

Company no. 03075681
Charity no. 1060267

Women In Sport
Report and Audited Financial Statements
31 March 2017

TRUSTEES' ANNUAL REPORT

YEAR ENDING 31 MARCH 2017

Introduction

At 10pm on 19 August 2016, nine million people in the UK were watching BBC One: not to catch the news headlines, but to witness the breath-taking finale of the women's hockey final between Team GB and the Netherlands. Team GB were, of course, victorious. But this wasn't just a win for the women's hockey team. This was a win for women's sport. Thanks to the public enthusiasm reflected in the viewing figures, and the nail-biting competition unfolding on our screens, women's sport, for the first time ever, was the BBC's top priority.

This year was a great one for women's sport for other reasons too. Thanks to consistent lobbying over many years by Women in Sport with our partners and supporters, the Government finally adopted a requirement that any sports organisation in receipt of public funding must have a board comprising at least 30% women¹ as part of a new Code for Sports Governance. This year we also supported over 150 women working in the sport sector directly via our Women's Sport Network. The information and guidance we provided has helped them advance their careers and inspired them to take on leadership roles in sport. Meanwhile, women's regular participation in sport continued to increase, reaching 7.2 million (31.9%) in October 2016 – up from 7.0 million (31.2%) in October 2015.

In 2016/17 Women in Sport supported over 100 organisations directly, through workshops, events and projects. We provided training and guidance, helping to put our insights into action by improving the understanding of what women and girls want and need from sport. As a result, potentially millions more women and girls will benefit from improved sport and physical activity opportunities now and for years to come.

In the same period, over 700 girls aged 13-16 from schools across England took part in the **Girls Active** programme in partnership with the Youth Sport Trust. Girls Active offers a simple, flexible framework for teachers and girls, helping them work together to improve girls' participation in school sport. Our evaluation has shown that the girls increased their levels of physical activity, felt more confident and improved both their behaviour and school attendance.

Women In Sport was also proud to support two new projects this year:

¹ The requirement stated in the Code for Sport's Governance is that there must be a minimum of 30% of either gender on the Board of sports organisations – but in the vast majority of cases the target is really intended to ensure women are better represented at Board level and that organisations are more effective as a result.

- **Get Out Get Active**, funded by the Spirit of 2012 Trust through the English Federation of Disability Sport, which supports disabled and non-disabled people to take part in fun and inclusive activities together. Women in Sport is a national partner for this project, sharing insight and best practice and working closely with five specific locations to respond to the needs of their communities.
- The **Visibility of Women's Sport Across Europe** project, funded by the European Union's Erasmus+ scheme, which will investigate both the amount and type of media coverage given to women's sport across five EU countries and make recommendations for improving future coverage.

Despite these success stories, significant challenges remain:

Sport England's *Active People Survey* (October 2016) shows that whilst the gap between men and women's participation is closing, it still exists and needs to be eliminated. In 2016/17, the total number of women being regularly active was 7.2 million but that was still 21.2% fewer women than men.

Sexism remains a problem in sport. Reporting of women's sport often has sexist overtones which send negative messages to the public. Women in Sport is working hard to address all of these challenges in a tough fundraising climate. We share the difficulties other charities have, particularly in securing core funding.

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 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.

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, 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.

All Trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 11 to the accounts.

Trustees who served during the period of this report:

Sally Hancock, Chair

Mike Pawley, Treasurer (retired November 2016)

Jayne Haines

Karen Wilson

Leanne Woods

Melanie Howard (retired April 2017)

Jo Gibbons (retired June 2016)

Susan Young (appointed November 2016)

Sue Wicks (appointed November 2016)

Jane Martinson (appointed November 2016)

Elen Barnes (appointed November 2016)

There were three Board meetings and a full day of strategic planning this year, with meetings also held just before the start of the financial year in March 2016 and just after the end of the period in April 2017.

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 the CAF Bank and continued to use Kingston Smith for its accounts until July 2016 when the Finance function was brought in-house. Legal advice was provided by Norton Rose Fulbright.

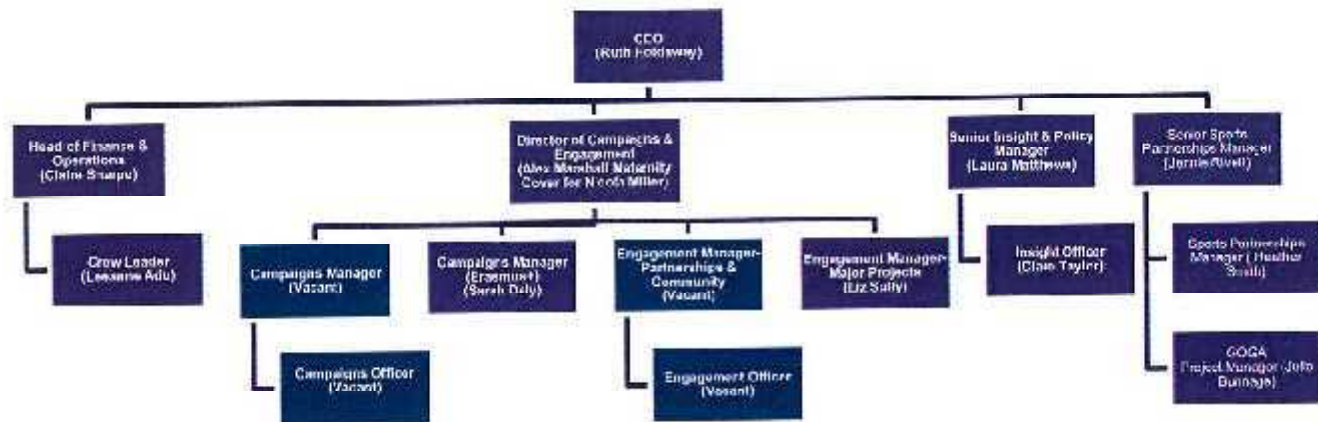
The Charity is a member of the Sport and Recreation Alliance and of the National Council of Voluntary Organisations.

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.

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 sectors and is based on perceived market conditions.

1.2 Organisational Structure

The organisation chart below shows the staffing structure at Women in Sport at 31 March 2017.



PURPLE = In post

BLUE = Vacancy

The diversity of our own staff and team is an on-going area of challenge for the charity. The staff team is all female and we would openly admit that we could do better in terms of gender, ethnic and social diversity. In 2017/18 we will produce a diversity plan, in an effort to provide transparency and show how we are striving to practise what we preach.

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 2016/17

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, Women in Sport 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, parkrun, British Gymnastics, the Youth Sport Trust, Sport Northern Ireland and Sported has been a key feature of our approach.

INSIGHT

In 2016/17 we continued to enhance our unique knowledge and understanding of women and girls' relationships with sport and physical activity. We shared this insight with organisations that deliver sport and physical activity with the goal of getting more women and girls to engage and be active. Women in Sport remains the sector leader in this field as the only organisation in the UK researching sport purely from the perspective of gender.



‘WOMEN IN SPORT IS A LEADING SPORT SECTOR VOICE ON GIRLS AND WOMEN’S RELATIONSHIP WITH SPORT AND PHYSICAL ACTIVITY. ITS GROUND-BREAKING RESEARCH AND EXPERTISE IN THIS AREA HAVE CONTRIBUTED TO BRINGING ABOUT SUSTAINABLE CHANGE IN ATTITUDES AND MINDSETS TOWARDS WOMEN’S SPORT’.

CATHY HUGHES, HEAD OF EQUALITY & DIVERSITY
SPORT ENGLAND

3.1.1. In-depth Studies

This year we continued to build on our 2013 study *Understanding Women's Lives* with focussed analysis of some key groups of women. This ensures the investment Sport England made in the original report continues to add value to the sector.

- A) **Older Women** were the focus of a major study this year, funded by Sport England, as this group are less active than the general population of women. The work helped inform Sport England's development of a fund to enable sport delivery organisations to focus more on older women's needs.

The research, which will be published to coincide with the International Day of the Older Person in October 2017, looked at:

- **Attitudes to ageing** – how women feel about ageing and what role this plays in their activity levels
- **Lifestyles and values** – what older women value in life, how they currently fulfil these values outside of sport and physical activity and how sport and physical activity could be a way to fulfil these values.
- **Women's relationships with sport and physical activity** – exploring women's motivations for, and barriers to, participating, along with studying current and potential routes to more frequent participation.

- B) We completed a focussed study into **Muslim women's relationships with sport and physical activity**, commissioned by the Muslim Women's Sport Foundation. The findings will be made public in 2018.

- C) The findings of our research into **understanding visually impaired women's lives and their relationships with sport and physical activity** were published in October 2016. *Small Change, Big Difference* gives insights into the barriers these women face and the motivations which drive them to be active.

CHALLENGES AND NEXT STEPS


We are keen to understand more about specific groups of women than the wider ranging Understanding Women's Lives research enabled. However, identifying 'groups' of women is challenging as most individuals fall into multiple categories relating to their age, background etc. For example, we discovered that for various reasons, women of the same age have very different experiences and feelings about ageing. Some of next year's insight projects therefore, will be designed around life stages, such as puberty and the menopause, rather than categorising women by age.

3.1.2. Insight into Action

A) PARKRUN

This volunteer-led running organisation, approached us to help them solve the problem of female 'reluctant runners' – women who sign up for parkrun but have never attended, or have attended only once. We undertook a research project, funded by Sport England, investigating women's motivations for running and the barriers they face or perceive. This was designed to help parkrun understand more about what might be preventing these women from attending a run after signing up. Using a range of research techniques including interviews with first-time female parkrunners and focus groups with reluctant parkrunners or women not engaged in parkrun, we identified interventions that might help more women run. These included sending reminder emails and meeting and greeting first timers.

We are delighted that parkrun plans to pilot some of the strategies we proposed and are confident that they will encourage more women who have signed up to attend parkrun regularly. We plan to share the learning through a case study next year.



"WOMEN IN SPORT HAVE HELPED US BETTER UNDERSTAND THE BARRIERS SOME WOMEN FACE IN SIGNING UP TO AND PARTICIPATING AT PARKRUN EVENTS. THEIR RESEARCH AND INSIGHT HAS VALIDATED SOME LONG-HELD ASSUMPTIONS AND IDENTIFIED OPPORTUNITIES FOR PARKRUN TO FURTHER REMOVE BARRIERS THROUGHOUT THE JOURNEY FROM PRE-REGISTRATION TO PARTICIPATION.

THE TEAM AT WOMEN IN SPORT ARE A PLEASURE TO WORK WITH. THEY TAKE A PROFESSIONAL AND PROACTIVE APPROACH TO THEIR RESEARCH AND IN PRESENTING FINDINGS. WE HAVE ENDED UP WITH A RANGE OF INTERVENTIONS THAT WE ARE PREPARING TO IMPLEMENT AND TEST, AND I LOOK FORWARD TO REPORTING BACK TO WOMEN IN SPORT AND WORKING WITH THEM TO FURTHER UNDERSTAND HOW WE CAN INCREASE FEMALE PARTICIPATION AT PARKRUN EVENTS."

RUSS JEFFERYS, HEAD OF MARKETING, PARKRUN

B) BRITISH GYMNASTICS



"WE GREATLY VALUE OUR PARTNERSHIP WITH WOMEN IN SPORT AND VALUE THE INSIGHT THIS RESEARCH HAS PROVIDED, GIVING US GREATER UNDERSTANDING FROM GIRLS WHO'VE TAKEN PART IN OUR TARGETED PROGRAMMES AND PROVIDING BETTER UNDERSTANDING ABOUT THEIR LIVES, VALUES AND MOTIVATIONS AND HOW WE CAN FURTHER DEVELOP OUR PROGRAMMES TO SUPPORT THEM TO CONTINUE WITHIN GYMNASTICS. WE WILL NOW REVIEW THE PRODUCTS WE OFFER TO THIS AGE GROUP AND USE THE RECOMMENDATIONS PROVIDED BY WOMEN IN SPORT TO TRY TO ENSURE GIRLS OF THIS AGE CONTINUE TO ENGAGE IN HIGH QUALITY GYMNASTICS OPPORTUNITIES."

DAVID MARSHALL, PARTICIPATION DIRECTOR

Women in Sport was asked by British Gymnastics to undertake a research project into the reasons girls aged 11 to 13 years old drop out of gymnastics at a higher rate than at other ages.

The project, funded by Sport England, explored whether programmes that British Gymnastics has put in place, specifically TeamGym and MYClub, are helping to retain female gymnasts. It also looked at the influencing role of parents, friends and coaches for girls of this age.

A report will be published in 2017 including recommendations that British Gymnastics:

- Continue to develop initiatives such as TeamGym and MYClub that match girls' values and motivations and help clubs find the right balance between developing skills and having fun.
- Offer more support and development to coaches who deliver gymnastics to 11–13-year-old girls, helping them create environments that foster fun and friendship as well as the traditional culture of competitive gymnastics.
- Consider how social media can be used more effectively as a tool to keep girls engaged with the sport they love (with appropriate safeguarding in place).

C) GIRLS ACTIVE

Funded by Sport England and delivered in partnership with the Youth Sport Trust, Girls Active offers a simple, flexible framework for teachers and girls, helping them work together to improve girls' participation in school sport. The main objective of Girls Active is to support teachers and teenage girls to understand what motivates them to take part in Physical Education (PE) and sport. The girls go on to

develop an action plan for how PE should be delivered. The programme also encourages some girls to become role models in their schools, setting up leadership groups to make PE and physical activity more appealing to their peers.

Girls Active currently involves:

- **154** schools
- **1,778** girls who are undertaking a leadership role (of which 243 are SEND and 433 Black, Asian and Minority Ethnic (BAME))
- **18,996** girls as participants who are being engaged and supported by Girls Leadership and Marketing role models, or GLAMs (of which 2,544 are SEND and 4,029 BAME)

Our role in the programme is to lead the monitoring and evaluation as well as support the development of new interventions.

For the first time, we included boys in our research and evaluation of the programme in order to investigate the differences between girls' and boys' experiences of PE and school sport. This will be published next year and will inform the development of Girls Active in the future. We also visited Girls Active schools to run focus groups and undertake qualitative research. We launched the programme in Northern Ireland, initially in 10 schools, with a further 10-12 schools expected to sign up next year.

CHALLENGES AND NEXT STEPS

This nature of this work requires us to collaborate with a variety of partners which means:

- Reduced ability to influence the scope of the project;
- Combining different organisations objectives into one project; and
- Partners having different priorities that may divert resources from the project.

We addressed these challenges as best we could by using our research to show how engagement with Women in Sport benefits both women and girls and the organisations we support. Ultimately, however, we can only ever have an advisory role with sport delivery partners and there is a limit to the control we have over projects of this nature.



"I'M WORRIED WHAT OTHER PEOPLE THINK"

"I FEEL EMBARRASSED IN FRONT OF PEOPLE I DON'T KNOW."

GIRLS ACTIVE PARTICIPANTS


3.1.3. Sharing the Insight

A) INSIGHT ON TOUR

This year we ran a series of practical workshops across the country from London to Leeds. They built on our 2015/16 work sharing our insights with the sports sector in a more hands-on manner. We explained our research, bringing it to life with real examples of where it has been used to drive positive change. We also provided takeaway resources to support more widespread implementation of our findings. These workshops were for sports development officers and staff of NGBs. They focused on the critical role of influencers and role models in getting more women and girls engaged in sport. Discussions centred on our 2015 Sport England funded research 'What Sways Women to Play Sport?' and explored how to change sporting behaviours locally. This demonstrated the long-term value of our research and Sport England's investment in it. We also trialled webinars in order to reach a different, broader audience.

Feedback from the delegates was overwhelmingly positive with workshops rated as 'good' or 'excellent' by 96% of respondents.

Additionally, 76% of respondents reported they would feel more confident in securing influencers to drive increased female participation locally in the future.



"NOW WE'LL THINK OUTSIDE THE BOX WHEN IDENTIFYING INFLUENCERS IN THE FIRST PLACE."

"INFLUENCERS IN A FEMALE'S LIFE ARE NOT SOMETHING WE'D NECESSARILY THOUGHT OF BEFORE, BUT WE'LL USE THE THINKING AROUND THIS WHEN PROMOTING OUR CAMPAIGN FURTHER."

COMMENTS ABOUT THE INSIGHT ON TOUR WORKSHOPS

B) CLUBWORKS PILOT

This year we contributed to London Sport's pioneering three-year ClubWorks project to educate community sports club staff, coaches and volunteers about how to engage women and girls more effectively and keep them participating over the long term. We provided a series of workshops for the clubs with follow-up support to each from a member of the Women in Sport team. This helps them improve their communications, marketing and opportunities for women and girls.

The workshops covered four key themes:

- Understanding your audience
- Marketing and communications

- Products and programming
- Retention

For each theme, Women in Sport shared insights and used practical examples to bring these themes to life. The clubs used these tactics to increase the participation of women and girls. The programme is continuing into 2017/18.

C) 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 activities together. The UK-wide programme is funded by the Spirit of 2012 Trust and managed by the English Federation of Disability Sport. Women in Sport is a national partner, offering research, support and advice on engaging women and girls.

Our role within this project is to share best practice regarding women and girls' participation with partners. As the project has taken some time to get established we have had to change our plans to match the needs of locality partners. To ensure impact we've also drawn on our existing areas of expertise and reached out beyond our allocated five localities to ensure that we can offer advice and have impact across the project.

CHALLENGES AND NEXT STEPS

- **Insight on Tour** required significant resources and had limited reach. Although we experimented with webinars, they did not attract many participants and were not, therefore, cost effective. In the future we will make our insight and research as accessible as possible and focus on promotion of our online resources such as reports and case studies.
- **ClubWorks** is a pilot programme and it will be a challenge to turn it into a wider programme with lasting significant impact due to the micro level of support offered on a club by club basis. We will continue to work with London Sport on growing the initial pilot and reaching more clubs across London but will change the methodology to improve the scalability of the work.

3.2 Goal 2: More Women and Girls Benefit from Leading and Volunteering in Sport

Last year, over 25% of our resources were dedicated to increasing female representation in the sport workforce. We worked with a range of partners and funders on our research and campaigns in this area, from Comic Relief to Sport Wales.

3.2.1. Campaigning Achievement

This area of our work has, arguably, been our biggest success of 2016/17.

As a direct result of Women in Sport's campaigning, A Code for Sports Governance, launched in November 2016, included a 30% gender diversity target for the boards of organisations in receipt of funding from Sport England or UK Sport. This is a major success for women and for the charity. We are delighted that the UK Government, Sport England and UK Sport listened to us and introduced this requirement, citing our *Checklist for Change (2015)* in their report. The impact of this campaign success will be far reaching. As sports organisations are led by more gender-diverse Boards, decisions will be made which improve both commercial performance and what these organisations offer the public. We anticipate that, over time, this will benefit women and girls across the UK, leading to better engagement with women and girls and more opportunities for them to play sport. It will also change the culture of the sport sector, making it a more welcoming place for women to work.

Of course, our campaigning does not end with the introduction of A Code for Sports Governance. Women in Sport will work to ensure the 30% is implemented in a sustainable way by supporting organisations through the culture change and advising on processes that will enable more women to reach leadership roles. We will also continue to audit the sport sector to monitor the progress towards the 30% goal. Finally, we intend to refocus the campaign so that we see more women throughout sports leadership and not just on Boards. We will do this by encouraging sports organisations to examine and transform the pathways that exist for women in leadership roles.

To this end, we launched our 2016 audit of women in sports leadership, *Beyond 30%*, at two events on International Women's Day in March 2017. This was our seventh annual audit and for the first time included NGBs in Wales as well as England.

We hosted a consultation breakfast session for CEOs and Chairs within the sport sector, with a clear message for them about the benefits of leadership gender diversity. We also used this event as an opportunity for us to understand more about the problems NGBs face in achieving the 30%.

The *Beyond 30%* launch received substantial media coverage with key pieces across BBC radio, BBC Breakfast, Sky News and The Guardian.

Later the same day, we ran an event for the Women's Sport Network, sharing our findings, showcasing our recommendations for members' own career progressions and asking them to join our campaign for greater gender diversity across sports workforce and especially in leadership roles.

CHALLENGES AND NEXT STEPS

There are many different kinds of organisations in the sport sector. Our research only extended to NGBs and even within that group there is still a huge range of size and scale. We had to strike a difficult balance between criticising and supporting these organisations, acting as a critical friend to support them in taking positive steps. Next year we intend to undertake more qualitative research to further understand how to empower women working in sport.

3.2.2. Sport for Success

In October 2016, we launched our report *Sport for Success*, thanks to the generosity of Investec who partnered with us. The report is the result of a comprehensive study into the role and importance of sport in helping women to progress in the workplace, particularly in business.

Confirming that playing sport can help to develop skills and qualities valuable for women's personal progression, *Sport for Success* also highlights how the business community can benefit from the increased effectiveness of female staff who played sport as young girls and continue to do so as adults.

The report was launched at a VIP reception in the historic Long Room at Lord's Cricket Ground during Women's Sport Week. We were delighted to have the support of GB Hockey gold medallist Hannah Macleod who joined us as a guest speaker.

This is the first time that a direct link has been made between sport and career progression in business for women in the UK. It confirms studies undertaken in the U.S.A. which suggest this causal link and is another example of Women in Sport providing ground-breaking evidence of the importance of sport for women and girls in the UK.

CHALLENGES AND NEXT STEPS

Our insight clearly identified a correlation between business success and sport, but further research is needed to identify what drives this. We also want to investigate how these findings can be used to increase female sports participation and female leadership.

3.2.3. Good Sports: Volunteering in Sport

Many women volunteer in sport and all sports clubs rely on volunteers. However, men are twice as likely to volunteer in sport than women. Our *Good Sports* research, undertaken in partnership with Leeds Beckett University, investigated gender discrimination within sports volunteering and sought best-practice solutions to counter this disparity. Our key research findings will be published in 2017/18.

CHALLENGES AND NEXT STEPS

We have focused on participation and working in sport previously and while there is an overlap between these areas and volunteering in sport, this was a new area of focus for us. We also found little existing research into women volunteering in sport and any that was available proved difficult to access. Our initial research was very broad, but in the future we will be able to focus on more specific aspects and develop our understanding for the benefit of women and girls.

3.2.4. The Women's Sport Network

The Women's Sport Network (WSN) is a membership network run by Women in Sport. Its aims to:

- Provide support for women working and/or volunteering in sport;
- Support the next generation of female leaders in the sport sector; and
- Harness the professional expertise of women from outside of sport for the benefit of the sport sector.

The WSN is also intended to provide Women in Sport with essential unrestricted income through its membership fees, allowing individuals to support our work directly whilst also benefitting from the events and networking opportunities we provide.

Several successful WSN events were held during 2016/17 including a Summer Social, a Speed Networking event in December and events for the launches of *Sport for Success* and *Beyond 30%*.

UK Sport funded the creation of a specialist group within the WSN for women working in high-performance sport. We organised two events for this group during the year – a networking event at Williams F1 headquarters, one of the world's leading Formula 1 team, which included a Q&A session with Team Principle Clare Williams and a discussion event with former first-team doctor of Chelsea F.C., Eva Carneiro.

We intend to review the WSN in 2017/18 to ensure it is meeting members' needs in line with the new direction of our *Beyond 30%* campaign.

CHALLENGES AND NEXT STEPS

As noted in the 2015/16 Trustees' Report, the WSN remains extremely resource-intensive for our small team, in terms of event organisation, membership management and marketing. The WSN would benefit considerably from a corporate sponsor, which we have not yet secured. This remains an on-going priority for the future sustainability of the network.

3.2.5. Leading by Example

Women in Sport hosted a female intern, a female work experience student and several female office-based volunteers during 2016/17, giving them the opportunity to explore a career in sport.

CHALLENGES AND NEXT STEPS

Simply having desk space and a computer for a volunteer or intern to use is our biggest challenge. In the future we will continue to hot desk and therefore be able to host volunteers within our existing capacity. As we grow and potentially move to a larger space we will try to build in capacity so that we can engage more volunteers.

3.3 Goal 3: More Visibility for Women's Sport

3.3.1 Improving Media Coverage

In 2016/17 we secured funding from the European Union (EU)'s Erasmus +Sport fund to investigate the Visibility of Women's Sport across five countries in Europe.

This project will build on pro bono work undertaken for us by global media group Dentsu Aegis in 2015, investigating coverage of women's sport in the media in the UK that year. We are hugely grateful to Dentsu Aegis for this support.

The new EU funded project kicked off in January 2017. We brought our partners from Sweden, Romania, Malta and Greece to London to agree the methods we will use to explore how women's sport is covered in the media across our countries, both in terms of the quantity of the coverage and the type of coverage.

The purpose of the project is to:

- Enhance understanding in the UK and across Europe of the amount of media coverage of elite women's sport;
- Identify best and worst journalistic practice with regards to women's sport, investigating the type of imagery used, the tone of the language and the gender diversity of the broadcast commentators and pundits;
- Find out from key media stakeholders in each country what they think of the current level of coverage and how it might be improved;
- Share our project research across the UK and Europe more widely (in 2018); and
- Devise a campaign for launch in 2018 to improve the current situation and help normalise sport for women and girls, making it more culturally and socially acceptable for women and girls to play sport and be recognised as a valuable part of the sport delivery market.

By the end of 2016/17 we had recruited a full-time project manager to lead this significant two-year project. We had also commissioned the literature review on which the wider study will be based and started to engage key stakeholders such as the BBC, meeting the BBC Director of Sport to seek her input.

CHALLENGES AND NEXT STEPS

Recent improvements in the media coverage of women's sport increases the risk that the public might feel gender equality has been achieved. However, the evidence we have and are continuing to collate shows that there is still a huge gap between coverage of women and men's sports and that the quality of women's sport coverage is much lower.

3.3.2. Women's Sport Week 2016

Women in Sport's leadership of the sector-wide Women's Sport Week campaign, which we first took on in 2015, continued culminating in a high-profile week of action from 3 – 9 October 2016. Throughout the week we celebrated and showcased women's sport from the grassroots level to the elite.

The campaign achieved significant media coverage and social media support with a media audience reach of 10.6 million for the charity. The Women's Sport Week hashtag #WSW16 reached 70 million people on social media. We were also delighted by support received from sports personalities and celebrities.

As well as playing a vital leadership role by bringing a consortium of partners together to create Women's Sport Week and galvanising support from across the sport sector, Women in Sport was also able to deliver our own unique content for the first time, thanks to a grant from Rosa, the UK fund for women and girls.

We used the grant to fund staff time to develop the campaign and plan our own activities for the week, rather than just coordinating the work of others, which we had done in 2015. This included:

- Creating unique social media and website content based on our research which showcased our work and helped us to engage with our community of supporters;
- Co-ordinating a visit by four-time Olympic swimming medallist, broadcaster and sports entrepreneur and Women in Sport Patron, Rebecca Adlington, to a London primary school which was featured by Sky Sports as a mechanism for highlighting the importance of school sport; and
- Launching our Investec-funded ground-breaking *Sport for Success* research outlined in Section 3.2 above.

Thanks to Rosa, we were able to use Women's Sport Week 2016 as a platform to raise the voices of women and girls involved in sport and to campaign for women's achievements in sport to be more visible.

Women in Sport is hugely grateful to our consortium of partners; Sky, the BBC, the Department for Culture, Media and Sport, Sport England, the Women's Sport Trust and British Rowing.

CHALLENGES AND NEXT STEPS

Our role as the lead organisation for the Women's Sport Week consortium diverted resources away from creating our own content for the week. This meant we could not achieve as much as we would have liked in terms of showcasing women's sport and the great work we do as a charity. This is a central element of Women's Sport Week for us as it offers a key opportunity for community fundraising, which is part of our goal of diversifying income and reducing reliance on Sport England funds. We have addressed this in 2017/18 by changing the role we play in the consortium and agreeing a new approach with partners that we hope will drive increased grassroots engagement and community social media activity with the campaign.

Additionally, the timing of the week made it difficult to engage NGBs, as many organisations were 'recovering' from the effort they had put into the Rio Olympic and Paralympic Games. We also experienced some fatigue in the media in terms of covering high-profile female athletes so soon after Rio.

3.3.3. Raising the Profile of Women's Sport Throughout the Year

Our Chief Executive, Ruth Holdaway, was a judge for The Sunday Times Sportswoman of the Year Awards 2016.

Highlights of media coverage for the charity included:

- 35 pieces of coverage specifically about the charity during Women's Sport Week 2016, which included an exclusive with *The Daily Telegraph* and pieces in *The i* and on BBC online with an estimated combined reach of 10.6 million; and
- 175 pieces of Beyond 30% campaign coverage with an estimated reach of 7.7million. This includes an exclusive with *The Guardian* and BBC News, BBC Sport and BBC online including BBC Breakfast on BBC One and coverage in news bulletins on Radio One, Two, Four and Five Live breakfast shows on 8 March 2017.

Highlights of social media coverage included:

- Twitter Q&A with The Sport and Recreation Alliance about our Beyond 30%: Checklist for Change research and publication. The session ran for an hour and allowed followers to tweet questions for us to answer. This resulted in 74,000 impressions with over 100 likes of posts and 62 retweets; and
- The launch of our social media campaign #GoGirl and #RealGoGirl for the Olympic Games, championing the female role models emerging from the Olympic and Paralympic Games and the real-life role models closer to home, inspiring women and girls to play sport.

CHALLENGES AND NEXT STEPS

Capacity has been a big issue for the charity's media activities with changes in personnel in the media and communications team and a period of understaffing. This resulted in us having to run a largely reactive press office for the last quarter of the year. Additional investment in the team secured for next year will help us restore a proactive media office.

Another challenge for us has been the number of media requests we receive and the small pool of spokespeople that we have at our disposal. We will investigate solutions to this in 2017, so that we are able to take advantage of all the opportunities that come our way.

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

Women in Sport needs financial sustainability to thrive. During the year we made great progress by increasing our unrestricted reserves and securing a new multi-year grant from Erasmus +Sport.

3.4.1 Securing High-profile Support

This year we announced four-time Olympic swimming medallist, broadcaster and sports entrepreneur, Rebecca Adlington as the first female Patron of Women in Sport. Rebecca joins England women's football team Head Coach, Mark Sampson, as a champion and ambassador for the charity. We're delighted to work with both Mark and Rebecca and to have their ongoing support, time and energy for our cause.

3.4.2. Raising Funds and Awareness

In October we launched *Women's Sport Wednesdays*, a new community fundraising initiative that aims to fulfil our charitable purpose to get more women and girls playing sport while raising vital funds for our work.

Sports marketing agency, Two Circles, generously offered their time to us this year. Their pro bono support will help us improve understanding of supporters and engagement with them, as well as developing a donor relations strategy for the charity.

Thanks to trustee Elen Barnes and official timing partner TAG Heuer, Women in Sport secured a guaranteed place for the Virgin Money London Marathon on 23 April 2017. Isabelle Jones ran for Women in Sport and raised a grand total of £1,710.46 in sponsorship². Through her regular training blogs Isabelle inspired Katie Holmes, a 50+ woman who had secured her own marathon place, to raise £954.75³ for us too. The Women in Sport team enjoyed supporting both of our fabulous runners on race day.



'IF THIS HELPS JUST ONE GIRL OR WOMAN ENJOY THE BENEFITS OF SPORT IN THE WAY I DO, I WILL BE THRILLED!'

ISABELLE JONES, WOMEN IN SPORT AND TAG HEUER MARATHON RUNNER

² This sum will be split across 2016/17 and 2017/18 income due to the timing of its receipt from donors.

³ This sum will be split across 2016/17 and 2017/18 income due to the timing of its receipt from donors.

3.4.3 Organisational Improvements

During the year we recruited four new trustees. We identified areas where we needed additional skills and experience, namely fundraising, media, professional sports and finance. We created a job description for each trustee role and successfully filled each of the positions.

Initiated by the launch of A Code for Sports Governance, we undertook a review of our procedures and identified some areas for improvement. This was a useful exercise in tightening up our governance and we now have a governance action plan.

Our finance function was brought in-house with the appointment of a Head of Finance and Operations. This new role creates additional support for operations and governance. It will lead to direct cost savings and it allows us to be more agile and more robust in our business planning.

CHALLENGES AND NEXT STEPS

Women in Sport continues to derive most of its income from Government, via Sport England. This support is valued hugely, but we recognise its limitations and the need to continue to diversify income to reduce reliance on this one funding source. This is particularly true for our core funding, if we are to ensure the long-term sustainability of the charity. We must continue our efforts to build a community of individual donors who can provide the vital unrestricted income we need.

4. FINANCIAL REVIEW

In 2016/17 our income grew from £919,522 to £1,212,385. The charity received £784,514 from Sport England (64.7% of its funding compared to 82.5% in 15/16). Expenditure increased slightly to £1,061,126 from £1,040,402. The charity therefore realised a surplus of £151,259. Total funds at the end of the year were £210,320 of which £163,682 were unrestricted – a significant increase from £51,980 in 2015/16 and in line with our current reserves policy.

4.1 Fundraising

Throughout the year we continued to invest in activities to expand our funding portfolio, as part of an on-going strategy to reduce the charity's reliance on Sport England funding and avoid being reliant on one funder. A key focus for our fundraising has been applications for grants from charitable trusts and foundations, and building strong, sustainable relationships with these funders. Following success in 2015/16 with Comic Relief and the Spirit of 2012 Trust, we secured European Union funding for a two-year project. This achievement during a period of such political uncertainty in the year of the EU Referendum and a climate of Brexit, demonstrates the faith this major funder has in our charity. We believe that we can build on this important success with other funders.

Unrestricted income has increased, leaving our unrestricted reserves in a much-improved position. This has been achieved through commissioned projects, such as ClubWorks and Girls Active, as well as continued fundraising activity with individuals.

The CRM database we invested in last year has transformed the management of donor relations. The generous donation of time by marketing agency Two Circles has also enabled us to optimise use of the data we are collecting. We anticipate seeing the benefit of this in 2017/18 through increased individual donations to the charity. We have hired a new Engagement Officer, who will look after challenge events and community giving as well as setting up a regular giving programme and building our community of support.

We remain hugely grateful to all of our donors for their support in 2016/17, and are committed to ensuring that the money they donate is used effectively to benefit all women and girls in the UK.

4.2 Investments

The charity holds no investments.

4.3 Main Sources of Funding

SOURCE	AMOUNT £ (funders > £10,000)	HOW THIS SUPPORTS THE CHARITY'S KEY OBJECTIVES
Sport England	784,514	Sport England contributes towards all of our goals: Goal One: £352,290 Goal Two: £207,003 Goal Three: £79,114 Goal Four: £146,107
Erasmus +Sport	227,032	Supports Goal Three: The Visibility of Women's Sport Across Europe project will analyse media coverage of women's sport in partner countries and campaign for improvements
Comic Relief	42,324	Supports Goal Two: Comic Relief funds the Leadership Audit work and our <i>Beyond 30%</i> campaign
Youth Sport Trust	30,574	Supports Goal One: Youth Sport Trust works in partnership with us on the Girls Active project
Investec	26,700	Supports Goal Two: Investec funded our <i>Sport for Success</i> research and report and sponsored the launch event
Spirit of 2012 Trust via the English Federation of Disability Sport (EFDS)	18,130	Supports Goal One: EFDS is the lead for the Spirit of 2012 Trust Get Out Get Active project
Pro bono services	16,807	Supports Goal Four: Pro bono services were provided by Two Circles (data marketing and fundraising) and Norton Rose Fulbright (legal services)
UK Sport	15,000	Supports Goal Two: UK Sport contributed to the Leadership Audit and the Women in High Performance Sport Network

4.4 Risk Management

A risk register is maintained by the Head of Finance & Operations and reported to the Board at every meeting. A traffic light system flags the level of risk and mitigation is explained where risks are considered medium to high. Two major risks have been identified this year and are mitigated as follows:

1. **Income Diversification.** The charity needs to develop new sources of income to reduce reliance on one funder, Sport England. The charity has a robust business plan in place and is making investments with the support of Sport England and others to minimise the risk.
2. **Back Office Costs.** This is the hardest aspect of our work to secure funding for. The charity continually reviews back-office costs such as rent and governance to ensure they are as low as possible without compromising the efficiency and quality of the charity's work. We also make sure that new sources of funding include the full cost of the activity, including the relevant back-office costs. However, unrestricted sources of funding will continue to be essential to ensure the charity is sustainable and can function effectively in the long run.

Other significant risks that are reviewed regularly by the Board:

- 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 and strong relationships with partner organisations;
- Loss of key staff, which is mitigated by regular performance reviews, staff engagement through Culture Club and documenting key information in a cloud-based system, so that the charity is not reliant on the knowledge of one person;
- Failure to meet financial targets, which is mitigated by regular reviews of our financial performance against the business plan. The business plan is put together by the Board and senior management team and takes into account historical data, sector averages and the charity's capacity; and
- Change in Government strategy, which is mitigated by maintaining relationships with key policy makers.

4.5 Reserves Policy

The charity receives a large grant from Sport England which is 64.7% of total income. The charity is diversifying and growing its income streams to reduce reliance on this core grant and to build resilience to any changes in funding. Additionally, the trustees have considered the reserves required for dealing with unforeseen circumstances and committing to long-term projects.

Our target level for unrestricted reserves is £150k, which is equivalent to three months' core costs. Unrestricted reserves of £154k as at March 2017 surpass this level. Our intention is to maintain reserves

at three months' worth of core costs whilst allowing investment in the organisation to continue to support women and girls.

The Trustees will review the reserves policy annually.

5. PLANS FOR THE FUTURE

In February 2017 the Executive Leadership Group reviewed the charity's strategy with the Board. Examining success to date and the changing environment in which we operate, it was agreed that whilst the strategy was still relevant, the charity would benefit from tightening its focus. Consequently, we have refined our Vision, Mission and Strategic Goals. Our Values, however, remain the same and the overall purpose of the Charity remains unchanged.

VISION:

A society where gender equality exists in every sphere.

MISSION:

We're advancing gender equality through and within sport: empowering women and girls through sport and transforming the sport sector.

GOAL 1: Empowering women and girls through sport: Every woman and girl in the UK plays sport or is physically active, from early years and throughout her life.

GOAL 2: Transforming the sport sector: Women and men have equal opportunities in sport, from the field of play to the boardroom

We have a three-year organisational business plan to support and deliver the refreshed strategy, which identifies the following areas of focus for our work in 2017-20:

- **Continuing to evolve the charity's insight and expertise and using it to educate for the benefit of women and girls.** We will continue to provide relevant, up-to-date research, insight into, and advice about, women and girls' lives and their relationships with sport.
- **Empowering girls through sport.** Ensuring girls and young women have greater and improved access to sport, delivered through schools in partnership with the Youth Sport Trust and in the community in partnership with Sported. Our primary focus will be girls from lower socio-economic groups, who are the least active and who stand to benefit most from the empowering nature of sport. We are also seeking to understand more about the factors which affect drop-off rates from sport and physical activity at the critical ages of 6-8 years old.
- **Increasing the number of sport's future female leaders and allowing them to flourish with support.** Working with the sport sector to build and support the pipeline of women who will be sport's future leaders, while also continuing to undertake regular audits of the sector and percentages of women in leadership roles.

- **Challenging sexism in sport.** We will continue to challenge the way women's sport is presented and talked about in the media, in the sport sector and in society more generally, including the use of harmful gender stereotypes in reporting and commenting on sport. Good coverage and positive language about women's sport is needed to drive up women's participation.
- **Making Women in Sport financially sustainable and less dependent on one source of funding.** We will continue to diversify income with a strategy that prioritises:
 - Trusts and foundations funding for major projects;
 - Corporate partnerships which benefit both the charity and the sponsoring business; and
 - Individuals who undertake challenges for the charity, make regular small donations or raise money through community engagement.

We will value this support and keep all of our donors in touch with how their money makes a positive difference for women and girls in the UK.

We have agreed a plan for a steady reduction in the contribution Sport England makes to our work, reducing it from 64.7% to 55.0% of our total income and reducing the contribution to fund back office costs proportionately. To achieve this challenging target Women in Sport must secure several larger, multi-year grants from charitable trusts and foundations and generate increased donations from individuals.

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; 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 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 2017 was eleven (2016: nine).

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

7. AUDITORS

Godfrey Wilson Ltd were appointed as the charitable company's auditors during the year. New auditors have been appointed for 2017-18.

Approved by the Trustees on 21 September 2017, and signed on their behalf by



Sally Hancock, Chair