenditure £	Transfers between funds £	At 31 March 2016 £
Restricted funds					
Sport England	-	764,930	(765,930)	-	(1,000)
Department of Health	45,136	5,721	(50,857)	-	-
Girls Active	-	21,176	(13,327)	-	7,849
Trophy Women?	-	46,127	(45,895)	-	232
Total restricted funds	45,136	837,954	(876,009)	-	7,081
Unrestricted funds					
General funds	134,805	81,568	(164,393)	-	51,980
Total unrestricted funds	134,805	81,568	(164,393)	-	51,980
Total funds	179,941	919,522	(1,040,402)	-	59,061

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.

Department of Health

The Department of Health funds Women In Sport to deliver a pilot project based on research (Changing the Game for Girls). The pilot programme is being applied in 25 different schools across England.

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.

Trophy Women?

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.

Women In Sport

Notes to the financial statements

For the year ended 31 March 2016

17. Reconciliation of net movement in funds to net cash flow from operating activities

	2016 £	2015 £
Net movement in funds	(120,880)	23,765
Adjustments for:		
Depreciation charges	3,466	3,449
Dividends, interest and rents from investments	(1)	(374)
Decrease / (increase) in debtors	19,743	3,524
Increase / (decrease) in creditors	<u>(53,833)</u>	<u>(61,709)</u>
Net cash provided by / (used in) operating activities	<u>(151,505)</u>	<u>(31,345)</u>

18. Related party transactions

There were no related party transactions during the financial year ended 31 March 2016 (2015: none).