

**REGISTERED COMPANY NUMBER: 07800542 (England and Wales)**  
**REGISTERED CHARITY NUMBER: 1144600**

Report of the Trustees and  
Audited Financial Statements for the Year  
Ended 31 March 2017  
for  
County Sports Partnership Network

**County Sports Partnership Network**

**Contents of the Financial Statements  
for the Year Ended 31 March 2017**

	Page
Report of the Trustees	1 to 11
Report of the Independent Auditors	12 to 13
Statement of Financial Activities	14
Statement of Financial Position	15
Statement of Cash Flows	16
Notes to the Statement of Cash Flows	17
Notes to the Financial Statements	18 to 26

Report of the Trustees  
for the Year Ended 31 March 2017

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 2017. 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).

## **OBJECTIVES AND ACTIVITIES**

### **Objectives and aims**

The County Sports Partnership Network is the national umbrella body which leads, supports and represents the nationwide network of County Sports Partnerships (CSPs).

Our charity's purposes as set out in the objects contained in our articles of association are to promote community participation in healthy recreation. This includes providing, usually through our member CSPs, sport and recreation facilities, equipment, education and training for the public and specific target populations, to improve the health and well-being of individuals and society.

Our mission is to improve lives by growing grassroots sport and physical activity.

To achieve this, 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

### **Objectives**

To achieve this the CSP Network has four key objectives:

- Quality & Collaboration - continually improving and innovating to improve standards and collaborating to unlock our collective expertise.
- Performance & Impact - creating a value adding service offer demonstrating impact on outcomes.
- Stakeholder Value - the provision of attractive services to meet identified needs and consistently delivering above expectations.
- Financial Sustainability - we will grow and diversify funding sources to increase our impact and improve sustainability.

## **ACHIEVEMENT AND PERFORMANCE**

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

### **Leadership & Advocacy**

During the year we have sought to support the network through a period of significant change for the sector as well as for CSPs.

Report of the Trustees  
for the Year Ended 31 March 2017

**ACHIEVEMENT AND PERFORMANCE**

Following a governance review a new skills based CSPN Board was recruited and inducted to strengthen network governance and leadership.

We sought to engender an appetite for change and stimulated thinking and discussion about the future of CSPs, including Network Think Tanks, and a number of CSPs have been developing new strategies and approaches.

We also supported the Government commissioned CSP Appraisal and were pleased to see this review conclude that CSPs have an important role to play in the delivery of the Government and Sport England strategies.

Sporting Future, the Government Sport Strategy, and 'Towards an Active Nation' the Sport England strategy, are both driving a significant change of approach in sport strategy and policy including an increased focus on the social outcomes sport can deliver, the need for a stronger customer focus including under-represented groups, and a more bottom up, locality approach, all of which is well aligned with the ethos of the CSP network.

**Programmes, Funding & Resources**

During the year we continued to support or lead the delivery of high impact programmes and campaigns across England and secure resources to support our mission. In addition to numerous significant local projects individual CSPs lead or support with their local partners and communities, we also deliver the following activities across all CSPs:

We led the continued development of the Workplace Challenge programme, which aims to engage employers and employees to encourage active lifestyles in and around the working day. Independent research demonstrated that the programme is being successful at increasing levels of physical activity, including targeting the least active, as well as reducing sickness absence, presenteeism and mental wellbeing. We have continued to develop the digital functionality, commission independent research and insight, develop creative marketing campaigns and expand the service with new employers and sectors including Public Health England and the Civil Service, following a commitment made in the Sporting Future strategy.

We continued to help deliver the School Games successfully at scale across the Country, in particular level 3 inter school festivals. Following a Government commissioned review of the school Games programme, there is now an increased focus on using the Games to engage inactive pupils.

We continued to support CSPs to help primary schools to maximise the impact of the PE & School Sport Premium funding, in partnership with the Association for PE, Sport England, Youth Sport Trust, Sports Coach UK and UK Active Kids. On behalf of national partners, we coordinated the Primary PE and Sport Premium mapping for the network and presented findings to Ministers. The Government has announced plans to double this funding into Primary Schools from 2017, and so CSPs were tasked with coordinating the local offer in the Government Childhood Obesity Plan, so maximising the impact of this investment will become increasingly important in the coming year

We have managed to maintain our successful Community Games programme, ensuring the web site and toolkit remained available for local volunteers and CSPs, and a number of CSPs and communities used the programme in 2016 to create a local legacy from the Rio Olympic and Paralympic Games.

We continued to deliver the successful Sportivate programme, which seeks to help young people, in particular inactive people, find a sport or activity that suits their interests, by commissioning a wide range of local activity providers to create new opportunities. This programme is now being phased out by Sport England, but it provides an important legacy of insight and learning around engaging young people in sport.



Report of the Trustees  
for the Year Ended 31 March 2017

**ACHIEVEMENT AND PERFORMANCE**

We also actively supported the local activation and amplification of 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 sought to bring in additional resources to support our improvement offer and the work of CSPs, including £25,000 to support the Board Development Programme, £150,000 was secured to extend our Workplace Challenge programme, and we helped to secure £70,000 for a number of CSP This Girl Can local activation projects. We also brokered a range of partnerships with a range of community and commercial organisations that helped to grow our impact.

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

**Improvement Support**

Our Good to Great improvement framework is now well established across the network and includes a suite of tools, programmes, training and resources to support CSPs on their continuous improvement journey.

Our new and improved website provides an effective gateway into the network showcasing the work of CSPs, whilst the extranet 'hub' for CSP staff provides the engine of 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 providing a series of learning and networking opportunities attended by over 250 senior CSP staff and Board members which this year received an improved Net Promoter Score of 62.

We coordinate 3 key annual surveys including finance data, 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.

Our Training Needs Analysis Tool was refreshed to reflect user feedback and emerging strategies and policy, and has now been accessed by over 400 CSP staff across 30 CSPs.

We also completed a second Leadership Programme with a cohort of 20 senior CSP managers to strengthen the sense of network and drive personal and CSP development, receiving a Net Promoter Score of 100.

We continued to provide a comprehensive 5-tier peer mentoring and executive coaching programme to improve confidence and competence, accessed by over 40 CSP staff at all levels and receiving a Net Promoter Score of 76.

We have a significant asset in the 600 Board members that volunteer their time to provide leadership, advocacy and connections within our CSPs. In order to support and engage this important part of our network better, improve governance, the performance of the individual Boards, and strengthen the collective network, we again delivered a comprehensive Board Development Programme which received a Net Promoter Score of 58.

We continued to facilitate a range of workstrand groups to facilitate networking and the sharing of best practice across the network, such as a business development forum to support CSPs to enhance their service offer, impact and sustainability.

Looking ahead at the emerging future needs of CSPs, we initiated a pilot project with 5 CSPs to upskill them as local insight co-ordinators and with 2 CSPs to help apply customer centric thinking and practice.

Report of the Trustees  
for the Year Ended 31 March 2017

**ACHIEVEMENT AND PERFORMANCE**

In addition to our network wide improvement offer, we supported 10 CSPs on a bespoke, one to one basis to support their specific development challenges or to progress through periods of significant transition.

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**

50% of our local partners were very satisfied with the added value provided by CSPs in 2016, a figure which has remained consistently high during a transitional year for the sector and CSPs.

53% of our members of CSP staff are promoters and highly recommend their CSP as an organisation to work for, giving us a 2017 Net Promoter Score of 41 across the network, which again has remained relatively static despite a period of significant change.

**Financial Sustainability**

In the 2015-16 financial year CSPs secured an additional £2.2m of funding from non-Sport England sources, bringing the total non-Sport England investment into the network up to £19.2m. Total investment into the network was £59.4m.

We are a lean and efficient network, with independent CSPs on average spending 7.7% of expenditure on administration costs, and hosted CSPs 5.3%. This means we are on track to hit the 2017 targets.

**Quality and Collaboration**

At quarter 4 2016-17 Sport England reporting, 24 CSPs were Green across all Infrastructure measures, 28 CSPs Green across all Delivery measures and 42 CSPs Green for Continuous Improvement.

**Performance and Impact**

Almost 15,000 inactive participants are now registered with Workplace Challenge, an increase of nearly 4,000 from the previous year.

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

120,000 participants completed a Sportivate project with over 140,000 young people participating in School Games Level 3 festivals.

**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 and Community Games programmes. 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, along with all 445 member CSPs.

Report of the Trustees  
for the Year Ended 31 March 2017

**FINANCIAL REVIEW**

**Principal funding sources**

Total income for the year totalled £840,187 which was a similar level of income to the previous year. Our main sources of income include membership fees and funding from Sport England of just under £400,000, further grants from Sport England for the Primary Premium, Workplace Challenge and CSP Board Training projects and fees from members for the Annual Convention, Leadership programme and Workplace Challenge.

Total expenditure for the year amounted to £789,768, the key expenses being related to those projects highlighted above.

This resulted in a surplus for the year of £50,419.

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

**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.

Report of the Trustees  
for the Year Ended 31 March 2017

**FINANCIAL REVIEW**

**Reserves policy**

Over the first six years of trading as a charitable company, the CSP Network has, and continues to experience significant change 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 target for unrestricted cash reserves is currently a minimum of £150,000 based on current projected levels of core expenditure at around £600,000.

The Board is content with the current position with unrestricted reserves at 31 March 2017 being £363,185 which allows some scope for investment in future activities.

**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.

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.

Report of the Trustees  
for the Year Ended 31 March 2017

**FUTURE PLANS**

Key priorities for the coming year include:

- Agree the future role of CSPs in the implementation of the Sport England and Government strategies and support the transition and competencies required to deliver this new role effectively. As part of this, to secure a refreshed mandate and funding support from Government, Sport England and member CSPs for the role of the CSP Network national team moving forwards.
- Enhance CSP improvement support by building a more detailed understanding of each CSP's strengths and improvement needs, continuing to resource and provide a comprehensive network offer, and finding ways to provide more bespoke, one to one support for CSPs to meet their individual needs.
- Support CSPs to provide effective support to schools to maximise the impact of the Primary Premium, which will double in September 2017 to £360m, and support the implementation of the Government Childhood Obesity Strategy. This funding provides a significant opportunity for children activity levels, and an important responsibility for CSPs to maximise the sustainable impact of this investment.
- Produce a strategy for the future of the Workplace Challenge programme and the network approach to encouraging physical activity in the workplace.

**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.

In the event of the company being wound up members are required to contribute an amount not exceeding £1 per member.

Following a governance review and agreement at the 2015 AGM to replace the 'representative' Board with a 'skills' based board, in 2016 a new Board of Trustees were recruited.

In 2017, we will be working to ensure compliance with the new Code of Governance for Sport, which is a condition of continued funding from Sport England.



Report of the Trustees  
for the Year Ended 31 March 2017

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**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.

During 2016 new trustees were recruited and the Board of Trustees is now made up of 6 elected trustees who are associated with member CSPs, either as Staff or Board members, 4 elected trustees who are not associated with member CSP's, an additional co-opted trustee and a Chair, 12 in total.

The Chair of the charity is selected 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 current chair was re-appointed for a second three year term in March 2015 and will retire in March 2018. A recruitment process for the new Chair will be initiated during 2017.

All other trustees are selected 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. The charity seeks to utilise the skills and experience within member organisations for the advancement of the objects of the network as a whole. Often this is done on a purely voluntary basis but where this requires significant input and responsibility the member organisation may be compensated for this time. Occasionally this may lead to the appointment of trustees to lead aspects of work and their organisation may be compensated accordingly. This is done only when the Board feel it is in the best interests of the charity, it is done openly and transparently and through agreement with the organisation concerned, not the individual.

**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 as 'workstrand lead' officers and other contracted staff.

**Induction and training of new trustees**

As part of the recruitment of new Trustees, a robust new induction process was implemented, 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 and the Sport & Recreation Alliance voluntary Code of Good Governance for the Sport and Recreation Sector.

**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 new strategy 2016-21 'Towards an active nation'. County Sports Partnership Network also supports national governing bodies of sport to implement their whole sport plans locally and 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.

Report of the Trustees  
for the Year Ended 31 March 2017

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered Company number**  
07800542 (England and Wales)

**Registered Charity number**  
1144600

**Registered office**  
Sport Park  
Loughborough University  
3 Oakwood Drive  
LOUGHBOROUGH  
Leicestershire  
LE11 3QF

**Trustees**

Mr R V Saunders MBE -  
Chair

Mr S L Brewster	-resigned 20.06.16
Mr I G Gardiner	-resigned 20.06.16
Ms A D Green	-resigned 20.06.16
Ms J M Inman	-resigned 25.05.17
Mrs S F Mason MBE	-resigned 20.06.16
Mr S O Nelson	-resigned 20.06.16
Mr A J Robertson	-resigned 20.06.16
Ms J Stephens	-resigned 20.06.16
Mr D A Watson	-resigned 20.06.16
Mrs M A Wright	-resigned 20.06.16
Mr B Jones	- appointed 21.05.15
Ms S Anstiss	- appointed 20.06.16
Mr N Harrison	- appointed 20.06.16
Mr M Leach	- appointed 07.09.16
Mr A Leather	- appointed 20.06.16
Ms M Mayne	- appointed 20.06.16
Mr E O'Rourke	- appointed 20.06.16
Ms S Storey	- appointed 20.06.16
Mr A Walker	- appointed 07.09.16
Mr C Gosling	- appointed 11.11.16

**Company Secretary**  
Mr L S Mason

**Auditors**  
Nicholsons  
Statutory Auditors  
Newland House  
The Point  
Weaver Road  
LINCOLN  
Lincolnshire  
LN6 3QN

Report of the Trustees  
for the Year Ended 31 March 2017

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Bankers**

Barclays Bank  
Tritton Road  
3 Crusader Road  
LINCOLN  
Lincolnshire  
LN6 7AR

**Key management personnel**

Mr L Mason  
Mr A Ledbury

**STATEMENT OF TRUSTEES RESPONSIBILITIES**

The trustees (who are also the directors of County Sports Partnership Network for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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 period. 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 Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

**AUDITORS**

The auditors, Nicholsons, will be proposed for re-appointment at the forthcoming Annual General Meeting.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.



Report of the Trustees  
for the Year Ended 31 March 2017

Approved by order of the board of trustees on 30/NOV/2017 and signed on its behalf by:



.....  
Mr R V Saunders MBE (Chair) - Trustee

Report of the Independent Auditors to the Members of  
County Sports Partnership Network (Registered number: 07800542)

We have audited the financial statements of County Sports Partnership Network for the year ended 31 March 2017 on pages fourteen to twenty six. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

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 auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Respective responsibilities of trustees and auditors**

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

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

**Scope of the audit of the financial statements**

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

**Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2017 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Opinion on other matter prescribed by the Companies Act 2006**

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

Report of the Independent Auditors to the Members of  
County Sports Partnership Network (Registered number: 07800542)

**Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; 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 take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

NICHOLSON

Emma Murray (Senior Statutory Auditor)  
for and on behalf of Nicholson  
Statutory Auditors  
Newland House  
The Point  
Weaver Road  
LINCOLN  
Lincolnshire  
LN6 3QN

Date: 18/12/2017

County Sports Partnership Network

Statement of Financial Activities  
(Incorporating an Income and Expenditure Account)  
for the Year Ended 31 March 2017

	Notes	Unrestricted funds £	Restricted funds £	2017 Total funds £	2016 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Grants and donations	2	477,084	80,000	557,084	577,104
Income from other trading activities	3	174,684	107,456	282,140	277,345
Investment income	4	963	-	963	1,344
<b>Total</b>		<u>652,731</u>	<u>187,456</u>	<u>840,187</u>	<u>855,793</u>
 <b>EXPENDITURE ON</b>					
Charitable activities	5				
Core		582,090	207,678	789,768	895,138
<b>NET INCOME/(EXPENDITURE)</b>		<u>70,641</u>	<u>(20,222)</u>	<u>50,419</u>	<u>(39,345)</u>
Transfers between funds	14	116,453	(116,453)	-	-
<b>Net movement in funds</b>		<u>187,094</u>	<u>(136,675)</u>	<u>50,419</u>	<u>(39,345)</u>
<b>RECONCILIATION OF FUNDS</b>					
<b>Total funds brought forward</b>		<u>176,091</u>	<u>177,157</u>	<u>353,248</u>	<u>392,593</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><u>363,185</u></u>	<u><u>40,482</u></u>	<u><u>403,667</u></u>	<u><u>353,248</u></u>

**CONTINUING OPERATIONS**

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

All incoming resources and resources expended derive from continuing activities.

The notes form part of these financial statements

**Statement of Financial Position  
At 31 March 2017**

	Note	Unrestricted funds £	Restricted funds £	Total 2017 funds £	Total 2016 funds £
<b>CURRENT ASSETS</b>					
Debtors	12	73,374	41,231	114,605	279,427
Cash at bank		<u>436,302</u>	<u>31,551</u>	<u>467,853</u>	<u>308,692</u>
		509,676	72,782	582,458	588,119
<b>CREDITORS</b>					
Amounts falling due within one year	13	(146,491)	(32,300)	(178,791)	(234,871)
		<u>363,185</u>	<u>40,482</u>	<u>403,667</u>	<u>353,248</u>
<b>NET CURRENT ASSETS</b>					
		<u>363,185</u>	<u>40,482</u>	<u>403,667</u>	<u>353,248</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>					
		<u>363,185</u>	<u>40,482</u>	<u>403,667</u>	<u>353,248</u>
<b>NET ASSETS</b>					
		<u>363,185</u>	<u>40,482</u>	<u>403,667</u>	<u>353,248</u>
<b>FUNDS</b>	14				
Unrestricted funds				363,185	176,091
Restricted funds				<u>40,482</u>	<u>177,157</u>
<b>TOTAL FUNDS</b>				<u>403,667</u>	<u>353,248</u>

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

The financial statements were approved by the Board of Trustees on 30/NOV/2017 and were signed on its behalf by:

  
 .....  
 Mr R V Saunders MBE (Chair) -Trustee

County Sports Partnership Network

Statement of Cash Flows  
for the Year Ended 31 March 2017

	Notes	2017 £	2016 £
<b>Cash flows from operating activities:</b>			
Cash generated from operations	1	<u>158,198</u>	<u>(42,893)</u>
<b>Net cash provided by (used in) operating activities</b>		<u>158,198</u>	<u>(42,893)</u>
<b>Cash flows from investing activities:</b>			
Interest received		<u>963</u>	<u>1,344</u>
<b>Net cash provided by (used in) investing activities</b>		<u>963</u>	<u>1,344</u>
<b>Change in cash and cash equivalents in the reporting period</b>		<u>159,161</u>	<u>(41,549)</u>
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>308,692</u>	<u>350,241</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u><u>467,853</u></u>	<u><u>308,692</u></u>

The notes form part of these financial statements

County Sports Partnership Network

Notes to the Statement of Cash Flows  
for the Year Ended 31 March 2017

**1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	2017 £	2016 £
<b>Net income/(expenditure) for the reporting period (as per the statement of financial activities)</b>	50,419	(39,345)
<b>Adjustments for:</b>		
Interest received	(963)	(1,344)
Decrease/(increase) in debtors	164,822	(71,040)
(Decrease)/increase in creditors	(56,080)	68,836
<b>Net cash provided by (used in) operating activities</b>	<u>158,198</u>	<u>(42,893)</u>

## 1. ACCOUNTING POLICIES

### **Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

### **Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity 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.

### **Expenditure**

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 date are noted as a commitment but not accrued as expenditure.

### **Allocation and apportionment of costs**

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

### **Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computer equipment	- 33% on cost
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### **Taxation**

The charity is exempt from corporation tax on its charitable activities.

The charity registered for VAT and is partially exempt. All income and expenditure is shown net of VAT and any disallowed input tax is charged directly to the Statement of Financial Activities.



County Sports Partnership Network

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2017

**1. ACCOUNTING POLICIES - continued**

**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.

Designated funds are funds set aside from the unrestricted general reserve to be used for a specified purpose.

**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.

**2. GRANTS AND DONATIONS**

	2017	2016
	£	£
Grants - Sport England Core	300,000	300,000
Grants - Workplace Challenge	93,750	152,104
Grants - Quest	-	5,000
Grants - Primary Premium	133,334	100,000
Grants - Board Training	25,000	20,000
Grants - This Girl Can	5,000	-
	<u>557,084</u>	<u>577,104</u>

County Sports Partnership Network

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2017

**3. INCOME FROM OTHER TRADING ACTIVITIES**

	2017	2016
	£	£
Membership subscriptions	94,000	94,000
Board Training	4,100	4,500
Consultancy	-	3,200
Conference fees	47,791	38,313
Fees re Workplace Challenge	111,355	95,332
Fees re CSP leadership programme	-	42,000
Facet 5 Accreditation	4,132	-
Board recruitment	10,000	-
Oomph wellness	5,000	-
Charitable fund raising	5,762	-
	<u>282,140</u>	<u>277,345</u>

**Deferred incoming resources**

	2017	2016
	£	£
Deferred income brought forward and released during the year	29,616	28,450
Income received during the period	830,407	856,959
Deferred income carried forward	(19,836)	(29,616)

Income recognised in year to 31 March 2017

<u>840,187</u>	<u>855,793</u>
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**4. INVESTMENT INCOME**

	2017	2016
	£	£
Deposit account interest	<u>963</u>	<u>1,344</u>

**5. CHARITABLE ACTIVITIES COSTS**

	Direct costs	Grant funding of activities (See note 6)	Support costs (See note 7)	Totals
	£	£	£	£
Core	<u>387,257</u>	<u>16,689</u>	<u>385,822</u>	<u>789,768</u>

**6. GRANTS PAYABLE**

	2017	2016
	£	£
Core	<u>16,689</u>	<u>18,299</u>

County Sports Partnership Network

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2017

**6. GRANTS PAYABLE - continued**

The total grants payable to institutions for the promotion of sport during the year was as follows:

Grants payable to CSP institutions	£10,406
Grants payable to County Councils	£5,760
Grants payable to British Heart Foundation	£523
	<u>£16,689</u>
Total grants payable to institutions	<u>£16,689</u>

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

**7. SUPPORT COSTS**

	Management £	Finance £	Governance costs £	Totals £
Core	<u>373,763</u>	<u>690</u>	<u>11,369</u>	<u>385,822</u>

Support costs, included in the above, are as follows:

**Management**

	2017 Core £	2016 Total activities £
Wages	84,812	77,814
Social security	8,923	8,499
Pensions	12,919	17,783
Administrative/comms support	4,598	4,463
LSP admin charge	-	1,882
Consultancy fees	-	56,394
Travel expenses	35,511	44,893
Catering	495	388
Publications and subscriptions	828	204
Insurance	4,737	10,766
Software and license fees	62,686	48,786
Promotional material	14,925	16,300
Irrecoverable input vat	3,304	-
Professional fees	128,592	151,076
Business development	8,683	-
New generation	2,750	-
	<u>373,763</u>	<u>439,248</u>

County Sports Partnership Network

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2017

**7. SUPPORT COSTS - continued**

**Finance**

	2017	2016
	Core	Total
	£	activities
		£
Bank charges	690	776
	<u>690</u>	<u>776</u>

**Governance costs**

	2017	2016
	Core	Total
	£	activities
		£
Auditors' remuneration	5,000	5,000
Auditors' remuneration for non audit work	6,369	6,660
	<u>11,369</u>	<u>11,660</u>

**8. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

	2017	2016
	£	£
Auditors' remuneration	5,000	5,000
Auditors' remuneration for non audit work	6,369	6,660
	<u>11,369</u>	<u>11,660</u>

**9. TRUSTEES' REMUNERATION AND BENEFITS**

During the year Mr R V Saunders the Chair of the Board of the charity, received fees in relation to his work and expenses as a consultant totalling £29,037 (2016 £29,132)

The Chief Executive incurred expenses of £6,180 (2016 £4,576) for travel and subsistence required to carry out his responsibilities. Additionally the charity paid other costs on behalf of the Chief Executive amounting to £1,371 (2016 £900)

**Trustees' expenses**

The Trustees of the charity receive no remuneration and give their time voluntarily. During the year, 5 Trustees were reimbursed for expenses incurred in their attendance at Board meetings and other charity business totalling £1,315 (2016 nil)

County Sports Partnership Network

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2017

**10. STAFF COSTS**

	2017	2016
	£	£
Wages and salaries	£258,887	£260,092
Social security costs	£27,931	£25,052
Other pension costs	£45,594	£55,338
	<hr/>	<hr/>
	£332,412	£340,482

The average monthly head count was 8 staff (2016 : 7) and the average monthly number of full-time equivalent employees (including casual and part-time staff) during the year were as follows:

	2017	2016
Direct charitable employees	5	3
Financial	2	2
	<hr/>	<hr/>
	7	5

During the year there were 2 employees who were paid in excess of £60,000 including pension contributions, 1 employee received between £60,000 and £70,000 and 1 employee received between £70,000 and £80,000.

The key management personnel, are listed within the Trustees' Annual Report, they received employee benefits totalling £169,686 (2016: £167,503).

**11. TANGIBLE FIXED ASSETS**

	Computer equipment £
<b>COST</b>	
At 1 April 2016 and 31 March 2017	<hr/> 484
<b>DEPRECIATION</b>	
At 1 April 2016 and 31 March 2017	<hr/> 484
<b>NET BOOK VALUE</b>	
At 31 March 2017	<hr/> <hr/> -
At 31 March 2016	<hr/> <hr/> -

**County Sports Partnership Network**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 March 2017**

**12. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2017	2016
	£	£
Trade debtors	76,665	148,350
Other debtors	-	5,955
VAT	18,738	-
Prepayments and accrued income	<u>19,202</u>	<u>125,122</u>
	<u>114,605</u>	<u>279,427</u>

**13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2017	2016
	£	£
Trade creditors	108,597	153,417
Social security and other taxes	6,475	9,072
VAT	24,285	19,683
Other creditors	3,996	7,813
Accrued expenses	15,602	15,270
Deferred income	<u>19,836</u>	<u>29,616</u>
	<u>178,791</u>	<u>234,871</u>

**14. MOVEMENT IN FUNDS**

	At 1.4.16	Net	Transfers	At 31.3.17
	£	movement in	between	£
		funds	funds	
		£	£	
<b>Unrestricted funds</b>				
General fund	156,091	70,641	87,849	314,581
Designated fund	20,000	-	-	20,000
Designated fund re Workplace Challenge	<u>-</u>	<u>-</u>	<u>28,604</u>	<u>28,604</u>
	176,091	70,641	116,453	363,185
<b>Restricted funds</b>				
Community Games	2,879	-	(2,879)	-
Workplace Challenge	160,472	(25,222)	(108,168)	27,082
Quest	8,400	-	-	8,400
Public Health Income	5,406	-	(5,406)	-
This Girl Can	<u>-</u>	<u>5,000</u>	<u>-</u>	<u>5,000</u>
	177,157	(20,222)	(116,453)	40,482
	<u>353,248</u>	<u>50,419</u>	<u>-</u>	<u>403,667</u>
<b>TOTAL FUNDS</b>				

County Sports Partnership Network

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2017

**14. MOVEMENT IN FUNDS - continued**

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	652,731	(582,090)	70,641
<b>Restricted funds</b>			
Workplace Challenge	182,456	(207,678)	(25,222)
This Girl Can	<u>5,000</u>	<u>-</u>	<u>5,000</u>
	<u>187,456</u>	<u>(207,678)</u>	<u>(20,222)</u>
<b>TOTAL FUNDS</b>	<u>840,187</u>	<u>(789,768)</u>	<u>50,419</u>

Workplace Challenge - a grant to scale up and roll out the Workplace Challenge project across CSPs.

Quest - support for CSPs to use this business improvement tool designed specifically to support improvement for the sport and leisure sector.

Designated fund - included within the unrestricted funds is a designated fund set aside in the eventuality of any possible redundancies in the future.

Designated fund re Workplace Challenge -included within the unrestricted funds is a designated fund related to the Workplace Challenge which is budgeted to be used alongside the restricted fund element to continue the project after the grant ends and help develop a sustainable business model.

This Girl Can - a grant to support the project This Girl Can 'Be Healthy' project.

**Transfers between funds**

During the year the Community Games and Public Health Income Projects came to an end, as such and in line with the grant documentation, the remaining fund balances of £2,879 for Community Games and £5,406 for Public Health Income, have been transferred into the unrestricted General Fund.

Following a review of the Workplace Challenge project only certain elements of the income and expenditure are restricted funds. Accordingly, the non-restricted elements have been transferred to unrestricted funds.

**15. RELATED PARTY DISCLOSURES**

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.

County Sports Partnership Network

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2017

**16. ULTIMATE CONTROLLING PARTY**

There is no ultimate controlling party.