

**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 2016**  
**for**  
**County Sports Partnership Network**

## **County Sports Partnership Network**

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**Report of the Trustees  
for the Year Ended 31 March 2016**

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 2016. 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 to challenge, stretch and inspire CSPs, whilst championing the local ownership and independent nature of CSPs and the leadership role of their Boards.
- Provide advocacy and promotion to position CSPs effectively and increase support amongst key stakeholders.
- Secure and develop programmes, funding & resources and facilitate collaboration across the network to drive efficiencies, effectiveness, sustainability and impact.
- Provide tools, training and targeted support to help CSPs continually improve and maximise their collective impact and to sustain nationwide coverage.

**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**

**Report of the Trustees  
for the Year Ended 31 March 2016**

**ACHIEVEMENT AND PERFORMANCE**

During the year and in anticipation of significant changes within our strategic operating context, we initiated a consultative process with our member CSPs and other stakeholders, to identify how we need to evolve and to agree an aspirational vision for the future of the network - the Next Generation CSPs.

Alongside this, we have liaised closely with Government and Sport England who both developed and published new Sport strategies during the year, to consider the contribution CSPs can make to the successful implementation of those strategies.

Sporting Future, the Government Sport Strategy, signalled 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 network. The strategy also made a commitment to adopt our Workplace Challenge within the Civil Service workforce, and commissioned an Appraisal of CSPs to identify how we can contribute to the delivery of the strategy, which we welcome and will provide both opportunities and challenges in the future.

**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 as well as reducing sickness absence, presenters 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.

We continued to help deliver the School Games successfully at scale across the Country, in particular level 3 inter school festivals. There will be a review of the school Games programme in 2016.

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. The Government has announced plans to double this funding into Primary Schools from 2017, and 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. It is hoped that more CSPs and communities will take up this 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.

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.

**Report of the Trustees  
for the Year Ended 31 March 2016**

**ACHIEVEMENT AND PERFORMANCE**

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

**Improvement Support**

During the year we continued to develop and deliver a menu of improvement support to CSPs as part of our Mission Good to Great improvement framework.

We designed and delivered a new CSP Board Development Programme as part of our aim to improve engagement with CSP Board members with 167 attendances, and an NPS of 70.

We completed the first and begun the second cohort of our Leadership Programme with 40 participants in total. 79% of participants in cohort 1 felt to a great extent it 'built new capabilities for creating high performing cultures'.

We designed and implemented a comprehensive 5-tier Mentoring Programme - 100 peer mentees have benefited from the programme since its inception in 2014 (3 separate cohorts). 96% of mentees and 100% of line managers have noticed an improvement in their performance as a result of applying the learning from the mentoring programme (cohort 2).

We designed and launched the Self-Assessment Improvement Tool with 15 active CSPs to date.

We designed and launched the Training Needs Analysis Tool with 10 active CSPs to date.

We designed and launched the new and improved website, hub and internal communications system.

We delivered an annual Convention attracting 350 CSP staff and stakeholders with an overall NPS score of 52 up from 21 in the previous year.

We have also given bespoke support to a number of individual CSP's, to support their specific development challenges normally related to incorporation, governance and leadership issues.

With our finance survey and business development forum we have sought to steer emerging business development and efficiency activities which makes us well placed to tackle the challenges laid out for the sector in the Government strategy.

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

The activities listed above have contributed to the overall performance of the Network as shown below:

**Stakeholder Value**

Partner satisfaction increased from 39% very satisfied in 2015 with the added value provided by CSPs to 45% in 2016.

57% of our members of staff are promoters and highly recommend their CSP as an organisation to work for, giving us a 2016 net promoter score of 44 across the network, an increase from 32 in 2015.

**Report of the Trustees  
for the Year Ended 31 March 2016**

**ACHIEVEMENT AND PERFORMANCE**

**Financial Sustainability**

In the 2014-15 financial year we secured an additional £1m of funding from non-Sport England sources, bringing the total non-Sport England investment into the network up to £17m.

We are on track to hit our administration targets, further demonstrating that we are a lean and efficient network, with both independent (8.3%) and hosted (5.6%) CSPs significantly reducing the amount of expenditure being spent on administration.

**Quality and Collaboration**

At 2015-16 Q4 Sport England reporting, 23 CSPs were Green across all Infrastructure measures and 42 CSPs green for Continuous Improvement.

**Performance and Impact**

14,800 inactive participants registered with Workplace Challenge, nearly doubling the total at the end of 2014-15.

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

Sportivate reached 149,152 participants in 2015-16, including 64,719 inactive participants, with 641,115 participants now having completed a Sportivate project since the programme began in 2011.

School Games continued to be delivered successfully at scale across the Country.

**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 45 member CSPs.

**Examples of Public Benefit**

Heart of the Forest Special School Gloucestershire - The development of Inclusive cycling opportunities for disabled pupils.

Heart of the Forest Special School is the only school in the Forest of Dean serving children and young people who have severe and profound needs, multiple learning difficulties and complex needs.

Following consultation with disabled young people, the school have worked closely with Active Gloucestershire CSP to develop a cycling project that can meet the wide ranging needs of all its pupils.

**Report of the Trustees  
for the Year Ended 31 March 2016**

**ACHIEVEMENT AND PERFORMANCE**

To support the project development two successful funding applications were made generating £18,000. The bids included funding for staff and volunteer training, something which had been identified as a requirement to add sustainability longer term to the project.

Active Gloucestershire linked the school to Gloucestershire's Bike-Ability training programme and as a result 18 staff and volunteers took part in a training to enable them to deliver Bike-ability cycling sessions to pupils.

The funding also enabled 11 staff members and volunteers to complete some more detailed training, The 2.5 day CTC Trail leaders Course, provided not only useful leadership skills but also greater awareness of the suitable available trails close to the school in the Forest of Dean. This meant that opportunities to cycle both at the school and off-site were created.

The project faced a number of barriers in terms of including all pupils in the cycling activity. These included not only suitably trained staff but also the necessary adapted cycles and a suitable school site on which to deliver sessions. Following AG recommendation the school successfully applied to Sport England's 'Open Spaces' fund and received £30,000 of funding to resurface the school site, upgrading an existing track that had fallen into a state of disrepair. A new 250 metre track which is fully resurfaced, accessible and suitable for cycling, was created. Via charitable donations the school also received storage containers and a selection of cycles.

The development of the facility and the purchase of new equipment has helped the school towards achieving its vision of every child being able to access cycling. However, an additional benefit of the development has been that the school is now able to host cycling sessions for other Gloucestershire based Special Schools who do not have the facilities to offer similar opportunities.

This year Milestones Special School in Gloucester became the first external Special school to start accessing regular cycling opportunities at the site with groups of pupils.

The activity has become a part of the schools wider recreational and educational offer with activity now sustained and maintained as an integral part of the curriculum. Buy in from senior management who have seen the results of the project has further ensured that cycling remains an important part of the school's offer with weekly sessions offered to children of all ages and abilities.

Barriers of training, equipment, and inadequate terrain have been addressed whilst knowledge and skills levels have increased.

**Sports Partnership Herefordshire and Worcestershire's Strength and Balance Classes**

The Worcestershire County Council Public Health Joint Strategic Needs Assessment identified that in Worcestershire there were an estimated 500 fallers in the 65 plus population each year with half of these leading to an admission to hospital.

Postural Stability Instruction (or PSI as it is more commonly known) was commissioned by the Worcestershire Public Health team as it has been subject to the highest level of research and shown that it is the most effective intervention to reduce the risk of older people falling.

The Sports Partnership Herefordshire and Worcestershire saw this project as an opportunity to diversify the work that we do. Worcestershire has an ageing population and we used local insight from the Active People Survey, which suggests only 11% of people in Worcestershire over the age of 65 are taking part in sport or recreational activity three or more times a week, to drive the tender.

**Report of the Trustees  
for the Year Ended 31 March 2016**

**ACHIEVEMENT AND PERFORMANCE**

We were contracted to deliver the Postural Stability Instruction Service for two years following a successful tender, and have since rebranded the classes we run as Strength and Balance Classes to help with consumers' better understanding of what the service is.

The classes are highly complementary to our existing work and vision of increasing participation and engaging older adults in activity or helping keeping them active. They now form an integral part of our Active Ageing campaign.

We also believe it allows us to offer more support to older people who 'graduate' from a strength and balance class helping them into more mainstream activity - increasing our reach.

The contract value is up to £200,000 which helps towards the Sport England diversification target budgets.

Strength and Balance exercise classes are for people who feel unsteady on their feet or have had a fall. The benefits of the classes include improvement of balance and co-ordination, increased functional capacity, increased bone and muscle mass, improved confidence to reduce the fear of falling, and a chance to socialise.

Held at community venues around Worcestershire, the classes are run Monday to Friday, generally between 10am - 4pm and each class lasts an hour. There is no minimum age for the classes, and people from their 50's all the way up to their late 90's have attended.

The classes run for 33 weeks and once a class comes to an end attendees are encouraged to join a maintenance class (which many of the instructors run privately) as well as being directed to other sporting activities they could get involved with such as bowls.

These classes are available on referral through a GP or Health professional. We also work closely with other community and voluntary organisations such as Age UK and the Alzheimer's Society to increase awareness of the scheme and other sporting opportunities.

Participants can also self-refer into the programme so there is also an element of B2C (business to consumer) marketing and brand awareness with the scheme.

Since taking on the contract in April 2015, the Sports Partnership has been able to significantly increase the number of classes available and currently have over 30 courses running, with nearly 300 people attending of the 700+ referrals that have been made.

Previous research has found that of those taking part in classes, 76% of people feel more confident, 72% are more able to do things and 95% are planning to continue exercising, which is our ultimate aim.

As part of the development of the project we have provided CPD training for existing instructors to ensure they are continually improving their practice, progressing their classes and that the attendees are receiving the best instruction for their health and fitness.

The project is being delivered across the whole of Worcestershire and is assisting us in demonstrating that we are an organisation that can deliver complex projects with very specific requirements effectively and efficiently.

**Report of the Trustees  
for the Year Ended 31 March 2016**

**FINANCIAL REVIEW**

**Principal funding sources**

Total income for the year totalled £856,000 a reduction from the previous year mainly due to the end of grants for the Community Games programme and the Public Health England project. 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 projects totalling circa £450,000 and fees from members for the Annual Convention, Leadership programme and Workplace Challenge.

Total expenditure for the year amounted to £895,000 , the key expenses being related to those projects highlighted above.

This resulted in a planned deficit for the year of £39,345, which included spend of some unrestricted and restricted funds, including the sport England designated fund, which was in line with budget expectations.

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.

**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 2016**

**FINANCIAL REVIEW**

**Reserves policy**

Over the first four 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 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 2016 being £176,091.

**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 2016**

**FUTURE PLANS**

Key priorities for the coming year include:

- Strong CSP Positioning in the new Government & Sport England Strategies - The new Government and Sport England strategies have recently been announced. Both strategies reference the CSP Network and secures our long term future in the sporting landscape. However, our precise role and function is subject to a DCMS commissioned Appraisal which was due to report in July 2016. We have advocated that CSPs are positioned strongly and their role is further enhanced. As a Network, we will need to prioritise understanding our new role and funding settlement from Sport England, ensuring we are fit and ready to deliver the new contract starting in April 2017.

- Next Generation Strategy - As part of delivering a 'fit-for-purpose' Network we will need to refresh our strategy to ensure we have a blueprint for change. Alongside the strategy we will update our business development plans, marketing and communications plans, training and development plans and put in place a 'standards and principles' charter that will guide how we approach our work across the Network.

**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.

During the year, the Charity completed a governance review, seeking to reconfirm the purpose, approach and functions of the organisation and to ensure its governance arrangements remain fit for future purpose. At its 2015 AGM the membership agreed to replace the 'representative' board with a 'skills' based board and during early 2016 a new Board of Trustees have been recruited.

**Report of the Trustees  
for the Year Ended 31 March 2016**

**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 will be recruited and the Board of Trustees will be 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, and a Chair, 11 in total.

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 current chair was re-appointed for a second three year term in March 2015.

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. The charity seeks to maximise 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 has been developed, 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.

**Report of the Trustees  
for the Year Ended 31 March 2016**

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**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 referred to as CSP 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.

**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	
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 21.05.16
Ms S Anstiss	- appointed 20.06.16
Mr N Harrison	- appointed 20.06.16
Mr M Leach	- appointed 20.06.16
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 20.06.16

**Company Secretary**

Mr L S Mason

**Report of the Trustees  
for the Year Ended 31 March 2016**

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Auditors**

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

**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).

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.

**County Sports Partnership Network (Registered number: 07800542)**

**Report of the Trustees  
for the Year Ended 31 March 2016**

**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.

Approved by order of the board of trustees on 20 October 2016 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 2016 on pages sixteen to twenty eight. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an 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 twelve, 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 2016 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Opinion on other 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 prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

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

16 November 2016

## County Sports Partnership Network

### Statement of Financial Activities (Incorporating an Income and Expenditure Account) for the Year Ended 31 March 2016

	Notes	Unrestricted funds £	Restricted funds £	2016 Total funds £	2015 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	2	420,000	157,104	577,104	806,418
Other trading activities	3	182,012	95,333	277,345	352,340
Investment income	4	1,344	-	1,344	1,655
<b>Total</b>		<u>603,356</u>	<u>252,437</u>	<u>855,793</u>	<u>1,160,413</u>
 <b>EXPENDITURE ON</b>					
<b>Charitable activities</b>	5				
Core		<u>687,855</u>	<u>207,283</u>	<u>895,138</u>	<u>950,695</u>
<b>NET INCOME/(EXPENDITURE)</b>		<u>(84,499)</u>	<u>45,154</u>	<u>(39,345)</u>	<u>209,718</u>
 <b>RECONCILIATION OF FUNDS</b>					
<b>Total funds brought forward</b>		<u>260,590</u>	<u>132,003</u>	<u>392,593</u>	<u>182,875</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><u>176,091</u></u>	<u><u>177,157</u></u>	<u><u>353,248</u></u>	<u><u>392,593</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.

**County Sports Partnership Network (Registered number: 07800542)**

**Statement of Financial Position  
At 31 March 2016**

	Notes	Unrestricted funds £	Restricted funds £	2016 Total funds £	2015 Total funds £
<b>CURRENT ASSETS</b>					
Debtors	12	153,700	125,727	279,427	208,387
Cash at bank		239,619	69,073	308,692	350,241
		<u>393,319</u>	<u>194,800</u>	<u>588,119</u>	<u>558,628</u>
<b>CREDITORS</b>					
Amounts falling due within one year	13	(217,228)	(17,643)	(234,871)	(166,035)
		<u>176,091</u>	<u>177,157</u>	<u>353,248</u>	<u>392,593</u>
<b>NET CURRENT ASSETS</b>					
		<u>176,091</u>	<u>177,157</u>	<u>353,248</u>	<u>392,593</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>					
		<u>176,091</u>	<u>177,157</u>	<u>353,248</u>	<u>392,593</u>
<b>NET ASSETS</b>		<u>176,091</u>	<u>177,157</u>	<u>353,248</u>	<u>392,593</u>
<b>FUNDS</b>	14				
Unrestricted funds				176,091	260,590
Restricted funds				177,157	132,003
<b>TOTAL FUNDS</b>				<u>353,248</u>	<u>392,593</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 20 October 2016 and were signed on its behalf by:

Mr R V Saunders MBE (Chair) -Trustee

The notes form part of these financial statements

**County Sports Partnership Network**

**Statement of Cash Flows**  
**for the Year Ended 31 March 2016**

	Notes	2016 £	2015 £
<b>Cash flows from operating activities:</b>			
Cash generated from operations	1	(42,893)	(130,990)
<b>Net cash provided by (used in) operating activities</b>		<u>(42,893)</u>	<u>(130,990)</u>
<b>Cash flows from investing activities:</b>			
Interest received		1,344	1,655
<b>Net cash provided by (used in) investing activities</b>		<u>1,344</u>	<u>1,655</u>
<b>Change in cash and cash equivalents in the reporting period</b>		<u>(41,549)</u>	<u>(129,335)</u>
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>350,241</u>	<u>479,576</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u><u>308,692</u></u>	<u><u>350,241</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 2016**

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

	2016 £	2015 £
<b>Net income/(expenditure) for the reporting period (as per the statement of financial activities)</b>	(39,345)	209,718
<b>Adjustments for:</b>		
Interest received	(1,344)	(1,655)
Increase in debtors	(71,040)	(25,620)
Increase/(decrease) in creditors	68,836	(313,433)
	<hr/>	<hr/>
<b>Net cash provided by (used in) operating activities</b>	<b>(42,893)</b>	<b>(130,990)</b>
	<hr/> <hr/>	<hr/> <hr/>



## County Sports Partnership Network

### Notes to the Financial Statements - continued for the Year Ended 31 March 2016

#### 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. DONATIONS AND LEGACIES

	2016	2015
	£	£
Grants - Sport England Core	300,000	305,000
Grants - Community Games	-	34,000
Grants - London Transformation	-	94,366
Grants - Workplace Challenge	152,104	223,126
Grants - Humber Sports	-	7,899
Grants - Quest	5,000	15,360
Grants - Public Health Income	-	30,000
Grants - Primary Premium	100,000	66,667
Grants - Board Training	20,000	-
Service level agreement - Public Health	-	30,000
	<u>577,104</u>	<u>806,418</u>

**County Sports Partnership Network**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 March 2016**

**3. OTHER TRADING ACTIVITIES**

	2016	2015
	£	£
Membership subscriptions	94,000	93,750
Board Training	4,500	-
Consultancy	3,200	-
Conference fees	38,313	37,055
Fees re Workplace Challenge	95,332	78,250
Fees re Coachweb/Volunteerweb	-	103,285
Fees re CSP leadership programme	42,000	40,000
	<u>277,345</u>	<u>352,340</u>

<b>Deferred incoming resources</b>	2016	2015
	£	£
Deferred income brought forward and released during the year	28,450	88,301
Income received during the period	856,959	1,100,562
Deferred income carried forward	(29,616)	(28,450)
	<u>855,793</u>	<u>1,160,413</u>
Income recognised in year to 31 March 2016	<u>855,793</u>	<u>1,160,413</u>

**4. INVESTMENT INCOME**

	2016	2015
	£	£
Deposit account interest	<u>1,344</u>	<u>1,655</u>

**5. CHARITABLE ACTIVITIES COSTS**

	Direct costs	Grant funding of activities (See note 6)	Support costs (See note 7)	Totals
	£	£	£	£
Core	<u>291,636</u>	<u>18,299</u>	<u>585,203</u>	<u>895,138</u>

**6. GRANTS PAYABLE**

	2016	2015
	£	£
Core	<u>18,299</u>	<u>14,378</u>

## County Sports Partnership Network

### Notes to the Financial Statements - continued for the Year Ended 31 March 2016

#### 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	£16,799
Grants payable to YMCA institutions	£1,500
	<hr/>
Total grants payable to institutions	£18,299
	<hr/> <hr/>

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

#### 7. SUPPORT COSTS

	Management	Finance	Governance costs	Totals
	£	£	£	£
Core	572,767	776	11,660	585,203
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

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

##### Management

	2016	2015
	Core	Total
	£	£
Wages	77,814	20,530
Social security	8,499	1,681
Pensions	17,783	3,721
Website hosting and development	23,988	3,390
Administrative/comms support	4,463	6,015
LSP admin charge	1,882	12,000
Consultancy fees	56,394	76,836
Travel expenses	44,893	28,438
Subsistence	-	2,271
Conference and event fees, venue and accommodation costs	103,128	109,040
Catering	388	5,873
Publications and subscriptions	204	3,256
Insurance	10,766	4,699
Software and license fees	48,786	101,556
Promotional material	16,300	15,227
Training costs	6,403	558
Irrecoverable input vat	-	37,524
Professional fees	151,076	211,924
	<hr/> <hr/>	<hr/> <hr/>
	572,767	644,539

**County Sports Partnership Network**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 March 2016**

**7. SUPPORT COSTS - continued**

**Finance**

	2016	2015
	Core	Total
	£	activities
		£
Bank charges	776	813
	<u>776</u>	<u>813</u>

**Governance costs**

	2016	2015
	Core	Total
	£	activities
		£
Trustees' expenses	-	52
Auditors' remuneration	5,000	2,500
Accountancy and legal fees	6,660	3,850
	<u>11,660</u>	<u>6,402</u>

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

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

	2016	2015
	£	£
Auditors' remuneration	5,000	2,500
	<u>5,000</u>	<u>2,500</u>

## County Sports Partnership Network

### Notes to the Financial Statements - continued for the Year Ended 31 March 2016

#### 9. TRUSTEES' REMUNERATION AND BENEFITS

During the year Mr R V Saunders the chair of the charity received fees in relation to support work and expenses were paid directly totalling £24,767 (2015 £20,691). These reimbursements were in relation to roles held in addition to his roles as a trustee.

During the year the charity operated credit cards on behalf of the Chief Executive and one of the Trustees. Expenses incurred on their credit cards on behalf of the charity totalled £5,936 for travel, subsistence and other charitable costs some of which are expense claims made by the individual and some are payments made on behalf of the charity.

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.

#### Trustees' expenses

	2016	2015
	£	£
Trustees' expenses	-	52
	<u>          </u>	<u>          </u>

There were no trustees' expenses paid for the year ended 31 March 2016.

#### 10. STAFF COSTS

The average monthly head count was 7 staff (2015 : 6) and the average monthly number of full-time equivalent employees (including casual and part-time staff) during the year were as follows:

	2016	2015
Direct charitable employees	3	4
Financial	2	2
	<u>          </u>	<u>          </u>
	5	6

During the year there were 2 employees who were paid in excess of £60,000 including pension contributions, 1 employee received between £70,000 and £80,000 and 1 employee received between £80,000 and £90,000.

The key management personnel, are listed within the Trustees' Annual Report, they received employee benefits totalling £167,503 (2015: £91,505)

**County Sports Partnership Network**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 March 2016**

**11. TANGIBLE FIXED ASSETS**

	Computer equipment £
<b>COST</b>	
At 1 April 2015 and 31 March 2016	484
	<hr/>
<b>DEPRECIATION</b>	
At 1 April 2015 and 31 March 2016	484
	<hr/>
<b>NET BOOK VALUE</b>	
At 31 March 2016	-
	<hr/> <hr/>
At 31 March 2015	-
	<hr/> <hr/>

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

	2016 £	2015 £
Trade debtors	148,350	43,683
Other debtors	5,955	-
VAT	-	42,333
Prepayments and accrued income	125,122	122,371
	<hr/>	<hr/>
	279,427	208,387
	<hr/> <hr/>	<hr/> <hr/>

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

	2016 £	2015 £
Trade creditors	153,417	107,606
Lincolnshire Sports Partnership funds payable	-	3,480
Social security and other taxes	9,072	6,853
VAT	19,683	-
Other creditors	7,813	3,789
Accrued expenses	15,270	15,857
Deferred income	29,616	28,450
	<hr/>	<hr/>
	234,871	166,035
	<hr/> <hr/>	<hr/> <hr/>

**County Sports Partnership Network**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 March 2016**

**14. MOVEMENT IN FUNDS**

	At 1.4.15 £	Net movement in funds £	At 31.3.16 £
<b>Unrestricted funds</b>			
General fund	180,590	(24,499)	156,091
Sport England	60,000	(60,000)	-
Designated fund	20,000	-	20,000
	<hr/>	<hr/>	<hr/>
	260,590	(84,499)	176,091
 <b>Restricted funds</b>			
Community Games	14,059	(11,180)	2,879
Workplace Challenge	95,755	64,717	160,472
Quest	4,660	3,740	8,400
Public Health Income	17,529	(12,123)	5,406
	<hr/>	<hr/>	<hr/>
	132,003	45,154	177,157
	<hr/>	<hr/>	<hr/>
<b>TOTAL FUNDS</b>	<u>392,593</u>	<u>(39,345)</u>	<u>353,248</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	603,356	(627,855)	(24,499)
Sport England	-	(60,000)	(60,000)
	<hr/>	<hr/>	<hr/>
	603,356	(687,855)	(84,499)
 <b>Restricted funds</b>			
Community Games	-	(11,180)	(11,180)
Workplace Challenge	247,437	(182,720)	64,717
Quest	5,000	(1,260)	3,740
Public Health Income	-	(12,123)	(12,123)
	<hr/>	<hr/>	<hr/>
	252,437	(207,283)	45,154
	<hr/>	<hr/>	<hr/>
<b>TOTAL FUNDS</b>	<u>855,793</u>	<u>(895,138)</u>	<u>(39,345)</u>

## County Sports Partnership Network

### Notes to the Financial Statements - continued for the Year Ended 31 March 2016

#### **14. MOVEMENT IN FUNDS - continued**

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.

#### **15. RELATED PARTY DISCLOSURES**

Related party transactions have been disclosed in full within note 9 of the accounts.

#### **16. ULTIMATE CONTROLLING PARTY**

There is no ultimate controlling party.

#### **17. FIRST YEAR ADOPTION**

This is the first period that the company has presented accounts in accordance with FRS 102 'The Financial Reporting Framework Applicable in the UK and Republic of Ireland'. For financial years up to and including the year end 31 March 2015, the Company prepared its financial statements in accordance with old UK GAAP.

The date of transition to FRS 102 is therefore 1 April 2015. The opening equity position as at the 1 April 2015 and its previously published financial statements for the year ended 31 March 2015 have been restated from old UK GAAP.

#### **Transitional relief**

On transition to FRS 102 the Charity has not taken any advantage of any transitional relief.

## County Sports Partnership Network

### Reconciliation of Income and Expenditure for the Year Ended 31 March 2015

	Notes	UK GAAP £	Effect of transition to FRS 102 £	FRS 102 £
<b>INCOME AND ENDOWMENTS FROM</b>				
Donations and legacies		806,418	-	806,418
Other trading activities		352,340	-	352,340
Investment income		1,655	-	1,655
<b>Total</b>		<u>1,160,413</u>	<u>-</u>	<u>1,160,413</u>
<b>EXPENDITURE ON</b>				
Charitable activities		<u>950,695</u>	<u>-</u>	<u>950,695</u>
<b>NET INCOME/(EXPENDITURE)</b>		<u><u>209,718</u></u>	<u><u>-</u></u>	<u><u>209,718</u></u>

**County Sports Partnership Network**

**Reconciliation of Funds**  
**At 1 April 2014**  
**(Date of Transition to FRS 102)**

	Notes	UK GAAP £	Effect of transition to FRS 102 £	FRS 102 £
		-	-	-
<b>CURRENT ASSETS</b>				
Debtors		88,375	-	88,375
Prepayments and accrued income		94,392	-	94,392
Cash at bank		479,576	-	479,576
		<u>662,343</u>	-	<u>662,343</u>
<b>CREDITORS</b>				
Amounts falling due within one year		(291,959)	-	(291,959)
		<u>370,384</u>	-	<u>370,384</u>
<b>NET CURRENT ASSETS</b>				
		370,384	-	370,384
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		370,384	-	370,384
<b>PROVISIONS FOR LIABILITIES</b>		(17,578)	-	(17,578)
<b>ACCRUALS AND DEFERRED INCOME</b>		(169,931)	-	(169,931)
		<u>182,875</u>	-	<u>182,875</u>
<b>FUNDS</b>				
Unrestricted funds		297,378	-	297,378
Restricted funds		(114,503)	-	(114,503)
<b>TOTAL FUNDS</b>		<u>182,875</u>	-	<u>182,875</u>

## County Sports Partnership Network

### Reconciliation of Funds

At 31 March 2015

	Notes	UK GAAP £	Effect of transition to FRS 102 £	FRS 102 £
<b>CURRENT ASSETS</b>				
Debtors		208,387	-	208,387
Cash at bank		350,241	-	350,241
		<u>558,628</u>	-	<u>558,628</u>
<b>CREDITORS</b>				
Amounts falling due within one year		(166,035)	-	(166,035)
		<u>392,593</u>	-	<u>392,593</u>
<b>NET CURRENT ASSETS</b>				
		<u>392,593</u>	-	<u>392,593</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>				
		<u>392,593</u>	-	<u>392,593</u>
<b>NET ASSETS</b>				
		<u>392,593</u>	-	<u>392,593</u>
<b>FUNDS</b>				
Unrestricted funds		260,590	-	260,590
Restricted funds		132,003	-	132,003
<b>TOTAL FUNDS</b>		<u>392,593</u>	-	<u>392,593</u>

**County Sports Partnership Network**

**Detailed Statement of Financial Activities**  
**for the Year Ended 31 March 2016**

	2016	2015
	£	£
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Grants - Sport England Core	300,000	305,000
Grants - Community Games	-	34,000
Grants - London Transformation	-	94,366
Grants - Workplace Challenge	152,104	223,126
Grants - Humber Sports	-	7,899
Grants - Quest	5,000	15,360
Grants - Public Health Income	-	30,000
Grants - Primary Premium	100,000	66,667
Grants - Board Training	20,000	-
Service level agreement - Public Health	-	30,000
	<hr/>	<hr/>
	577,104	806,418
<b>Other trading activities</b>		
Membership subscriptions	94,000	93,750
Board Training	4,500	-
Consultancy	3,200	-
Conference fees	38,313	37,055
Fees re Workplace Challenge	95,332	78,250
Fees re Coachweb/Volunteerweb	-	103,285
Fees re CSP leadership programme	42,000	40,000
	<hr/>	<hr/>
	277,345	352,340
<b>Investment income</b>		
Deposit account interest	1,344	1,655
	<hr/>	<hr/>
<b>Total incoming resources</b>	855,793	1,160,413
<b>EXPENDITURE</b>		
<b>Charitable activities</b>		
Wages	182,278	108,758
Social security	16,553	9,593
Pensions	37,555	16,047
Chief Executive secondment	-	79,478
Fees for support work and secondment costs	-	29,846
PR Support	55,250	40,841
Grants to institutions	18,299	14,378
	<hr/>	<hr/>
	309,935	298,941
<b>Support costs</b>		

This page does not form part of the statutory financial statements

## County Sports Partnership Network

### Detailed Statement of Financial Activities for the Year Ended 31 March 2016

	2016 £	2015 £
<b>Management</b>		
Wages	77,814	20,530
Social security	8,499	1,681
Pensions	17,783	3,721
Website hosting and development	23,988	3,390
Administrative/comms support	4,463	6,015
LSP admin charge	1,882	12,000
Consultancy fees	56,394	76,836
Travel expenses	44,893	28,438
Subsistence	-	2,271
Conference and event fees, venue and accommodation costs	103,128	109,040
Catering	388	5,873
Publications and subscriptions	204	3,256
Insurance	10,766	4,699
Software and license fees	48,786	101,556
Promotional material	16,300	15,227
Training costs	6,403	558
Irrecoverable input vat	-	37,524
Professional fees	151,076	211,924
	<hr/>	<hr/>
	572,767	644,539
<b>Finance</b>		
Bank charges	776	813
<b>Governance costs</b>		
Trustees' expenses	-	52
Auditors' remuneration	5,000	2,500
Accountancy and legal fees	6,660	3,850
	<hr/>	<hr/>
	11,660	6,402
<b>Total resources expended</b>	<hr/>	<hr/>
	895,138	950,695
	<hr/>	<hr/>
<b>Net (expenditure)/income</b>	<hr/>	<hr/>
	(39,345)	209,718
	<hr/>	<hr/>

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