

Charity Registration No. 1144600

Company Registration No. 07800542 (England and Wales)

**COUNTY SPORTS PARTNERSHIP NETWORK
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018**

COUNTY SPORTS PARTNERSHIP NETWORK

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	N P Harrison	
	S J Anstiss	
	M Crawshaw	(Appointed 28 February 2018)
	S J Imbriano	(Appointed 28 February 2018)
	M E Leach	
	A R Leather	
	M Mayne	
	E P O'Rourke	
	S Storey	
	A J Walker	
D F Patterson	(Appointed 1 April 2018)	
A C Shipway	(Appointed 20 September 2018)	

Secretary L S Mason

Charity number 1144600

Company number 07800542

Registered office Sport Park Loughborough University
3 Oakwood Drive
Loughborough
UK
LE11 3QF

Auditor Haines Watts
Sterling House
5 Buckingham Place
Bellfield Road West
High Wycombe
Buckinghamshire
United Kingdom
HP13 5HQ

COUNTY SPORTS PARTNERSHIP NETWORK

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COUNTY SPORTS PARTNERSHIP NETWORK

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2018

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2018. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

About us

County Sports Partnership Network is the charitable umbrella body for the 43 County Sports Partnerships (CSPs), which are independent charities and non-profit enterprises, locally led and embedded within their communities, and which collectively form a strong nationwide network across every part of England. There is a small national team and Board, and collectively CSPs employ 735 staff and have a turnover of over £60 million and together we provide unique national reach and deliver local impact.

Aims and objectives

The core purpose of our network is to create the conditions locally to transform lives through sport and physical activity and achieve our vision of a society where an active lifestyle is the social norm for everyone.

The aims of our network are to increase levels of engagement in sport and physical activity, address worrying levels of inactivity in our society, tackle the stubborn inequalities that still exist in sport, and maximise the social and economic impact of sport and physical activity within our communities.

We work closely with Sport England and other national and local partners to support the implementation of national strategy including 'Towards an Active Nation' and 'Sporting Future'.

Whilst the ultimate goal of the network is to get the whole nation more active, we focus our resources on where we can have the biggest impact and on those groups who have the most to gain from becoming more active and engaged in sport. All CSPs target children and young people, inactive and under-represented groups, and each CSP identifies local priority audiences and outcomes based on local need.

The network adopts a whole system approach where we seek to create the conditions for success locally. By creating an in-depth understanding of the needs of communities combined with the evidence of what works, we aim to demonstrate the impact sport and physical activity can have on local priorities, seek to influence policy and secure investment into the sector, broker cross sector partnerships and work with target communities to create impactful programmes.

To help achieve this, the County Sports Partnership Network acts as the improvement and innovation agency that leads, supports and represents the nationwide network of CSPs, learning what works locally and driving collaboration and impact across the network. The organisation undertakes the following key functions:

- Provide leadership and facilitate collaboration to stretch and inspire CSPs and create more than the sum of the parts
- Create improvement tools, training and guidance and provide targeted support to help create high performing CSPs
- Secure and develop partnerships, programmes & resources to enhance CSP added value and impact
- Promote the work of CSPs to increase understanding & support amongst key stakeholders

COUNTY SPORTS PARTNERSHIP NETWORK

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2018

Achievements and performance

During the last year we continued to extend the reach and impact of our network through the following activities:

Leadership & Collaboration

During the year we supported the network through a period of significant of change which has included:

A refreshed mission, common purpose and functions of CSPs and a redefined 'primary role' underpinned with a strengthened relationship with Sport England to support the local implementation of their strategy 'Towards an Active Nation'. This more strategic role will challenge CSPs to build a detailed understanding of the needs and priorities in their area, influence policy and broker partnerships to reduce levels of inactivity, particularly amongst under-represented groups, and maximise the social and economic impact of sport in their area. CSPs developed new local strategies, structures and approaches to transition to this new role.

A new Performance Management & Improvement Framework designed to reinforce the commitment to learning and improvement and measure the added value of the network. To complement this work we initiated a multi-partner project aiming to develop consistent outcome measurement across the network.

Alongside this we supported all CSPs and the CSP Network Board to meet the extensive requirements of the new Sports Governance code, a requirement of future funding, which has driven up standards of governance and leadership across the network.

To support these changes, we have also redefined role of the CSP Network national team and begun developing a new improvement framework and new high impact partnerships and programmes.

The shift in emphasis to respond to local needs will create more variation across CSPs and require a concerted effort from all to retain and realise the benefits of a strong nationwide network. Our annual AGM and development day sought to galvanise colleagues and saw unanimous support for a new Network Charter which reinforces the commitment of CSPs to work together to ensure we create more than the sum of the parts.

The positive approach to this transition across the network was rewarded with three year 'primary' funding awards for both CSPs and the CSP network national team. The national team supported this process by facilitating peer support.

At the end of the year we completed the search for a new Chair for the network as Doug Patterson was appointed to succeed Richard Saunders in this key leadership position for the network.

Partnerships, Programmes & Resources

During the year we continued to develop new and existing partnerships, support or lead the delivery of high impact programmes, and secure resources to support our mission.

In addition to numerous local projects that individual CSPs lead or support with their local partners and communities, we also deliver the following activities across many or all CSPs:

The Workplace Challenge programme, which aims to engage employers and employees to encourage active lifestyles in and around the working day has helped to increase levels of physical activity, as well as reducing sickness absence, presenteeism and improving mental wellbeing. We supported CSPs in the delivery of the 2018 Active Workplace Challenge with 8,000 participants involved, and continued work with participating Government departments to increase activity of Civil Service employees. During 2018, we plan to build on the Workplace Challenge and transition to a new broader advocacy and advice service to influence the culture and leadership of businesses to normalise active working.

COUNTY SPORTS PARTNERSHIP NETWORK

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2018

We continued to support CSPs to help primary schools to maximise the impact of the PE & School Sport Premium funding. We coordinated the Primary PE and Sport Premium mapping for the network to inform future policy and local practice, and worked with London Sport to develop a new 'Supplier hub' in response to the challenge in the Childhood Obesity Plan to improve coordination of the local offer to schools.

CSPs continued to help deliver the School Games successfully at scale across the Country, as well as the successful Sportivate programme, to help engage young people in sport. This programme came to an end in 2018, but it provides an important legacy of insight and learning around engaging young people in sport.

We also actively supported the local activation and amplification of a number of national partner campaigns from Public Health England, Cancer Research UK, Sport Relief and Walking With The Wounded, as well as Sport England's highly successful 'This Girl Can' campaign, increasing the reach into local communities and providing appropriate activities for those inspired to become more active.

We established a range of new partnerships during the year including working with Oomph-Wellness to develop a model for promoting physical activity for older adults in community settings. The programme secured funding from the Sport England Active Ageing Fund and is being delivered in partnership with 6 CSPs in the first phase. We also initiated partnerships with providers of products and services, including Fitbit and Remploy, in relation to our workplace activity, worked in partnership with OpenActive to develop 6 open data champions, and initiated an emerging partnership with CIMSPA to support our workforce development work.

During the coming year, we intend to expand our portfolio of projects and services through new partnerships with like-minded organisations.

Improvement Support

Building on our successful 'Good to Great' framework, we initiated a new 'Raising the Bar' improvement programme, recognising the more challenging role CSPs are being asked to play and the more significant impact we are striving to deliver.

The new offer will be bespoke to respond to an in-depth understanding of the more variable improvement needs of CSPs that will be identified through the new performance framework based on the local context, needs and priorities of each CSP. It will include refining or establishing new tools, programmes, training and resources to support CSPs on their continuous improvement journey. We have made a number of improvements to our learning 'hub' to improve usability for CSP staff. This is central to our work to drive collaboration across CSPs acting as our internal communications system and providing a home for the improvement tools.

Our annual convention remains our flagship event and provides a series of learning and networking opportunities. The 2018 event was considered one of the best yet - attended by over 260 senior CSP staff and Board members and involved 6 keynote speakers and 20 workshops focussed on embedding understanding of the new primary role for CSPs.

We organised a comprehensive training programme for CSP staff including 'Planning for and measuring outcomes', 'GIS mapping', marketing development and an Active Workplaces conference. We also introduced a new webinar learning programme to reduce travel time and costs, organised with CSP staff and 15 partners reaching over 100 CSP staff.

We continued to provide a comprehensive 5-tier peer mentoring and executive coaching programme to improve confidence and competence. This has been accessed by 35 CSP staff at all levels and in the coming year we intend to refresh this programme. We also coordinated inter-CSP peer support via the Quest Directional Review process for 8 CSPs.

We continued to coordinate 3 key annual surveys including finance, partner satisfaction and staff satisfaction, which help us track progress of the network as a whole, enable performance benchmarking and the sharing of best practice. This year we also undertook best in class studies and updated our benchmarking tool.

COUNTY SPORTS PARTNERSHIP NETWORK

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2018

We undertook a review of our Workstrand groups and have begun to transition to a new, more flexible and targeted action learning approach.

In addition to our network wide improvement offer, we supported a number of CSPs on a bespoke, one to one basis to support their specific development challenges or to progress through periods of significant transition. We also continued our Customer Centricity pilots with 4 CSPs and supported 10 CSPs with the development of their insight function.

The overall outcomes of this work have led to the continued improved performance of the network as a whole as demonstrated through Sport England's Performance management framework and a range of our own KPIs as illustrated below.

Stakeholder Value

84% of our local partners were satisfied with the added value provided by CSPs in 2018, a figure which has remained consistently high over the last 5 years.

Most CSP staff would recommend their CSP as an organisation to work for, giving us a 2018 Net Promoter Score of 35 across the network, which again has remained relatively static despite a period of significant change.

Financial Sustainability

The 2017-18 financial year was challenging for the network, with reductions in funding from Sport England (circa £8m) largely due to the gradual end of the Sportivate programme. Funding from non-Sport England sources fell slightly, circa £1m, but still left other investment into the network at £20m, accounting for 61% of the £52m total investment into the network.

We are a lean and efficient network, with independent CSPs on average spending 6.6% of expenditure on administration costs, and hosted CSPs 6.0% in 2017-18.

The total number of FTE staff employed by CSPs fell by circa 90 people to 650.

Performance and Impact

Almost 17,756 inactive participants are now registered with Workplace Challenge, an increase of over 2,500 from the previous year.

Increases in participation reported in the Active Lives Survey, including increases amongst women, where we have actively supported the local activation and amplification of the This Girl Can campaign.

The Sportivate project came to an end in March 2017, after a number of years of highly successful delivery, and CSPs continued to deliver School Games Level 3 festivals, making changes to ensure they provide a broader range of opportunities.

How our activities deliver public benefit

The trustees have had regard to the Charity Commission guidance on public benefit. The 'Achievement and Performance' section above, highlights that the activities of the CSP network and its members provides significant public benefit through a range of recreational activities and services for the community, which benefit health and well-being as well as delivering wider economic and community impact.

We provide opportunities for structured coaching sessions in sport such as the Sportivate programme, as well as informal physical activities such as the Workplace Challenge. We deliver national programmes and policies as well as locally developed programmes which provide opportunities for the public to take part in healthy recreation.

We support our members to develop and implement policies to address inequalities in sport and recreation. We have achieved the Foundation Level Equality Standard and the Governance Code for Sport, along with all member CSPs.

COUNTY SPORTS PARTNERSHIP NETWORK

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2018

Financial review **Reserves policy**

The CSP Network regularly experiences changes in its financial position, with some grant funding coming to an end and other significant new funds being secured from a variety of sources.

As a business dependent upon member subscriptions and grant aid, the County Sports Partnership Network needs to secure its viability beyond the immediate future. To be able to provide reliable services to its members and beneficiaries over the longer term, the organisation must be able to absorb any setbacks and take advantage of opportunities that may be presented. In order to do this, the CSP Network needs a certain level of financial reserves.

The Board of Trustees has assessed the charity's requirement for reserves in the light of the main risks and opportunities for the organisation and has established a reserves policy.

In doing so, consideration has been given to security of present income streams, cash flow, potential for unforeseen liabilities or significant items of expenditure, funds for service growth and the costs in the event of winding up.

As a result of this analysis, the trustees have determined that an acceptable level of unrestricted financial reserves, defined as cash (plus assets that are easily converted into cash), less any liabilities (including restricted funds) to be a minimum of 3 months of core operating expenditure (i.e. excluding specific short term project grants), in addition to funds held to cover potential redundancy liabilities.

Our minimum unrestricted target reserves level is £150,000 based on current projected levels of core expenditure at around £600,000. We are currently above this level.

The Board is content with the current position with unrestricted reserves at 31 March 2018 being £390,107. This includes some funds designated by the Board for specific purposes and allows scope for investment in future activities. Given anticipated future reductions in some of our funding, and to support income growth across our network of CSPs and their partners, the Trustees have agreed to utilise some of these funds in the coming year to build a sustainable and effective business development service for CSPs.

Principal funding sources

Total income for the year totalled £671,521 which was £168,666 down on the prior year. However, just over £100,000 of the difference relates to the timing and accounting treatment of specific grant income which either had to be accounted for on receipt of funds or deferred if covering future periods.

Our main sources of income include membership fees and funding from Sport England. Additional income is from fees from members and third parties for the Annual Convention, Training Courses and Workplace Challenge project.

Total expenditure for the year amounted to £685,081 the key expenses being related to those projects highlighted above.

This resulted in a deficit for the year of £13,560. This was an improvement on the planned deficit which included spend of some unrestricted and restricted reserves.

The Board believes it has delivered exceptional value to its members, and a good return on investment for Sport England, who has invested additional sums this period.

COUNTY SPORTS PARTNERSHIP NETWORK

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2018

Investment policy

Aside from the reserves held, most of the charity's funds are to be spent in the short term in accordance with grant aid criteria, so there are few funds available for long term investment. Nevertheless a savings account has been established and the trustees will further review the options available for future investments in the near future.

Financial Plan Objectives

The Board has developed the following financial objectives which will be pursued in the coming years.

- Secure reliable sustainable sources of income sufficient to meet core costs of the organisation.
- Maintain reserves (unrestricted funds) to the minimum level set within the reserves policy.
- Diversify and increase income streams to become more sustainable and better able to deliver on our aspirations to grow our services to members and enhance our collective impact.
- Develop & incrementally grow an impactful and sustainable business development service to:
 - grow and diversify income into CSPs to a level which makes our efforts worthwhile
 - support CSPs to grow income into their local areas

The trustees have put in place a range of measures to pursue in order to achieve these objectives including maintenance of current core grants, full cost recovery on future grants, gradual small increase in member subscriptions, securing additional grants and sponsorship, exploring joint ventures and helping drive efficiencies across the network.

Future plans

Key priorities for the coming year include:

1. Priority CSPs – to support the 7 CSPs with short term funding to improve and secure long term funding awards.
2. Performance Management Framework – supporting Sport England to put in place an effective framework that provides a shared and robust assessment of performance. Redefine the CSPN balanced scorecard and develop a consistent approach to wider outcome/impact measurement to demonstrate impact.
3. Implement new 'Raising the Bar' improvement programme. Focussing on ensuring effective delivery against the new Primary Role by building a more detailed understanding of individual CSPs, developing a new structured improvement offer for 'Granular understanding' and sector specific training programmes to support 'Brokering' relationships. Also, supporting identified CSPs on a more bespoke 1-1 basis. Creating a new 'learning' ethos and processes to enhance understanding of what works locally.
4. Primary PE & School Sport Premium – supporting CSPs to influence schools and school leaders to utilise the PE Premium effectively and demonstrate impact, develop, resource and roll out the Supplier Hub, and align CYP programmes with the primary role.
5. Business Development & Workplace Challenge – devise and implement a new approach to business development. Finalise and implement the future strategy for workplace challenge.

COUNTY SPORTS PARTNERSHIP NETWORK

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2018

Structure, governance and management Governing document

The organisation is a charitable company limited by guarantee as defined by the Companies Act 2006, incorporated on 6 October 2011. The Charity is governed by its Memorandum and Articles of Association which sets out the objects, powers, board appointment processes and membership.

As a charitable company in receipt of public funds and our role as the representative body for the nationwide network of County Sports Partnerships, we are committed to leading by example and ensuring the highest standards of governance and transparency.

Along with our member CSPs, we are committed to maintaining compliance with Level 3 of the Sport England Code for Sports Governance which we achieve during 2018 and which sets out the levels of transparency, accountability and financial integrity required from those benefiting from Government and National Lottery funding. This Code is consistent with the Charity Governance Code.

The members are the 43 charitable/non-profit County Sports Partnerships (CSPs) across England. During the year, the CSPs for Nottinghamshire and Derbyshire transferred into one new charitable company, Active Partners Trust, though two entities are retained for each county – Active Derbyshire and Active Notts. In the event of the company being wound up members are required to contribute an amount not exceeding £1 per member.

We are led by a voluntary Board which is openly recruited, drawn from member CSPs and independent members. At the AGM in 2017, a minor amendment to our Articles was agreed to set out that retiring trustees will not be capable of re-election or a minimum period of four years from such retirement.

N P Harrison	
S J Anstiss	
M Crawshaw	(Appointed 28 February 2018)
S J Imbriano	(Appointed 28 February 2018)
M E Leach	
A R Leather	
M Mayne	
E P O'Rourke	
S Storey	
A J Walker	
C Gosling	(Resigned 10 May 2018)
J M A Inman	(Resigned 25 May 2017)
B Jones	(Resigned 23 February 2018)
R V Saunders	(Resigned 1 April 2018)
D F Patterson	(Appointed 1 April 2018)
A C Shipway	(Appointed 20 September 2018)

COUNTY SPORTS PARTNERSHIP NETWORK

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2018

Recruitment and appointment of new trustees

The directors of the company are also charity trustees for the purposes of charity law and under the company's articles are known as the Board of Trustees.

The Board of Trustees is made up of 6 trustees who are associated with member CSPs, either as Staff or Board members, 4 trustees who are not associated with member CSP's, an additional co-opted trustee and a Chair, 12 in total.

During 2017-18 three new trustees were recruited including one as chair to replace outgoing chair Richard Saunders.

The Chair of the charity is elected by the Board from candidates nominated by members or the trustees in the course of an open recruitment process. The Chair ordinarily holds office for a term of three years and may stand for re-election for one further consecutive term. The chair retired at the end of his term in March 2018 and Doug Patterson was appointed as chair for a term to April 2021.

All other trustees are elected by the Board from candidates nominated by members or the trustees in the course of an open recruitment process. The trustees ordinarily hold office for a term of three years and may stand for re-election for one further term. All trustees give their time voluntarily and receive no benefits from the charity for this role.

Organisational structure

The Board of Trustees meet at least quarterly and are responsible for the strategic direction and policy of the charity. The Board of Trustees includes representatives with a variety of skills and backgrounds and any gaps will be identified and new members elected to fill those gaps. The Chief Executive, who also acts as Company Secretary, also attends meetings but has no voting rights.

Day to day responsibility for the provision of the services rests with the Chief Executive who is responsible for ensuring that the charity delivers the services specified and any key performance indicators are met. The Chief Executive is supported by a small team of executive officers, as well other contracted staff.

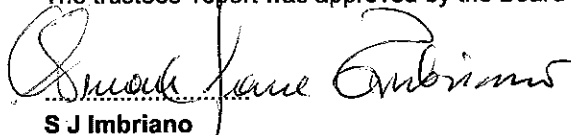
Induction and training of new trustees

As part of the recruitment of new Trustees, we have an induction process, incorporating understanding of the work of the charity, the role and responsibilities as a trustee and good governance. An information pack is provided including trustee role description, copies of the Articles of Association, latest financial statements, policies and other guidance.

Related parties

In so far as is complimentary to the charity's objects, the charity is guided by both local and national policy. At the national level Sport England is a key funder and the charity plays a key role in their strategy 2017-21 'Towards an active nation'. County Sports Partnership Network also work with a range of government departments and national agencies to further our objects. Locally County Sports Partnerships (CSPs) work with a range of local agencies and support a range of policies and feedback to inform the work of the charity nationally.

The trustees' report was approved by the Board of Trustees.


S J Imbriano

Dated: 20/12/18

COUNTY SPORTS PARTNERSHIP NETWORK

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2018

The trustees, who are also the directors of County Sports Partnership Network for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees 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 of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards 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 charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

COUNTY SPORTS PARTNERSHIP NETWORK

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF COUNTY SPORTS PARTNERSHIP NETWORK

Opinion

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

In our opinion, the financial statements:

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

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 accounts 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 accounts 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; or
- 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, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and 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.

COUNTY SPORTS PARTNERSHIP NETWORK

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF COUNTY SPORTS PARTNERSHIP NETWORK

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 directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charitable company for the purpose 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.

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

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.


Gary Heywood (Senior Statutory Auditor)
for and on behalf of Haines Watts

20th December 2018
.....

Chartered Accountants
Statutory Auditor

Sterling House
5 Buckingham Place
Bellfield Road West
High Wycombe
Buckinghamshire
United Kingdom
HP13 5HQ

COUNTY SPORTS PARTNERSHIP NETWORK

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2018

	Notes	Unrestricted funds £	Restricted funds £	Total 2018 £	Total 2017 £
Income from:					
Grants and donations	3	418,333	-	418,333	557,084
Other trading activities	4	252,512	-	252,512	282,140
Investments	5	676	-	676	963
Total income		671,521	-	671,521	840,187
Expenditure on:					
Charitable activities	6	643,564	41,517	685,081	789,768
Net incoming/(outgoing) resources before transfers		27,957	(41,517)	(13,560)	50,419
Gross transfers between funds		(1,035)	1,035	-	-
Net income/(expenditure) for the year/ Net movement in funds		26,922	(40,482)	(13,560)	50,419
Fund balances at 1 April 2017		363,185	40,482	403,667	353,248
Fund balances at 31 March 2018		390,107	-	390,107	403,667

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

COUNTY SPORTS PARTNERSHIP NETWORK

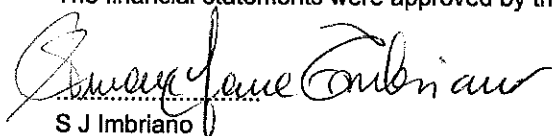
BALANCE SHEET

AS AT 31 MARCH 2018

	Notes	2018 £	£	2017 £	£
Current assets					
Debtors	14	154,812		114,605	
Cash at bank and in hand		430,900		467,853	
		<u>585,712</u>		<u>582,458</u>	
Creditors: amounts falling due within one year	15	(195,605)		(178,791)	
Net current assets			390,107		403,667
			<u>390,107</u>		<u>403,667</u>
Income funds					
Restricted funds	16		-		40,482
Unrestricted funds			390,107		363,185
			<u>390,107</u>		<u>403,667</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 20TH SEPTEMBER 2018



S J Imbriano
Trustee

Company Registration No. 07800542

COUNTY SPORTS PARTNERSHIP NETWORK

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2018

	Notes	2018 £	£	2017 £	£
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	19		(37,629)		158,198
Investing activities					
Interest received		676		963	
Net cash generated from investing activities			676		963
Net cash used in financing activities			-		-
Net (decrease)/increase in cash and cash equivalents			(36,953)		159,161
Cash and cash equivalents at beginning of year			467,853		308,692
Cash and cash equivalents at end of year			430,900		467,853
Short term deposits included in current asset investments			-		-
Bank overdrafts included in creditors payable within one year			-		-

COUNTY SPORTS PARTNERSHIP NETWORK

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2018

1 Accounting policies

Charity information

County Sports Partnership Network is a private company limited by guarantee incorporated in England and Wales. The registered office is Sport Park Loughborough University, 3 Oakwood Drive, Loughborough, LE11 3QF, UK.

1.1 Accounting convention

The accounts have been prepared in accordance with the charitable company's Articles of Association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016). The charitable company is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charitable company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Incoming resources

Income is recognised when the charitable company is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charitable company has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Turnover is measured at the fair value of the consideration received or receivable and represents amounts receivable for goods and services provided in the normal course of business, net of discounts, VAT and other sales related taxes.

COUNTY SPORTS PARTNERSHIP NETWORK

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

1 Accounting policies

(Continued)

1.5 Resources expended

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Grants offered subject to conditions which have not been met at the year end are noted as commitment but not accrued as expenditure.

All costs directly attributable to a particular activity and fund are charged immediately to that activity and fund as far as is practically possible.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Computer equipment	33% on cost
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The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.8 Financial instruments

The charitable company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charitable company's balance sheet when the charitable company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

COUNTY SPORTS PARTNERSHIP NETWORK

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

1 Accounting policies

(Continued)

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charitable company's contractual obligations expire or are discharged or cancelled.

1.9 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charitable company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.10 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.11 Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

1.12 Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

COUNTY SPORTS PARTNERSHIP NETWORK

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

2 Critical accounting estimates and judgements

In the application of the charitable company's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Grants and donations

	Unrestricted funds	Restricted funds	Total 2018	Total 2017
	£	£	£	£
Grants received	418,333	-	418,333	557,084
For the year ended 31 March 2018	<u>418,333</u>	<u>-</u>	<u>418,333</u>	<u>557,084</u>
For the year ended 31 March 2017	<u>477,084</u>	<u>80,000</u>		<u>557,084</u>
Grants receivable for core activities				
Sport England Core	360,000	-	360,000	300,000
Workplace Challenge	-	-	-	93,750
Primary Premium	100,000	-	100,000	133,334
Board Training	-	-	-	25,000
This Girl Can	-	-	-	5,000
Other	(41,667)	-	(41,667)	-
	<u>418,333</u>	<u>-</u>	<u>418,333</u>	<u>557,084</u>

COUNTY SPORTS PARTNERSHIP NETWORK

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

4 Other trading activities

	Unrestricted funds	Restricted funds	Total 2018	Total 2017
	£	£	£	£
Trading activity income	57,951	-	57,951	71,023
Membership subscriptions and sponsorships which are in substance a payment for goods and services	193,472	-	193,472	205,355
Fundraising events	1,089	-	1,089	5,762
	<u>252,512</u>	<u>-</u>	<u>252,512</u>	<u>282,140</u>
Other trading activities				
For the year ended 31 March 2017	<u>174,684</u>	<u>107,456</u>		<u>282,140</u>

5 Investments

	2018	2017
	£	£
Interest receivable	676	963
	<u>676</u>	<u>963</u>

6 Charitable activities

	2018	2017
	£	£
Staff costs	239,950	225,758
Direct costs	238,187	162,189
	<u>478,137</u>	<u>387,947</u>
Grant funding of activities (see note 7)	-	16,689
Share of support costs (see note 8)	201,694	373,763
Share of governance costs (see note 8)	5,250	11,369
	<u>685,081</u>	<u>789,768</u>
Analysis by fund		
Unrestricted funds	643,564	582,090
Restricted funds	41,517	207,678
	<u>685,081</u>	<u>789,768</u>

COUNTY SPORTS PARTNERSHIP NETWORK

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

7 Grants payable

	2018 £	2017 £
Grants to institutions:		
CSP institutions	-	10,406
County Councils	-	5,760
British Heart Foundation	-	523
	<u>-</u>	<u>16,689</u>
	<u>-</u>	<u>16,689</u>

Grants are included in the statement of financial activities when the grant is payable.

8 Support costs

	Support costs £	Governance costs £	2018 £	2017 £
Staff costs	108,626	-	108,626	106,654
Administrative/comms support	5,485	-	5,485	4,598
Travel expenses	26,066	-	26,066	35,511
Catering	-	-	-	495
Publications and subscriptions	570	-	570	828
Insurance	4,114	-	4,114	4,737
Software and licence fees	50,240	-	50,240	62,686
Promotional material	200	-	200	14,925
Irrecoverable VAT	(195)	-	(195)	3,304
Professional fees	3,358	-	3,358	128,592
Business development	3,230	-	3,230	8,683
New generation	-	-	-	2,750
Audit fees	-	5,250	5,250	11,369
	<u>201,694</u>	<u>5,250</u>	<u>206,944</u>	<u>385,132</u>
	<u>201,694</u>	<u>5,250</u>	<u>206,944</u>	<u>385,132</u>

Governance costs includes payments to the auditors of £5,250 (2017- £5,000) for audit fees.

COUNTY SPORTS PARTNERSHIP NETWORK

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

9 Allocation of income and expenditure

	Sport England	PHE	Civil Service	Other public sector income	Non-public sector income	Total
Revenue grants	418,333					418,333
Membership income					193,472	193,472
Sponsorship income					1,089	1,089
Other income		10,000	17,917	5,000	25,710	58,627
Total income	418,333	10,000	17,917	5,000	220,271	671,521
Staff costs (incl travel & training)	256,046				78,858	334,904
Marketing and communication	20,952				6,453	27,405
CSP Improvement & Development Projects	88,872				27,371	116,243
Work Place Challenge (incl staff costs)	10,000			5,220	(53)	15,167
Overheads & support costs	27,081	10,000	17,917		103,142	158,140
	25,400				7,822	33,222
	428,351	10,000	17,917	5,220	223,593	685,081
	(10,018)	-	-	(220)	(3,322)	(13,560)

10 Trustees

During the year Mr R V Saunders, Chair of the Board of the charity, received fees in relation to his work and expenses as a consultant totalling £24,640 (2017: 29,037)

The Chief Executive incurred expenses of £3,365 (2017: £6,180) for travel and subsistence required to carry out his responsibilities. Additionally, the charity paid other costs on behalf of the Chief Executive amounting to £5,415 (2017: £1,371).

During the year 5 (2017: 5) Trustees were reimbursed travel and meeting expenses of £1,522 (2017: £1,315). Trustees received no remuneration during the year.

COUNTY SPORTS PARTNERSHIP NETWORK

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

11 Employees

Number of employees

The average monthly head count was 8 staff (2017: 8) and the average monthly number of full-time equivalent employees (including casual and part-time staff) during the year were as follows:

	2018 Number	2017 Number
Direct charitable employees	4	5
Financial	2	2
	<u>6</u>	<u>7</u>

Employment costs

	2018 £	2017 £
Wages and salaries	272,393	258,887
Social security costs	21,924	27,931
Other pension costs	54,259	45,594
	<u>348,576</u>	<u>332,412</u>

The key management personnel are listed within the Trustees' Annual Report. They received employee benefits totalling £157,694 (2017: £169,686).

The number of employees whose annual remuneration was £60,000 or more were:

	2018 Number	2017 Number
£60,000 - £70,000	-	1
£70,000 - £80,000	1	1
£80,000 - £90,000	1	-
	<u>1</u>	<u>1</u>

COUNTY SPORTS PARTNERSHIP NETWORK

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

12 Tangible fixed assets

	Computer equipment £
Cost	
At 1 April 2017	484
At 31 March 2018	484
Depreciation and impairment	
At 1 April 2017	484
At 31 March 2018	484
Carrying amount	
At 31 March 2018	-
At 31 March 2017	-

13 Financial instruments

	2018 £	2017 £
Carrying amount of financial assets		
Debt instruments measured at amortised cost	151,468	76,664
Carrying amount of financial liabilities		
Measured at amortised cost	128,560	128,195

14 Debtors

	2018 £	2017 £
Amounts falling due within one year:		
Trade debtors	151,468	76,664
Other debtors	-	18,739
Prepayments and accrued income	3,344	19,202
	154,812	114,605

COUNTY SPORTS PARTNERSHIP NETWORK

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

15 Creditors: amounts falling due within one year

	2018 £	2017 £
Other taxation and social security	7,353	30,760
Deferred income	59,692	19,836
Trade creditors	110,387	108,597
Other creditors	8,047	3,996
Accruals and deferred income	10,126	15,602
	<u>195,605</u>	<u>178,791</u>

16 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds				Balance at 31 March 2018 £
	Balance at 1 April 2017 £	Incoming resources £	Resources expended £	Transfers £	
Workplace Challenge	27,082	-	(27,082)	-	-
Quest	8,400	-	(9,216)	816	-
This Girl Can	5,000	-	(5,220)	220	-
	<u>40,482</u>	<u>-</u>	<u>(41,518)</u>	<u>1,036</u>	<u>-</u>

17 Related party transactions

During the year the charity engaged in transactions with the various CSP's who are the members of the charitable company. These include transactions relating to membership fees, convention costs and sporting projects undertaken within the year.

18 Ultimate controlling party

There is no ultimate controlling party.

COUNTY SPORTS PARTNERSHIP NETWORK

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

19 Cash generated from operations	2018 £	2017 £
(Deficit)/surplus for the year	(13,560)	50,419
Adjustments for:		
Investment income recognised in statement of financial activities	(676)	(963)
Movements in working capital:		
(Increase)/decrease in debtors	(40,207)	164,822
(Decrease) in creditors	(23,042)	(46,300)
Increase/(decrease) in deferred income	39,856	(9,780)
Cash (absorbed by)/generated from operations	(37,629)	158,198
