

The Trustees' Annual Report & Accounts

**For the Financial Year
Ended 31st March 2019**

CONTENTS

Reports

Reference and administrative information	3
Trustees' annual report	4
Independent auditor's report	29

Financial Statements

Statement of financial activities	33
Balance sheet	34
Statement of cash flows	35
Principal accounting policies	36
Notes to the financial statements	39

REFERENCE AND ADMINISTRATIVE DETAILS

Charity Name:	Women in Sport
Charity Number:	1060267
Company Number:	03075681
Registered Office:	House of Sport, 4 th Floor, 190 Great Dover Street London, SE1 4YB
Trustees:	E Barnes J Haines (Chair) S Wicks K Wilson (Vice Chair) S Young (Treasurer) Dr Steve Mann
Key Management Personnel:	R Holdaway (Chief Executive Officer, resigned May 2019) W Hawk (Head of Engagement & Communications appointed Sep 2018) K Nicholson (Head of Insight & Innovation) H Wijeweera (Head of Finance & Operations)
Company secretary:	H Wijeweera
Bankers:	CAF Charities Aid Foundation 25 King Hill Avenue West Malling, Kent, ME19 4JQ COIF Charities Deposit Fund 80 Cheapside, London EC2V 6DZ
Auditor:	Buzzacott LLP 130 Wood Street London EC2V 6DL

Introduction

Women in Sport exists so that every woman and girl in the UK can experience the transformational lifelong rewards of sport. To achieve this, we use research and insight gained to drive change through campaigns, programme delivery and partnerships.

The following pages showcase and demonstrate the impact we have achieved over the last year and across these areas, ensuring we continually inform, innovate and inspire organisations, policy makers and women and girls to seek an equal playing field.

Message from our Chair, Jayne Haines

2018/2019 has been a decisive year for Women in Sport in its drive for the future. We launched ground breaking research, delivered the EMPOWER conference and had demonstrated impact in driving change for women and girls through our projects.

At the strategic review in 2017/2018 we refined our vision, mission and strategic objectives for the future, to drive towards our charitable purpose over the next five years. The Board is happy with the progress achieved against the objectives that were set for 2018/2019, specifically we made good progress towards financial sustainability.

Insight continues to sit at the core of what we do, whether that's demonstrating the issues and progress within and around the sector for the benefit of women and girls, or in our development of partnerships, to extend our reach and impact with the insights we develop.

Hosting the EMPOWER Conference in October 2018, saw the culmination of months of work with several European partners to deliver a research project on the Visibility of Women's Sport. As well as bringing together existing and new stakeholders at the conference, we discussed not only some of the specific issues in the sports sector, but more broadly, how sport can provide some of the solutions to wider gender equality issues.

We know women and girls continue to face increasing demands in their lives, and we must ensure they are part of the dialogue to make sport and physical activity more relevant and focused to meet their needs. Understanding the lives of women and girls is central to this. Our work looking at puberty and the transition into adulthood, is set to further equip both the sporting sector and our partners with improved insight into relevance.

Through our targeted projects around obstacles to participation including the Get Out Get Active Programme and Project 51, we understand that those from lower socio-economic groups are less active. These are the people who stand to benefit the most from engaging with sport and physical activity and for whom the journey is one of the hardest. A new programme this year, Daughters and Dads, is a prime example of a project that will aim to support families from lower socio-economic groups and tackle gender stereotypes through the role of dads/father figures, engaging a key support network outside of school to empower girls to play.

As well as looking at participation in sport, we continued our work on gender balance in the leadership of the sports sector. This has led to securing further funding through Comic Relief to look at the cultural changes needed to deliver diversity in the sports sector and the coverage we gained around International Women's Day 2019 helped to reiterate some of the key issues.

During the year, we also grew our understanding of our role in the Sport for Development sector. This led to reviewing this aim as part of the 2019/2020 business planning process. We have now integrated "how we work" to include women and girls in socially deprived communities through all strands of our work.

2019/2020 brings another new chapter for Women in Sport. Ruth Holdaway, led the organisation as CEO for the past five years and did much to raise the profile of gender equality in the sector, receiving an MBE in recognition of her services. She has moved on to a new role and we are grateful for all that she has done to establish the charity as the expert in the sport and physical activity sector for women and girls.

We look forward to welcoming our new CEO, Stephanie Hilborne who we believe will take the discussion on equality and more importantly the specific issue this poses in sport and physical activity for women and girls to the next level. We are in an exciting position with our new strategy and new CEO to translate this discussion into explicit actions and programmes that influence participation and benefit women and girls and wider society.

Jayne Haines, Chair of Trustees

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 July 1997. Women in Sport is registered with the Charity Commission: Charity registration number 1060267 and is a company limited by guarantee, registered in England and Wales 03075681.

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

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

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

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

The Audit committee is headed by the Finance and Business Development Trustee (Treasurer) and meets each quarter. The committee has delegated responsibility for external audit, monitoring financial policies, procedures and risk management as laid out in its terms of reference and the Scheme of Delegation. The committee comprises no more than four members of the Board.

The Nominations and Governance committee meets no less than twice a year (or as required). The committee comprises of no more than four board members including the Chair and Vice Chair and is responsible for all HR, governance

policies and Board review, as laid out in its terms of reference and the Scheme of Delegation.

Statement of Compliance with Sport England Governance Code

The Board of Trustees is committed to complying with Sport England Governance Code. We have implemented measures to ensure compliance where necessary, including a Diversity Action Plan, Sub committees as detailed above and additional policies such as remuneration and conflict of interest. We regularly review the governance code as part of our annual work plan, so we are confident that Women in Sport remain compliant. Our latest review concluded in July 2019 did not reveal any material areas of non-compliance. We remain committed to continuous improvement of our practice.

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

The Trustees who served throughout the year ended 31 March 2019 and up to the date these accounts were approved, except where indicated were:

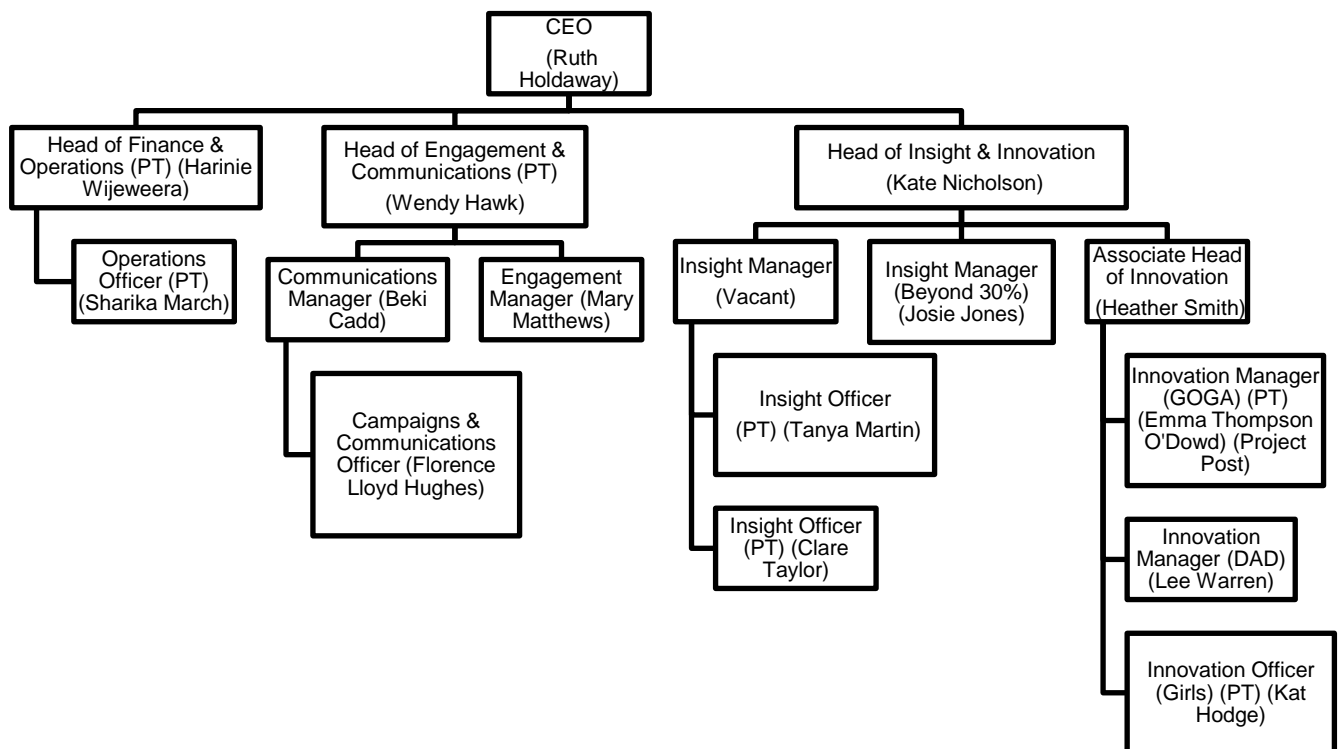
Trustees	Appointed/Resigned
Zoe Collins, Chair	(appointed November 2017, resigned June 2018)
Karen Wilson, Vice Chair	
Jayne Haines, Trustee and in-year appointed Chair	(appointed Chair July 2018)
Susan Young	
Sue Wicks	
Jane Martinson	(Resigned August 2018)
Prof Simon Chadwick	(Resigned July 2018)
Elie Barnes	
Dr Steve Mann	(appointed January 2019)

There were four board meetings, two strategic planning days and an AGM during this financial year.

Day-to-day management of the Charity is delegated to the Chief Executive Officer. For the period of this report this was Ruth Holdaway. Ruth resigned as CEO from the Charity in May 2019 and has moved on to a new role. The trustees are in the process of recruiting a new CEO which will be announced in the summer. In the interim period the Head of Insight and Innovation and Head of Engagement and Communications are acting as joint interim CEOs.

The key management personnel for the charity includes the CEO and the respective heads of insight & innovation, campaigns & engagement, and finance & operations.

Organisation Chart as at March 31st 2019



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.

The diversity of our own Board of Trustees and staff team remains a challenge for the charity. The majority of staff and trustees are female. We have one male member of staff and one male Board member.

Of the staff team, 13% is from a BAME background. We would like this to be a higher percentage and are very keen to diversify our board and staff further in a number of ways. Our Diversity Action Plan, available on our website, tracks our plans and progress towards this aim.

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 2018/2019

Our Vision

A society where women and men have equal opportunities

Mission

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

How We Do It

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

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 Aims

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

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

AIM 3 – Change the culture of sport so sexism and discrimination become a thing of the past.

AIM 4 – Diversify and increase income to enable us to do more for women and girls.

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

2.3 Public Benefit

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

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

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

3. Achievements and Performance

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

3.1 Aim 1: Ensure girls stay engaged when they are most at risk of losing interest – through primary school and through the transition to adulthood.

3.1.1 Transition to adulthood

What We Did:

- Developed our knowledge, insights and understanding of teenage girls' attitudes and behaviours towards sport and physical activity – a time at which we know girls are particularly likely to drop out of sport. We put the spotlight on teenage girls to address the challenge of how to prevent them from disengaging with sport.
- We worked with over thirty girls over a 3 month period, through online ethnographic panels, idea co-creation sessions and discussions, letting them lead our understanding on what sport and physical activity means to them and providing a unique insight into their broader lives.
- From this understanding we developed principles which we felt were important to 'stretch' our thinking in the sector as to what sport and activity needs to look like, feel like, as well as how we need to remove some of the barriers to motivate girls.
- We also reviewed over 30 published reports, shared knowledge and developed thinking together with 25 other organisations both from inside and outside the sports sector in two insight and inspiration days.
- The final research was launched at a breakfast event in April 2019, which provided an opportunity for over 50 representatives from diverse sectors (sports, corporate, leisure) to share the research and reflect with a diverse panel of experts on the challenges.

What We Achieved:

- Developed eight key principles on how to engage teenage girls in sport and a digital toolkit resource for the sector.

Challenges and Next Steps for 2019/2020:

- We will continue our work in this area working on developing new ideas to take forward to a testing phase, whilst at the same time, equipping organisations with the tools to generate their own ideas to engage and retain girls at this life-stage, through forums and webinars.
- The challenge for us over the next year is to secure the funding to continue developing the ideas through the piloting and testing stage for interventions.

3.1.2 Girls Active Awards¹

What We Did:

- the Girls Active Awards, recognises girls who make a real difference in engaging their peers in sport in school.
- We worked with over 300 schools to secure over 200 award nominations from teachers and girls themselves for multiple categories of awards.
- The Girls Active Awards ceremony was held in October 2018 at the House of Lords, hosted by Baroness Tanni Grey-Thompson and involving Girls Active Ambassadors. The ceremony celebrated the role of girls as advocates for sport in their schools.

What We Achieved:

- By developing website and marketing content by girls themselves: 5 written and 7 video case studies plus 6 blogs, we secured over 100% increases in the number of nominations for the awards.
- Provided training and support to eight girls to develop the skills and confidence to become Girls Active Ambassadors.

“Taking part in the Girls Active scheme has enabled me to do the most incredible things in and out of school. I have been able to build my confidence in my ability and inspire others to do the same.”

Louisa McClintock, Girls Active Award winner 2018.

Challenges and Next Steps for 2019/2020:

- Following the success of this year's awards the Youth Sport Trust has commissioned Women in Sport to run them again in 2019/2020.
- We will build on our experience from 2018/2019 of working with girls to drive engagement and participation and aim to secure a further increase in nominations for 2019/2020.

3.1.3 Daughters and Dads

What We Did

- Secured funding to launch the Daughters and Dads programme in partnership with the University of Newcastle, Australia, The Fatherhood Institute, The English Football League and Fulham Football Club.
- The programme will replicate a programme which was designed by the University of Newcastle, Australia and will encourage fathers/father-figures to play a greater role in supporting their young daughters, aged 5-11, to develop physical confidence and competence.
- It will engage the girls themselves in shaping how their families get active together improving attitudes towards, and enjoyment of, physical activity of the girls.
- We hope as a result of running this pilot to see a 15% increase in physical activity levels of girls outside of school and 10% increase in levels of the dads involved. We also hope to see a sustained physical activity level of the girls, 9 months post-intervention.

What We Achieved:

- Developed a program in collaboration with the partners above that secured £118,301 from Sport England's new 'Families Fund' with subsequent years funding 'In Principle' and towards an overall total project cost of £488,265.

When we were approached by Women in Sport to become a partner on Daughters and Dads, we could see straight away the importance of the project. It is more than just a delivery of activity but aims to make a real difference to young girls and the way they see themselves in the world. And also, how the male figure in their life views and understands women. We expect the innovative project to be empowering for all participants and with our network of Club Community Organisations a great fit for the work we are already engaged in. Women in Sport have been excellent in the way they embrace partnership working and we look forward to a very successful Daughters and Dads project and continued partnership."

Colin Bennett, Project Manager, EFL Trust

Challenges and Next Steps for 2019/2020:

- Women in Sport will work to secure the 'In Principal' funding from Sport England in order to scale up from 1 to 6 football clubs.

3.1.4 Project 51²

What We Did:

- 18 Sported member clubs recruited and trained to think differently about the opportunities they were giving girls to improve and increase provision in their local area.
- 13 Sported volunteer mentors were recruited and trained to deliver a series of workshops and one to one sessions that shared and put into practice Women in Sports' insights and to support girls to be more active and challenge gender stereotypes.
- 65 training sessions delivered.

²Women in Sport joined forces with Sport for Development charity, Sported to run Project 51, a joint programme aimed at helping girls in the some of the most deprived communities in the UK to fulfil their potential and use sport to overcome the impact of negative gender stereotypes.

- Our influencer programme has involved supporting 7 girls across the UK with training opportunities to empower them to make a change in their local community clubs and groups to engage more girls. This has included events in Scotland and England as well as online blogs, discussions with journalists and online content for Project 51's Instagram channel.

What We Achieved:

- 100% of participants felt more confident making improvements for girls after taking part in Project 51 training and workshops.
- Impact data from the first year of delivery found that since attending activities in Project 51 groups:
 - 90% of girls feel they have more opportunities to be active.
 - 88% of girls feel they have improved their skills in playing sport.
 - 86% of girls feel more positive about their future.
 - 72% of girls feel they are doing better at school.

“Project 51 has really helped the club to understand how we operate and we have made some major changes to the way we work, so in future the women and girls are at the forefront of everything we do.”

Jane Connolly, Founder, Conventrians FC, a community football club.

Case Study: Falmouth & Penryn Boxing Club in Cornwall were aware that women and girls were not attending regular sessions so signed up to Project 51 and through mentoring and workshops began to understand some of the challenges the club were facing. Since joining the programme the club has created a ladies' only session for girls and women and now has more female coaches, including the training of one of the Project 51 ambassadors to coach alongside another female coach. This has led to a growth in girls attending sessions each week (from 12-20).

“I have always wanted to help more women to be more a part of and involved with sport. I have the passion and drive within my chosen sport of boxing and I hope to encourage girls to take part, furthering their knowledge and their understanding within my sport.”

Morgan, Project 51 Ambassador and coach at the club.

“I feel so much more confident and less conscious of looking a fool!”
One of the girls from the new boxing session.

Challenges and Next Steps for 2019/2020:

- The funding for Project 51 is due to finish in December 2019, continuation funding needs to be secured to continue to deliver the programme.
- Women in Sport will be launching an online toolkit to effectively share learnings, insights and examples from Project 51 with key audiences through our research and advice service and communications channels.

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

3.2.2 Developing Women in Sport's role in the Sport for Development sector

What We Did:

- Formed strategic partnerships with the Sport for Development Coalition³ and Made by Sport this year, with the aim of expanding our reach to relevant organisations that we can collaborate with to shape the way women and girls' access and benefit from physical activity.
- Completed a commissioned research project for Laureus Sport for Good Foundation examining how collaboration and networking can support Sport for Development organisations to build successful strategies and enhance their ability to engage and empower girls and young women more efficiently and effectively.

What We Achieved:

- Women in Sport significantly influenced the content of the Made by Sport campaign (which is awaiting funding before its launch). Women and girls are central to the campaign and its treatment of women and girls is an example of best practice.

Challenges and Next Steps for 2019/2020:

- Over the course of the year, we recognized using sport to empower women and girls living in deprived communities to reach their full potential, is immensely important to everything we do. Therefore, we elevated the work we do in this area to a thread that runs through everything we do rather than be an aim in itself.

³ The Sport for Development Coalition is a movement of organisations across the UK and Ireland who speak with a united voice and believe sport and physical activity act as effective tools for intervention when generating positive social outcomes.

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

3.3.1 Beyond 30% work

What We Did:

- Secured continuation funding from Comic Relief to work on understanding how to influence and support sports organisations to build a sustainable pipeline of future female leaders.
- Ran a media campaign in June 2018 to launch our Beyond 30% work.
- We continued to develop this theme for our campaign on International Women's Day 2019 (IWD19), interviewing key stakeholders across the sector (Liz Nicoll, Dame Katherine Grainger, John Steele, Anne-Marie Beeston, Lisa Parfitt) creating opinion pieces one year on from our initial research.

What We Achieved:

- Through our media campaign Women in Sport received six pieces of coverage (three national news outlets, two sports industry outlets and one international business outlet). Our Chief Executive also featured on BBC 5 Live's summer series of 'Wake Up to Money' shows focusing on sports business.
- The IWD19 campaign achieved a news reach of 1.2m and 32,600 impressions on Twitter, 528 engagements, 5,177 impressions on Instagram, 275 engagements on our launch.
- 62% of the organisations that we shared the research with said that they are now more aware of the workplace behaviours that can make women feel excluded, ignored, scrutinized or undervalued
- 75% said they would definitely take steps to ensure that the culture in their organisation is more inclusive to women.
- We want to help organisations to embrace and value diversity and inclusion. With continued support from Comic Relief through their Gender Justice Fund, we will continue to support the sports sector through practical tools and solutions and ongoing campaigning for gender equality.

Challenges and Next Steps:

- Continuing our research to better understand and share insights around the cultural change that organisations need to foster. We have already begun communicating to key stakeholders and will continue to do so throughout 2019/2020.
- To further grow our work and reputation in this area we will be developing thought leadership opportunities with the media.

3.3.2 Empower18

What We Did:

- Empower 2018, driven by Skoda, was a Women in Sport led conference in partnership with Girls in Sport (Sweden), The European Institute for Local Development (Greece), West University of Timisoara (Romania) and The Foundation for the Promotion of Social Inclusion (Malta). Our event sponsors included Skoda, The Telegraph, AKQA, Protein Blend and Sport:80.
- Launched the research report 'Where are all the Women? Shining a light on the visibility of women's sport in the media.' The research was done in partnership with our partners above and was co-funded by the Erasmus+ programme of the European Union.

What We Achieved:

- Highlighted that women's sport is often patchy and 'barely visible' in all five nations participating in the research. With evidence of some countries failing to achieve more than 2% of coverage for women's sport and certain channels having zero women's sport coverage at times, this research shows there is still a long way to go in achieving parity for women's and men's sport.
- Brought sport sector leaders, gender equality advocates and campaigners from other sectors to transform the visibility of sport for women and girls at our Empower conference. This included 230 delegates ranging from NGB's to broadcasters, sports marketing professionals to journalists, 40 speakers and experts and 10 young ambassadors.
- 70% of the conference delegates were attending their first Women in Sport event, demonstrating a wider reach and new audience to engage. Over 80% would attend again and recommend Women in Sport events to others.

- 82% felt the event helped to raise awareness of the issue of insufficient media coverage of women's sport.

Feedback from this event demonstrates the powerful impact bringing these individuals together can have:

"I attended the Empower conference the other week and just wanted to say it was the best conference I have been to in a long time! I'm inspired to try to influence some progress internally"

NGB Delegate via email

"An inspirational day with keynote speakers & discussions on girls & women playing & working in sport. Feeling optimistic about our future."

Sports Policy Delegate via feedback form

"An amazing #EmpowerCon18 yesterday ran by @Womeninsport_uk I never followed tennis much, but it was incredible to learn so much about @JudyMurray journey in #tennis, her struggles and achievements in coaching. Feeling inspired!"

NGB Delegate via Twitter

"Great day yesterday at #EmpowerCon18. Thank you @Womeninsport_uk for hosting such a great event with excellent insight from the panelists. There have been some great strides forward with active participation and increased media coverage for women but still so much more to do."

Charity Delegate via Twitter

3.3.3 Our Research and Advice Service

What We Did:

- Following the successful pilot and launch last year, Women in Sport continues to offer a three-tier system of support to the sport sector. The Research and Advice Service underpins all of our work in the following 3 ways:
- **Inspire:** Proactive sharing of our learning through the creation of resources that are online and accessible, and which allow organisations to implement change effectively – including Women in Sport research, insight packs.
- **Innovate:** Develop interactive platforms for those leading women and girls work in the sector to engage with Women in Sport to develop new ways of working, collaborating and delivery to women and girls.
- **Influence:** Deliver mechanisms to share our best practice with others through webinars, training.

What We Achieved:

- Inspire: We have had over 300 emails via the online contact form to the Support@ inbox, 27,497 unique page views across the service and 5,843 unique page views of the RAS home page. We have also had 19,086 resources views.

Case Study: Aylesbury United FC ran a kick off your career evening and shared our Kick off Your Career publication with all the girls that attended:

<http://www.aylesburyunitedladiesgirlsfc.com/news/female-futures-in-sport-2404057.html>

- Innovate: Supported 45 organisations of which 20 are new to women in sport (e.g. Inspiring Learning, Sporting heroes, AIESEC, Coventry Women's Project, Living Sport, Chelsea FC Foundation, Table Tennis England, Bust Trust, Chance to Shine.)
- Influence: We delivered 5 workshops delivered and 15 speaking opportunities including Campaign Conference, a development workshop for Unilever, and a breakfast series for Odgers.
- We also delivered 5 online learning opportunities which engaged 95 people from 72 organisations. The feedback from those who attended, was that 93% would recommend to a friend or colleague and 83% found it value for money.

"I'm a market analyst looking at the sports nutrition market and am currently looking at what the drivers are for women in sport and what can be done by industry to improve participation. This report was wonderfully informative, and hopefully can be used to better equip industry to aid in wider action."

Sports Nutrition Market Analyst

"Really like the easy-to-read layout of your research as it's easy to pull out key information."

Individual

"As a man who runs a women's football team some of this research is particularly enlightening, and should perhaps be proactively shared with the many grass roots clubs in the UK."

Sports club coach

“From our very first contact to launching elements of the action plan – Women in Sport have been supportive and helpful at every stage. Their knowledge and honest feedback has helped us to develop a robust and insight driven strategy for increasing women and girls’ participation.”

Jenny Leach, National Delivery Lead, Table Tennis England

Challenges and Next Steps:

- Implement more robust measures for monitoring the service so we can develop key performance indicators and continue to improve both accessibility and the relevance of the service for the sector.
- We will be undertaking a digital review as part of this and exploring additional CRM strategies to further attract, engage and retain partners/donors effectively.

3.3.4 Campaigns and Influencing

What We Did:

- In the last 12 months, Women in Sport’s work reached over 14m people. Our notable campaign and media successes were launching Beyond 30% research, Empower18 and our International Women’s Day campaign.
- We also developed a #StrongIsNotASize campaign for British Weightlifting as part of the Research and Advice Service support. This campaign was to raise awareness into empowering more women to use weights in gyms.
- We gave evidence to the Welsh Assembly in relation to girls’ physical activity as part of their Health, Social Care and Sports policy review. Women in Sport’s Senior Insight Manager, gave evidence to Assembly Members in person (Apr 18). Laura’s evidence was also covered by the BBC which you can hear here: <http://www.senedd.tv/Meeting/Archive/383aa50e-7569-4c8c-8b42-2e261a7f7a42?autostart=True>
- We continued the Sports Charity Research Network, to share best practice/knowledge, encourage collaboration, and ensure joined up working. Members include representatives from StreetGames, Sporting Equals, UK Coaching, Youth Sport Trust, Sported, Sport & Recreation Alliance and Activity Alliance.

What We Achieved:

- Improved our online reach over the last 12 months to achieve a 5% increase in website downloads (, an 8% increase of twitter followers, a 34% increase in Instagram followers and a 36% increase of LinkedIn followers .
- Our joint campaign #StrongIsNotASize, successfully reached 5.6m people across Instagram, generated 8,500 posts using the hashtag to date, led to 10.5m campaign impressions. This campaign had a sentiment score of: 94/100 – 76% positive, 19% neutral, 5% negative. There were 76% women / 24% men split on engagement.

Challenges and Next Steps:

- Our e-zine newsletter is now received by fewer readers. We will focus on growing this as part of a new communications strategy next year.
- We hope to reimplement our Research Advisory Group after a hiatus during 2018/2019. The group brings together experienced researchers, including academic and market research practitioners, to provide guidance and support to the Women in Sport in-house team and help drive forward the research strategy

4. Financial Review

In 2018/2019 Women in Sport's income was £960,179. This was a decrease from our 2017/2018 income of £1,075,767 (11% decrease). The decrease in income was not unexpected, and the organisation had budgeted for the decrease in income and expenditure for the financial year. The main reduction of income was from an expert partner grant from Sport England. This was a planned reduction in income, in support of our objective to diversify funding and reduce reliance on any one funder. While overall income decreased, income from sources other than Sport England grew by 11%.

The charity, as mentioned above wishes to diversify income and reduce the percentage of core income it receives from Sport England over the next 3-5 years. We received £602,028 in core funding from Sport England which represented 61% of our funding compared to 70% in 2017/2018.

Expenditure decreased from £1,057,835 to £909,055 in 2018/2019. This is a 14% reduction in expenditure. In comparison to 2017/2018, expenditure decreased due to implementing cost savings (for example, reduction of office space) and from salary slippage.

There were a number of vacancies in year and there were some delays in recruitment. The charity therefore realised a surplus of £51,124 for the year.

There was a £3,318 surplus on unrestricted funds and £47,807 surplus on restricted funds. Therefore, 2018-2019 has been a successful year in our progression towards financial sustainability. In a difficult fundraising environment, we were able to maintain our unrestricted funds and add a small surplus. As the charity is still at the beginning of its fundraising strategy, generating a surplus on unrestricted funds is a success.

Total funds at the end of the year were £227,031 (of which £173,409 were unrestricted). There was an increase in unrestricted funds from £170,092 in 2017/2018.

4.1 Fundraising

Diversifying income remains a key strategic goal for the charity. Consequently, in 2017/2018 the Board approved a new fundraising strategy. This has helped to set clear fundraising targets, which brought significantly greater focus to our fundraising this year.

Fundraised income from sources other than our core Sport England grant grew from £322,414 to £358,151 in 2018/2019, a 11% increase. Significantly, we have grown our unrestricted income from the previous year. Raising unrestricted funds is a challenge for all charities.

This includes two new multi-year grants from Families Fund and Comic Relief. Our success with Comic Relief demonstrates that we can achieve repeat funding and are building a strong partnership with high profile and national funders.

We have also built on the success of our EMPOWER event to network with corporate funders. We secured repeat corporate sponsorship following on from our conference. Again, demonstrating that we are building a recognised brand in the sector.

During this period the Women in Sport workshop offer was reviewed, and a new Webinar and commissioned projects plan developed. This enabled us to exceed our original target set against this area of work and we saw an increase of over 50% in income generated.

Our challenge events strategy proved unsuccessful as take up of places in the events we had places in was extremely limited – likely due to our inability, with the resources available, to market the offer in the way required. Moving forward we will not be investing in this area of fundraising.

In 2019/2020 we will focus on building fundraising products that will support different revenue streams and support the charity's new 3-year business plan.

It will be a pivotal year for fundraising to continue to build on success in grants, commissioned projects, workshops and corporate sponsorships.

The charity would like to take this opportunity to acknowledge its main funders Sport England, Comic Relief, Spirit of 2012 & ERASMUS. Its sponsors and supporters AKQA, The Telegraph, Skoda, Life Health Foods Ltd, Misfits Ltd, Sport 80 and the many individual donors who contribute towards our activities.

Women in Sport follows the fundraising practices as per section 13 of the Charities (Protection and Social Investment) Act 2016. Women in Sport does not currently work with any commercial or professional fundraisers. Women in Sport has received no complaints relating to fundraising during the year. If any complaints were received, these would be dealt with by the Trustees and/or senior management.

4.2 Investments

The charity holds no investments. The charity had £264,892 in cash balances as at 31 of March 2019. The charity holds cash to ensure that it can manage its working capital requirements for project expenditure. In most instances, funds are received in advance (quarterly) and are drawn down over the course of each quarter. Therefore, the charity does not carry sufficient fund balances over the course of the year for investments over 3 months. Given low interest rates and its cash requirements the charity does not presently hold investments.

4.4 Reserves Policy

A large grant from Sport England makes up 61% of our total income. The charity is diversifying and growing its income channels to reduce reliance on this core grant and to build resilience to any changes in funding. The trustees have also considered the reserves required for dealing with unforeseen circumstances and investing for the future of the organisation.

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

Our target level for unrestricted reserves in 2018/2019 was £150,000 which is equivalent to three months' core costs. Unrestricted reserves of £173,409 as at March 2019 surpass this level. The Trustees' intention is to maintain reserves at three months' worth of core costs whilst allowing investment in the organisation to grow fundraising and income diversification activity.

4.5 Risk Management

Risk Management is integral to the governance of the organisation by the Board of Trustees. The day to day management of risk is delegated to the Head of Finance and Operations in the first instance and the Chief Executive. The Charity's risk policy (2017), sets out a framework for the identification, assessment and mitigation of risks. The Risk Map was assessed regularly by the Audit Committee. In January 2019 the Board undertook its annual review of the risk policy and began a review of the Risk Map which was completed in March 2019.

Major risks identified this year and their mitigation are:

Income diversification and the growing of unrestricted funds: This remains a key risk for the Charity, particularly in a climate of uncertainty for many funders (Trusts and Foundations, Corporates and Major Donors particularly) due to Brexit. To mitigate this risk, we have put clear fundraising targets in place which are monitored closely by the Leadership Team and the Board throughout the year. The targets have been integrated into the fundraising strategy developed the previous year and the strategy is proving effective at focusing the Charity's limited resources, enabling the Charity to develop a suite of programmes for funding and providing clarity for the team.

Change in Personnel : The Chair of the Charity, Zoe Collins, resigned in June 2018 and Jayne Haines, an existing and experienced trustee was appointed.

In February 2018 Ruth Holdaway resigned as CEO. The Board have started the recruitment process for a new CEO and in the interim the Head of Engagement and Communications and Head of Insight and Innovation, take on the role as a job share to allow a smooth transition for the team from one CEO to the next.

The Board regularly reviews potential risk to the Charity, particularly in relation to:

- strategic focus, which is mitigated by regular reviews by the board along with a robust strategy and business planning process.
- reputation, which is mitigated by strong corporate values, staff performance reviews, strong relationships with partner organisations and robust media and PR management.
- change in Government strategy, which is mitigated by maintaining relationships with key policy makers. Meetings have been held with Ministers for Sport and DCMS during 2018/2019.

5. Plans for the future

We reviewed our strategy for 2019 - 2022 at a Trustee Strategy Day in November 2018. The strategy developed in 2018 was deemed to remain relevant in all but one area and so remains largely unchanged. It was decided that one change should be made to the second of the Charity's five Strategic Aims.

Previously Aim two was ***to use sport to empower women and girls living in deprived communities to reach their full potential.*** As noted previously, the Board agreed that this aim needed to be elevated to be a thread that runs through all our strategy, rather than an aim in itself.

It was felt to be important that all our work considers women and girls in lower socio-economic groups and that we should ensure this is core to our planning and delivery within every aspect of our work. We therefore adapted the Charity's 'How We Do It' Statement which sits alongside our Vision, Mission and Values as follows:

The amended "How We Do It" statement now incorporates the following:

We are the only organisation in the UK that researches sport purely from the perspective of women and girls. We use the insight gained to drive change through campaigns and partnerships. Across all our work, we include women and girls in socially deprived communities, where sport can have a uniquely empowering effect.

It was also agreed that Aim 2 should be replaced with a strategic aim about harnessing the time of menopause to empower women through sport.

As a natural time of reappraisal in a women's life, menopause was identified as a key opportunity to embed regular activity habits and re-engage inactive women in sport and exercise; establishing habits which they could take with them into later

life. Our research indicated strong desire to be more active at this stage - 84% of women who did not achieve the recommended 150 minutes of physical activity per week would like to do so. With women over 60 years old estimated to account for over 10 million by 2030, focusing on this gateway to later life has huge potential to bring about healthier, happier lives for many women.

This means that for 2019/2020 Women In Sport's Strategic Aims will be:

Strategic Aims

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

Aim 2: Harness the opportunity that menopause offers to encourage women to take physical activity into the next stage of their lives

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

Aim 4: Diversify and increase income to enable us to do more for women and girls and raise £1.7m per year by 2022.

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

6. Statement of responsibilities of the trustees

The 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 income and expenditure for the year. In preparing those financial statements the Trustees are required to:

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

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

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

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

The Trustees also confirm that they have taken all necessary steps to ensure that they themselves are aware of all relevant audit information and that this information has been communicated to the auditors. Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2019 was six (2018: seven).

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

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

Approved by the Trustees and signed on their behalf by:

Jayne Haines, Chair

Date: 9 October 2019

7. Independent auditor's report to the members of Women in Sport

Opinion

We have audited the financial statements of Women in Sport (the 'charitable company') for the year ended 31 March 2019 which comprise the statement of financial activities, the balance sheet, and statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2019 and of its income and expenditure for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

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

Conclusions relating to going concern

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report and financial statements, other than the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- ◆ the information given in the trustees' report, which is also the directors' report for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements
- ◆ the trustees' report, which is also the directors' report for the purposes of company law, has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (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, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Auditor's responsibilities for the audit of the financial statements (continued)

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

Use of our report

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

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

22 October 2019

Statement of financial activities (Incorporating an income & expenditure account) for the year ended 31 March 2019

	Notes	Restricted funds £	Unrestricted funds £	2019 Total funds £	Restricted funds £	Unrestricted funds £	2018 Total funds £
Income from:							
Donations and grants	1	165,976	27,482	193,458	163,722	46,657	210,379
Charitable activities:							
. Girls	2	363,065	53,203	416,268	412,608	43,421	456,029
. Sport for Development	3	68,662	16,401	85,063	207,868	10,750	218,618
. Culture of women's sport	4	239,643	—	239,643	187,105	—	187,105
Other trading activities	5	—	25,747	25,747	—	3,636	3,636
Total income		837,346	122,833	960,179	971,303	104,464	1,075,767
Expenditure on:							
Raising funds:							
. General fundraising		165,976	63,057	229,033	163,722	41,979	205,701
Charitable activities:							
. Girls		342,266	51,507	393,773	391,250	25,852	417,102
. Sport for Development		61,499	—	61,499	200,395	8,104	208,499
. Culture of women's sport		219,798	4,952	224,750	214,414	12,119	226,533
Total expenditure	6	789,539	119,516	909,055	969,781	88,054	1,057,835
Net income and net movement in funds	7	47,807	3,317	51,124	1,522	16,410	17,932
Reconciliation of funds:							
Total funds brought forward		5,815	170,092	175,907	4,293	153,682	157,975
Total funds carried forward		53,622	173,409	227,031	5,815	170,092	175,907

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 15 to the accounts.

Balance sheet 31 March 2019

	Notes	2019 £	2019 £	2018 £	2018 £
Fixed assets					
Tangible assets	10	—			—
Current assets					
Debtors	11	131,217		49,496	
Cash at bank and in hand		<u>264,892</u>		<u>295,754</u>	
		396,109		345,250	
Liabilities:					
Creditors: amounts falling due within one year	12	<u>(169,078)</u>		<u>(169,343)</u>	
Total net assets	13		<u>227,031</u>		<u>175,907</u>
Funds					
Restricted funds			53,622		5,815
Unrestricted funds:					
. General funds			<u>173,409</u>		<u>170,092</u>
Total funds			<u>227,031</u>		<u>175,907</u>

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

Approved by the trustees and signed on their behalf by:

Jayne Haines

Chair

Date: 9 October 2019

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

Statement of cash flows 31 March 2019

		2019 £	2018 £
Cash flows from operating activities:			
Net cash provided (used in) operating activities	A	(30,862)	(127,627)
(Decrease) in cash and cash equivalents in the year		(30,862)	(127,627)
Cash and cash equivalents at the beginning of the year		295,754	423,381
Cash and cash equivalents at the end of the year	B	264,892	295,754

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

		2019 £	2018 £
Net income for the year (as per the statement of financial activities)		51,124	17,932
Adjustments for:			
. Depreciation charges		—	64
. (Increase) in debtors		(81,721)	(20,677)
. (Decrease) in creditors		(265)	(124,946)
		(30,862)	(127,627)

B Analysis of cash and cash equivalents

		2019 £	2018 £
Cash at bank and in hand		264,892	295,754
Total cash and cash equivalents		264,892	295,754

The principal accounting policies adopted, judgements and key sources of estimation are laid out below, presented in sterling, and rounded to the nearest pound.

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.

The financial statements are presented in sterling and rounded to the nearest pound.

Going concern

The accounts have been prepared on the assumption that the charitable company is able to continue as a going concern, which the trustees consider appropriate having regard to future confirmed funding, revised budgets for 2019/2020 and beyond and cash balances at the signing date. There are no material uncertainties about the charitable company's ability to continue as a going concern.

Income

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

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

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

Donated services and facilities

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

Donated services and facilities (continued)

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

Interest receivable

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

Fund accounting

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

Allocation of income

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

Expenditure on irrecoverable VAT

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

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

Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities based on the percentage of direct costs (staffing and project) of each activity.

Tangible fixed assets

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

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

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

Debtors

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

Cash at bank and in hand

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

Creditors

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

Financial instruments

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

Pension costs

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

VAT

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

1 Donations and grants

	Restricted funds £	Unrestricted funds £	2019 Total funds £
Sport England	165,976	—	165,976
Trusts	—	4,250	4,250
General donations	—	8,858	8,858
Corporate donations	—	11,307	11,307
Gifts in kind	—	3,067	3,067
Total donations	165,976	27,482	193,458

Gifts in kind are represented by:

. Legal advice	—	3,067	3,067
	—	3,067	3,067

	Restricted funds £	Unrestricted funds £	2018 Total funds £
<i>Sport England</i>	<i>163,722</i>	<i>—</i>	<i>163,722</i>
<i>Garfield Weston</i>	<i>—</i>	<i>30,000</i>	<i>30,000</i>
<i>General donations</i>	<i>—</i>	<i>16,657</i>	<i>16,657</i>
<i>Gifts in kind</i>	<i>—</i>	<i>—</i>	<i>—</i>
<i>Total donations</i>	<i>163,722</i>	<i>46,657</i>	<i>210,379</i>

Gifts in kind are represented by:

<i>. Legal advice</i>	<i>—</i>	<i>—</i>	<i>—</i>
	<i>—</i>	<i>—</i>	<i>—</i>

2 Charitable activities: Girls

	Restricted funds £	Unrestricted funds £	2019 Total funds £
Grants and service level agreements			
Sport England Expert Partner	259,126	—	259,126
Sport England Families Fund	27,174	—	27,174
Get Out Get Active	40,597	—	40,597
Comic Relief – Project 51	36,168	—	36,168
Youth Sport Trust (Girls Active Insight)	—	8,926	8,926
Youth Sport Trust (Girls Active Awards)	—	22,500	22,500
Sported Girls United	—	13,548	13,548
Other			
Consultancy fees	—	4,250	4,250
Workshops	—	3,979	3,979
Total Girls	363,065	53,203	416,268

2 Charitable activities: Girls (continued)

	<i>Restricted funds</i> £	<i>Unrestricted funds</i> £	<i>2018 Total funds</i> £
<i>Grants and service level agreements</i>			
<i>Sport England</i>	345,505	—	345,505
<i>Get Out Get Active</i>	45,120	—	45,120
<i>Comic Relief – Project 51</i>	21,983	—	21,983
<i>Rethinking Sport</i>	—	—	—
<i>Youth Sport Trust (Girls Active Insight)</i>	—	7,250	7,250
<i>BUCS</i>	—	6,250	6,250
<i>ClubWorks</i>	—	6,083	6,083
<i>Youth Sport Trust (Girls Active Awards)</i>	—	6,944	6,944
<i>Sported</i>	—	4,200	4,200
<i>Other</i>			
<i>Consultancy fees</i>	—	4,399	4,399
<i>Workshops</i>	—	8,295	8,295
<i>Total empowered by sport</i>	<u>412,608</u>	<u>43,421</u>	<u>456,029</u>

3 Charitable activities: Sport for Development

	<i>Restricted funds</i> £	<i>Unrestricted funds</i> £	<i>2019 Total funds</i> £
Grants and service level agreements			
Sport England	68,662	—	68,662
Other			
Consultancy Laureus Sport For Good	—	16,401	16,401
Total leading sport	<u>68,662</u>	<u>16,401</u>	<u>85,063</u>

	<i>Restricted funds</i> £	<i>Unrestricted funds</i> £	<i>2018 Total funds</i> £
<i>Grants and service level agreements</i>			
<i>Sport England</i>	169,015	—	169,015
<i>Comic Relief</i>	38,853	—	38,853
<i>Investec</i>	—	—	—
<i>Sport Wales</i>	—	6,500	6,500
<i>British Weightlifting</i>	—	4,250	4,250
<i>Total leading sport</i>	<u>207,868</u>	<u>10,750</u>	<u>218,618</u>

4 Charitable activities: Culture of Women's Sport

	Restricted funds £	Unrestricted funds £	2019 Total funds £
Grants and service level agreements			
Erasmus	28,479	—	28,479
Sport England	108,264	—	108,264
Comic Relief – Beyond 30%	49,880	—	49,880
Other			
Sponsorship	15,000	—	15,000
Miscellaneous/event income	38,020	—	38,020
Total visibility of women's sport	239,643	—	239,643

	Restricted funds £	Unrestricted funds £	2018 Total funds £
<i>Grants and service level agreements</i>			
<i>Erasmus</i>	<i>111,988</i>	<i>—</i>	<i>111,988</i>
<i>Sport England</i>	<i>75,117</i>	<i>—</i>	<i>75,117</i>
<i>Total visibility of women's sport</i>	<i>187,105</i>	<i>—</i>	<i>187,105</i>

5 Other trading activities

	Restricted funds £	Unrestricted funds £	2019 Total funds £
Sponsorship	—	5,000	5,000
Consultancy Breast Cancer Now	—	18,583	18,583
Workshops	—	1,054	1,054
Other income	—	1,110	1,110
Total other trading activities	—	25,747	25,747

	Restricted funds £	Unrestricted funds £	2018 Total funds £
<i>Membership fees</i>	<i>—</i>	<i>3,235</i>	<i>3,235</i>
<i>Other income</i>	<i>—</i>	<i>401</i>	<i>401</i>
<i>Total other trading activities</i>	<i>—</i>	<i>3,636</i>	<i>3,636</i>

6 Government grants

The charitable company receives government grants, defined as funding from Sport England, the Department of Culture, Media and Sport, the Department of Health, UK Sport, Sport Northern Ireland, Sport Wales and the EU, to fund charitable activities. The total value of such grants in the period ending 31 March 2019 was £629,202 (2018: £753,359). There are no unfulfilled conditions or contingencies attaching to these grants in 2018/2019.

7 Expenditure

	General fundraising £	Girls £	Sport for Development £	Culture of women's sport £	Support and governance costs £	2019 Total funds £
Staff costs (note 8)	127,344	175,488	29,359	97,376	52,368	481,935
Travel and accommodation	197	11,162	945	7,657	3,680	23,641
Training and recruitment	9,906	476	—	1,830	24,620	36,832
Project costs	1,475	64,674	4,853	33,208	2,304	106,514
Publicity and marketing	1,239	15,124	2,184	10,344	5,996	34,887
Office costs	—	—	—	—	40,495	40,495
Premises expenses	—	—	—	—	62,036	62,036
Legal and consultancy	3,667	11,948	5,326	9,015	30,253	60,208
Website development	6,299	6,166	580	1,384	30,146	44,575
Sundry expenses	—	—	60	—	2,992	3,052
Audit and accountancy	—	—	—	3,600	11,280	14,880
Sub-total	150,127	285,038	43,307	164,414	266,170	909,055
Allocation of support and governance costs	78,906	108,735	18,192	60,337	(266,170)	—
Total expenditure	229,033	393,773	61,499	224,750	—	909,055

7 Expenditure (continued)

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

The 2017/18 comparative note is based on the previous charitable aims.

8 Net movement in funds

This is stated after charging:

	2019 £	2018 £
Depreciation	—	64
Trustees' reimbursed expenses	—	263
Auditors' remuneration:		
• Statutory audit (including VAT)	8,040	6,520
• Under accrual in prior year	3,240	—
• Other services (including VAT)	3,600	1,300

Trustees indemnity insurance is included as part of the charity's general insurance premium. No Trustees were remunerated during the financial year 2018/2019 (2017/2018: nil). No trustees were reimbursed expenses for travel in the year (2018: one).

9 Staff costs and numbers

Staff costs were as follows:

	2019	2018
	£	£
Salaries and wages	427,314	520,428
Social security costs	40,989	52,445
Pension contributions	13,632	17,862
	<u>481,935</u>	<u>590,735</u>

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

	2019	2018
	No.	No.
£70,000 to £80,000	<u>1</u>	<u>1</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 £218,658 (2018: £249,238).

	2019	2018
	No.	No.
Average staff head count	<u>14</u>	<u>16</u>

10 Taxation

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

11 Tangible fixed assets

	Office equipment £	Furniture and fittings £	Total £
Cost			
At 1 April 2018	12,261	1,173	13,434
At 31 March 2019	<u>12,261</u>	<u>1,173</u>	<u>13,434</u>
Depreciation			
At 1 April 2018	12,261	1,173	13,434
Charge for the year	<u>—</u>	<u>—</u>	<u>—</u>
At 31 March 2019	<u>12,261</u>	<u>1,173</u>	<u>13,434</u>
Net book value			
At 31 March 2019	<u>—</u>	<u>—</u>	<u>—</u>
At 31 March 2018	<u>—</u>	<u>—</u>	<u>—</u>

12 Debtors

	2019 £	2018 £
Trade debtors	51,160	3,501
Prepayments	22,972	35,475
Accrued income	<u>57,085</u>	<u>10,520</u>
	<u>131,217</u>	<u>49,496</u>

13 Creditors: amounts due within one year

	2019	2018
	£	£
Trade creditors	69,096	79,202
Accruals	57,674	50,856
Deferred income	—	9,857
PAYE/ NI	11,985	14,553
Pension	4,507	4,722
VAT	9,374	1,389
Grants payable to partners	15,764	8,431
Other creditors	678	333
	169,078	169,343

Movements in deferred income consist of:

	2019	2018
	£	£
Brought forward	9,857	124,367
Released in the year	(9,857)	(124,367)
Deferred in the year	—	9,857
Carried forward	—	9,857

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

14 Analysis of net assets between funds

	Restricted funds £	Unrestricted funds £	Total funds £
Tangible fixed assets			
Current assets	163,290	232,819	396,109
Current liabilities	(109,668)	(59,410)	(169,078)
Net assets at 31 March 2019	53,622	173,409	227,031
	<i>Restricted funds £</i>	<i>Unrestricted funds £</i>	<i>Total funds £</i>
<i>Tangible fixed assets</i>	—	—	—
<i>Current assets</i>	14,246	331,004	345,250
<i>Current liabilities</i>	(8,431)	(160,912)	(169,343)
<i>Net assets at 31 March 2018</i>	5,815	170,092	175,907

15 Movement in funds

	At 1 April 2018 £	Income £	Expenditure £	Transfers between funds £	At 31 March 2019 £
Restricted funds					
Sport England	—	602,028	(602,028)	—	—
Families Fund	—	27,174	(21,480)	—	5,694
Beyond30% (Comic Relief)	—	49,880	(9,360)	—	40,520
GOGA	—	40,597	(38,597)	—	2,000
Project 51 (Comic Relief)	5,815	36,168	(36,575)	—	5,408
Erasmus	—	81,499	(81,499)	—	—
Total restricted funds	5,815	837,346	(789,539)	—	53,622
Unrestricted funds					
General funds	170,092	122,833	(119,516)	—	173,409
Total unrestricted funds	170,092	122,833	(119,516)	—	173,409
Total funds	175,907	960,179	(909,055)	—	227,031

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

Purposes of restricted funds*Sport England*

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

15 Movement in funds (continued)

Purposes of restricted funds (continued)

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

Easmus

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

Families fund (Sport England) Daughters and Dad's project.

Encourage fathers and significant male figures to engage in sport and general physical activity with daughters / young girls with the aim of encouraging them to maintain physical and sporting activity. This is run in conjunction with football clubs, only Fulham FC currently but will be expanding to other clubs.

Comic Relief Project 51

Project 51 is delivered with Sported, is a programme aimed at helping girls in some of the most deprived communities in UK to fulfil their potential and use sport overcome the impact of negative gender stereotypes.

Comic Relief Beyond 30%

Comic Relief provided ongoing funding to develop our understanding on how to influence and support sports organisations to build a sustainable pipeline of future female leaders.

16 Related party transactions

Sue Wicks a Trustee is the Head of Grants and Investments at Comic Relief. Women In Sport has received funding from Comic Relief for its Beyond 30% work and Project 51 as disclosed in Notes 3 and 15.

Income recognised from Comic Relief is £86,048 (2018: £60,836).