



**activity  
alliance**

disability  
inclusion  
sport

# Activity Alliance Annual Trustees' Report and Accounts

For the year ended  
**31 March 2025**

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**English Federation of Disability Sport  
operating as Activity Alliance.**

Registered Company Number: 03627630

Company Limited by Guarantee.

Charity Registration Number: 1075180



[activityalliance.org.uk](https://activityalliance.org.uk)

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# Trustees, advisors, and organisation details

Activity Alliance Chair: **Samantha Orde OBE**

Chief Executive and Company Secretary: **Adam Blaze**

Honorary President: **Baroness Tanni Grey-Thompson DBE**

Vice President: **John Amaechi OBE**

Vice President: **Dr Phil Friend OBE** (appointed October 2024)

## Trustees

Trustees who have served during the Financial Year 2024-25, or join before the date when the accounts are signed:

Ms Samantha Orde OBE - Chair

Mr Peter Ackred (appointed 18 September 2024)

Mr Rob J Belbin (resigned 9 October 2024)

Ms Genny Cotroneo (resigned 18 September 2024)

Ms Andrea Dando

Ms Rebecca Evans

Dr Phil A Friend OBE (resigned 9 October 2024)

Ms Isabelle Michelson

Mr Piers Martin (resigned on 9 October 2024)

Mr Gabriel Odia (resigned 12 December 2024)

Ms Emma Pawson

Mr Joseph Rham (appointed on 9 October 2024, resigned 19 March 2025)

Ms Loretta Sollars

Ms Lucy Smith

Mr Ian Mullane (appointed 17 September 2025)

Ms Reena Parmar (appointed 17 September 2025)

## Activity Alliance registered office address

Sportpark, Loughborough University

3 Oakwood Drive

Loughborough

Leicestershire, LE11 3QF

## Independent Auditor

HB&O Limited

Highdown House

Leamington Spa, CV31 1XT

## Bankers

Barclays Bank plc

Leicester, LE87 2BB



## Trustees' Report for the year ended 31 March 2025

The Trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of the English Federation of Disability Sport (operating as Activity Alliance) for the year 1 April 2024 to 31 March 2025.

The Trustees confirm that the annual report and financial statements of the company and the group comply with the current statutory requirements, the requirements of the company and the group's governing document and the provisions of the Statement of Recommended Practice (SORP), 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 2019). The Trustees have complied with the duty in the Charities Act 2011, to have due regard to public benefit guidance published by the Charity Commission.



# Impact headlines



Launched our new strategy – We all belong, with a new vision of a future where all disabled people feel they belong in sports and activities.



Welcomed Eve Roberts, Ben Andrews, Temi Johnson, and Harrie Larrington-Spencer to the charity as our first ambassadors.



Appointed Dr Phil Friend OBE Hon D.Sc. FRSA, retired Activity Alliance trustee, as our Vice President.



Released a powerful manifesto calling on the Government to protect the benefits, equip health and care workers, and increase accessible outdoor spaces.



Hosted 176 face-to-face events and workshops, sharing our insight and knowledge to upskill 1,591 people.



Launched the Activity Alliance eLearning hub making it easy to access our range of training opportunities.



1,834 people completed an eLearning course, all now empowered with practical tools, creative ideas and resources to be more inclusive for disabled people.



Increased participation opportunities when we welcomed 135 disabled swimmers and 160 athletes to our National Para Athletics Championships and British Junior Para Swimming Championships.



Launched Improve to Include, a new programme in collaboration with Sport for Confidence, that will create more opportunities for disabled people to take part, volunteer and work in sports and activities.



Featured in 72 local and 13 national media outlets, raising our profile and awareness.



561 people signed up for our online events and workshops, learning about our work, and benefiting from our insight and knowledge.



9,463 resources were downloaded from our website, building understanding and awareness.

# Reflections from our outgoing Chair



It's fantastic to see our charity's impact in many different areas this year. Reading through this Annual Report I am reminded of the great things we have achieved, and the progress we have made. This is all thanks to the hard work, determination and passion of our talented staff team and board trustees.

This is an exciting time for Activity Alliance following the launch of our new strategy – We all belong. It addresses the major barriers that disabled children and adults face when trying to be active or work in sports and activities. The launch event held at Lord's Cricket Ground in December was a real highlight for me. It was empowering to be in the same room as many great leaders from across sport, physical activity and health, all coming together for the same vision. It is clear that working together is when we can make the most important change happen.

I am sad to say that this is my last Annual Report as Chair. I became Chair in 2018, just as we were rebranding from the English Federation of Disability Sport to Activity Alliance. Since then, we have faced many tests and challenges, quite notably the global pandemic leading on to very difficult times for our society. These times have made us stronger, more compassionate, more resourceful, and more determined to make sure we continue to make a difference in the face of adversity.

I believe Activity Alliance is well placed to continue its powerful and vital work in collaboration with our excellent partners to ensure all disabled people feel they belong in sports and activities. I am proud of this charity and excited for its future.

Thank you all so much for your continued support.

**Samantha Orde OBE**

# Message from our Chief Executive



What a great year for Activity Alliance. The many projects we've delivered, the research we've carried out, the insight we've shared, the training opportunities and programmes we've launched, and our work in policy. I couldn't be prouder of the team and the difference we are making every day.

We are creating change and improving disabled people's lives through sport and physical activity. We have made great strides this year but there is still so much more to do. Many people still do not have access to meaningful opportunities to be active, and so our important work continues.

Our ambitious new strategy – We all belong, is the result of a powerful collaboration of knowledge, insight and consultation. We reviewed and updated our vision and mission in response to environment we work in and to better meet disabled people's needs.

A big part of our new strategy is re-emphasising the need to work collectively, with partners, funders, and supporters to remove the systemic barriers that prevent disabled people accessing sports and activities. We know collaboration is best and by sharing the challenge we can build a powerful movement and have a greater impact.

Engagement with policy makers is also vital in our fight for fairness. Whether in health, transport or education, policy makers play a vital role in ensuring more disabled people feel that they belong. This year we released a powerful manifesto presenting insight and drawing upon people's highly valuable lived experiences. Our manifesto is still relevant, and we will continue to use it to ensure disabled people have more influence on policies that affect them.

Finally, I want to say thank you to our outgoing Chair, Sam Orde OBE. Over the past seven years her leadership and guidance has been a constant source of support for our trustees, staff team, and to me. Under her tenure Activity Alliance has grown into a robust, influential organisation with a dedicated team, strong finances and a long-term strategy.

There are so many things to look forward to in a new financial year, and many opportunities ahead of us. I hope you will join us as we all work toward creating a better future for everyone.

**Adam Blaze**

# This year's impact

## Launching our new strategy – We all belong

A highlight of this year, and a major milestone, was the release of our highly anticipated new strategy – We all belong. It is the result of a powerful collaboration of knowledge, insight and consultation with disabled people, our partners and networks. We are now excited to be working toward our new vision – a future where all disabled people feel they belong in sports and activities. All our work is underpinned by three new ambitions:

1. Sports and activities meet disabled people's needs.
2. Disabled people influence campaigning, policy and decision making.
3. Address inequalities by working with others.

On releasing our strategy, our **Honorary President Tanni, Baroness Grey-Thompson**, said:

“ We all belong in sports and activities. Yet many disabled children and adults don't feel that they do. At school, in the local park or working out in a nearby gym, we all have the right to welcoming, inclusive, and accessible opportunities.

The reality is that society remains an unfair and unjust place for many disabled people. Every single day there are stories up and down our country of disabled children and adults missing out on the joy that being active can bring. We must not accept this.

Disabled people must be included in conversations, listened to more, and their feedback acted upon. Policies and systems in our society need to work for and include everybody, not just the privileged few.

”

Our strategy may have changed, but our values remain, and our work continues to reflect how we care, unite with others, and champion disabled people.

**Read more about our new strategy here:** [Our strategy](#).





## New ambassadors take on charity role to tackle inequalities in sport

Following the launch of our new strategy in December, we were very excited to announce our first Ambassadors for the charity. We welcomed Eve Roberts, Ben Andrews, Temi Johnson, and Harrie Larrington-Spencer.

They join Honorary President Tanni Grey Thompson, Vice Presidents John Amaechi OBE and Dr Phillip Friend OBE alongside the charity's wider network to champion change so disabled people can be as active as they want to be.

**Eve Roberts** was once a disengaged disabled student who perceived herself to be at a disadvantage within sport. She is a former U25s programme athlete and supported Activity Alliance's pilot youth advisory panel. Eve now works strategically as a professional in equality, inclusion and diversity to ensure inclusion is embedded and diversity is celebrated within sports and physical activity. She said:

“ I feel proud to be in a position I never thought I would be in and even prouder to be an Ambassador for Activity Alliance. My lived experience and finding an inclusive environment within sport has truly shaped my drive to ensure inclusion is everywhere. ”

**Ben Andrews**, Managing Director of Beyond Empower, children's author and disabled people's rights activist, is passionate about working towards a more inclusive world for disabled people driven by his own personal experience of being registered blind. He said:

“ I am proud to be joining Activity Alliance today as an ambassador. Together, we hope to change the record when it comes to the everyday inequalities disabled people face in sport. I have followed Activity Alliance closely over the years, initially as a go-to to support my own research and as a close partner through my company Beyond Empower across Greater Manchester. The work the charity does to get disabled people active nationwide is invaluable and I hope together we can help all disabled people to enjoy the benefits of sport and activity. ”

**Read more about this here:** [New ambassadors take on charity role to tackle inequalities in sport.](#)

## Phil Friend OBE made Vice President

After serving nine years as a trustee, Dr Phil Friend OBE Hon D.Sc. FRSA was named as Activity Alliance Vice President at the charity's Annual General Meeting in October. He becomes the second Vice President for the organisation alongside John Amaechi OBE.

Phil is acknowledged as one of the UK's foremost consultants on disability matters. A powerful and highly popular communicator, he has provided consultancy, training and mentoring support to many of the country's best known companies.

**Dr Phil Friend OBE Hon D.Sc. FRSA** said:

“ I don't want to lose the relationships I've got with the organisation, and I believe in what it's trying to do. So, if I can help keep that journey going in my own way I'm going to do it, I'm delighted and honoured.

The nine years that I spent with the alliance has seen enormous growth, we are much more engaged. I think one of the major changes was when we moved strictly away from just sport and Paralympic messaging to one of physical activity.

We've got a very talented staff team now and we've got a brilliant board. ”

**Read more about this here:** [‘Delighted and honoured’ - Phil Friend OBE made Vice President.](#)

## Leading with insight and challenging perceptions

We lead the way in gathering insight on disabled people in sport and activity. We use our insight to share good practice and support others to improve their plans, so disabled people feel less excluded. As we continue to challenge views and biases, we will push for disabled people's needs to be prioritised at every level, in every community.





## Disabled people's activity could contribute £6.2k per person per year

International Day for Disabled People on 3 December was a big day for Activity Alliance as we released our social value report and launched our new strategy.

[Building on Sport England's social value report](#) for the whole population, we worked with the same experts as them, State of Life, on a specific assessment of disabled people's activity. We found there is £6,200 social value per disabled person per year if supported to meet the official Chief Medical Officers' (CMO) guidelines of 150 plus minutes a week. This works out three to four times' the value of non-disabled people being active. To give a comparison of size, this figure is almost equivalent to being employed rather than unemployed, which has a social value of £7,000.

**Will Watt, State of Life founder**, said:

“ This research builds on our recent work for Sport England, by specifically exploring the wellbeing impact of activity for disabled people. At a time of constrained resources, it is important to invest where you can make the biggest difference. This report makes clear that activity – even if that is light activity – has the potential to make a very big difference to the health and wellbeing in the UK. ”

**Read more here:** [Disabled people's activity could contribute £6.2k per person per year.](#)

## Fifth Annual Survey reveals disabled people remain left behind

In June we released the results of our fifth Annual Disability and Activity Survey (ADAS) revealing that disabled people still face significant barriers when trying to be active in their communities. The report showed disabled people are twice as likely to be inactive than non-disabled people, a disparity that has remained consistent since the first report was released five years ago.

ADAS complements Sport England's Active Lives Adult Survey and continues to track disabled people's perceptions and experiences of sport and activity. The survey was conducted by IFF Research between October and November 2023. Over 2,000 disabled and non-disabled adults aged 16+ took part. The evidence and insight play a vital role in our work, and help us, and our partners, achieve fairness for disabled people.

With the Olympics and Paralympics taking place a few months later, we urged people to recognise that three-quarters of disabled people in our country want to be more active. Not everyone wants to be or can be a gold medal winner, but everyone has the right to be active where and however they choose to be.

Read more here: [Fifth Annual Survey reveals disabled people remain left behind.](#)

As part of the launch of our ADAS results, we hosted a free online event to share the findings and discuss recommendations.

One hundred and seventy people attended the event, hosted by Paralympian and Chair of [CIMSPA](#) Marc Woods, with Activity Alliance Research and Insight Manager Annabel Storer-Carter sharing the main findings from the research. It also featured a powerful panel discussion with three disabled people who took part in the research.

[You can watch the recording of the ADAS webinar here.](#)

## Championing disabled people and influencing conversations

We were proud to play an active role in policy change this year with the release of our manifesto which continues to be the backbone of our policy work.

### Activity Alliance launches manifesto for next government

In April 2024, and ahead of the General Election, we launched our manifesto for change - Fight for fairness: Disabled people's right to sport and physical activity. It was developed with contributions and insight from disabled people, advocates and organisations in the sport, physical activity, and voluntary sector.

To ensure disabled people have equal access to sports and activities, we called upon the next government to:

- **Protect the benefits** – Provide clearer understanding and wider safeguarding to reassure disabled people that being regularly active will not threaten their benefits and other forms of government financial assistance.
- **Equip health and care workers** – With NHS, ensure that better processes are in place for health and care workers to support disabled people to use physical activity in ways which work best for them.
- **Increase accessible outdoor spaces** – Take a leading role in promoting and legislating design standards that ensure accessibility in local and national spaces.

**Sarah Brown-Fraser, Head of Communications and Policy at Activity Alliance**, said:

“Whoever leads the next government has an opportunity to significantly improve the opportunities that disabled people have in sport and physical activity. They need to realise the potential and understand the power inclusive sport and physical activity can bring to this country. The inactivity crisis and deep-rooted inequalities for disabled people cannot be fixed by sport decision makers alone. It needs government commitment and leadership, across education, health, employment, and transport.”

**Read more about this here:** [Activity Alliance launches manifesto for next government.](#)

Ahead of the General Election in July, we also signed an open letter to party leaders from Nuffield Health and the Richmond Group, advocating for a concerted effort to support people with long-term conditions to move more, particularly by committing to a cross-government movement strategy.

**Read more about this here:** [Activity Alliance signs open letter to party leaders.](#)

## Calls for Government to leave no disabled child on the sidelines

As Paris 2024 Paralympic fever swept the nation in September, ParalympicsGB launched a campaign calling for equal access to PE and school sport for disabled children, with just one in four saying they take part in sport at school. The campaign was launched with a powerful documentary broadcast on Channel 4 following two young disabled children as they are sidelined in school and demand their right to be treated equally in access to sports and PE. We fully backed the campaign and continue to support with ongoing research and training for this crucial policy area.

**Read more about this here:** [Calls for Government to leave no disabled child on the sidelines.](#)

We responded to several Government announcements and joined fellow organisations in calling for change:

- In June, we joined a coalition of more than 200 bodies, athletes, businesses and charities across health, sport, recreation, and physical activity and called on party leaders to commit to making the UK the most active nation in Europe. The letter kickstarted a campaign launched by the organisations called #TakeTheLead, to showcase the importance of creating a more active nation and, crucially, highlight the need for leadership by our national politicians to create the conditions for change.
- In October the Chancellor of the Exchequer, Rachel Reeves, set out the UK Government's first Budget of spending and financial plans. We responded, highlighting our manifesto and calling upon the new government to put inclusion at its heart.
- In November we signed an open letter to the Chancellor on the impact of the planned increased employer National Insurance Contributions (NICs) for charities. A move unveiled in the Autumn Budget. Written by [NCVO](#) the open letter calls for urgent action on the planned increase. The changes could have a devastating impact on the charity and voluntary sectors. It is estimated that the sector's total increased cost of employer NICs will be £1.4bn per year. At the time of writing, we were one of more than 7,000 signatories.



- In March, the Government published [Pathways to Work: Benefits Reform and Support Green Paper](#). A consultation seeking views on the approaches government should consider around reform of the health and disability benefits system and employment support. We welcomed the announcement of the Personal Independence Payment assessment review but urged the Government not to punish disabled people in the move to cut public spending. Benefits play a huge part in breaking down barriers in sports and activities and can be fundamental in empowering disabled people to be active. We continue to highlight the points raised in our manifesto and our important social value research.

## Collaborating with expert partners

Working with partners will improve opportunities for disabled people across a wide range of communities.



## New Include to Improve programme with Sport for Confidence

In partnership with Sport for Confidence, we were very proud to launch Include to Improve in March, a two-year programme to create more opportunities for disabled people to take part, volunteer and work in sports and activities.

Funded by Sport England's recover and reinvent fund, the programme looks to address the impact of the COVID-19 pandemic and cost-of-living crisis on disabled people's engagement with sports and activities at all levels.

As part of the programme we introduced a new **Lived Experience Network** – a safe space for disabled people to share their views of taking part and working in the sport and physical activity sector. We also launched a **Strategic Partner Network** to bring together many organisations from different sectors including national disability sports partners, the voluntary and community sector, leisure and health. All united by the Include to Improve aim and their own desire to strengthen their commitment to inclusion.

**Jannine Walker, Head of Events and Programmes at Activity Alliance**, said:

“ We’re excited to connect and collaborate with a community of people and organisations who share the same vision. Together, our Lived Experience Network members and strategic partners will share good practice, identify gaps in delivery and develop creative solutions to increase the number of high-quality accessible opportunities for disabled people to take part, volunteer and work in sports and activities. ”

**Read more about this here:** [Activity Alliance and Sport for Confidence launch Include to Improve.](#)

#### **Other examples of working together this year:**

- In April we were pleased to support the launch of Super Movers for everybody. It’s a campaign led by BBC Children’s and Education, the Premier League and ParalympicsGB, using the inspiration of top-flight football and talented athletes to engage disabled children and those with special educational needs in sport and physical activity.
- Our research was cited in ‘The Power of Sport: A Lifetime of Opportunity’ report, released by the Disability Policy Centre and Soda, and supported by Nimbus Disability. The report highlighted major barriers to sport and physical activity for disabled people, with just over half of disabled people surveyed prevented from watching sport due to a lack of accessibility in their venue of choice.
- In August, we worked together with Intelligent Health to improve accessibility for disabled people and people with long-term health conditions in Beat the Street. The initiative turns towns into giant games to help keep people healthy, and enable users to embed daily movement in their lives. Our contribution ensures that inclusion continues to be at the heart of the programme.

## **Building our understanding in workforce**

We are addressing the deep-rooted development and employment barriers that prevent disabled people starting or remaining in the sport and activity workforce.

### **New research sheds light on the workforce gap**

Our Annual Disability and Activity Survey 2023-24 found that just 17% of disabled people said they ‘see people like me working in sport and physical activity’. Off the back of such disappointing figures we commissioned Better Decisions Together to explore the barriers and enablers to disabled people becoming part of the workforce.

The report, released in January, showed that only 9% of disabled people agreed they have the opportunity to become a coach or take on a role in delivering sport or physical activity, compared to 24% of non-disabled people.

Based on 25 interviews with people in the sport and physical activity workforce, most of whom were disabled employees, volunteers and employers, the report provides three key headline recommendations.

1. Adopt a ‘flexible by default’ approach to job roles.
2. Provide advice and guidance for employers.
3. Proactively identify and remove barriers that exist at all stages of the workforce journey.

**Read more about this here:** [Barriers to workforce explored in new report.](#)

In March, we hosted a webinar to discuss the results and recommendations.

You can [watch the workforce gap webinar here](#).

## Creating opportunities to be active

We're increasing important participation opportunities for young disabled athletes through our para events.



### Swimming Championships thrill as international event

June saw our annual British Junior Para Swimming Championships take place in Coventry. Organised in partnership with Swim England, the event aims to increase participation and talent development opportunities for young disabled swimmers. It's a starting block for national competition for many swimmers, with several top world and Paralympic medallists, including Ellie Simmonds, beginning their own success at the prestigious meet.

For the first time, this year's Championships saw swimmers from outside the UK join those competing from the home nations. The event, a well-established part of the nation's swimming pathway for young disabled people, was delivered by Activity Alliance in partnership with Swim England.

**Carlos, 17**, swam as part of a Spanish contingent. He described enjoying the opportunity to compete in England:

“ It's been a really nice experience and I am thrilled to have been able to swim here. I would love to come back.

”



His coach, who led a team of nine swimmers, said he was pleased that they had the opportunity to swim abroad:

“ It means a lot, it’s the pinnacle of their training up until now, and it’s a highlight of their season. An event like this allows them to compete against athletes with the same classification on an international stage. ”

Read more about this here: [Swimming Championships thrill as international event.](#)



## Festival of athletics enjoyed at National Championships

In July it was time for our National Junior Para Athletics Championships at Coventry Athletics Track in Warwick where we welcomed more than 130 disabled athletes. The event is supported by the Lions Club International, British Athletics, and England Athletics.

From podium places to personal bests there was something to celebrate for everyone that took part. It has a proud history of giving disabled athletes the opportunity to compete in a major event, playing a pivotal part in helping them to reach their potential.

**Tristan, 14**, made his debut at the national event. Competing on his home track he picked up gold medals in the 60m, 100m and 200m. He said:

“ It’s been really good. Everyone is really welcoming and supportive of each other. I’ll definitely be back next year. I’m quite athletic and really enjoy sports. I play wheelchair basketball (for Coventry Wheelchair Basketball Academy). I’ve competed at the youth games, international children’s games. ”

**Ellie, 20**, was competing for the tenth year. She left with three golds for discus, shot put and 100m. She said:

“ I got introduced to this event by school at regional level, and then national level and then I progressed into bigger events. I’ve now competed nationally with my club and I’m currently at university in Sunderland studying Sports Coaching. This event introduced me to athletics and it’s where I found my love for athletics. It’s a good social event too, with para-athletics, so it’s nice to have this event that everyone can come to and where everyone can catch up. ”

**Geoff** and **Pam** are part of the Lions Club Barton and were supporting the event with the Lions Clubs International. They said:

“ This is a wonderful and very uplifting event run by Activity Alliance, I’m really pleased to be a part of it. The children are so wonderful, very supportive with each other. They’re all very talented and it’s wonderful to watch. Lions like to do things for the community, and this event is the ideal example. It’s great to be able to join up with other Lions from across the UK and give our combined support to such a fantastic event. It’s very humbling. ”

**Read more about this here:** [Festival of athletics enjoyed at National Championships.](#)





## Using our expertise to embed inclusive practice

Our training and expertise support the people who make activities happen to feel confident and skilled.

### Activity Alliance Learning Hub the new home for inclusive training

In July, we were proud to announce that we became a Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) Training Provider Partner. This moment marked the start of a journey to ensure everything that we offer is CIMSPA endorsed, meaning learners receive valuable CPD points for their time.

Shortly after, in September, we were very excited to launch the Activity Alliance Learning Hub, bringing all our courses and workshops into one easy-to-access digital space.

With just four in ten (43%) disabled people feeling they have the chance to be as active as they want, the need for high-quality training has never been more important. We want more people to benefit from the opportunity to learn, develop and use this knowledge to be more inclusive in their own activities.

**Chloe Studley, Head of Workforce at Activity Alliance**, said:

“ There is a huge appetite for relevant and quality training when it comes to inclusivity in sport. We have a wealth of courses, all available on our easy to access online Learning Hub, that have been given the stamp of approval thanks to our CIMSPA status.

Now not only will learners continue to take away valuable knowledge, but CPD points as well. As organisations or individuals look to improve their offering for disabled people in sports and activities our Learning Hub is the go-to place.

”

**Read more about this here:** [Activity Alliance Learning Hub the new home for inclusive training.](#)

## Activity Alliance charter to provide guiding research principles

In August we introduced a newly created charter to highlight best practice for conducting research.

The document sets out the ways in which we will ensure that our research is barrier-free. It was co-created with disabled people and will lead the way in setting out best practice when it comes to conducting research.

**Molly O'Brien, Senior Research and Insight Advisor at Activity Alliance**, said:

“ It was a creative and insightful process, as we worked alongside a group of disabled people to produce the charter. Having a co-created research charter ensures that disabled people's voices are integral to approaching our research work. ”

Read more about this here: [Activity Alliance charter to provide guiding research principles.](#)

We also improved our learning offer in these key areas:

- During National School Sports Week in June we released a series of videos to support teachers and school staff to easily use the Inclusive Education Hub. The [Inclusion 2024 Inclusive Education Hub](#) brings together essential resources for inclusive PE and school sport into one space to support teachers responsible for PE to engage more disabled students. It was created in partnership with Activity Alliance, Youth Sport Trust and Department for Education as part of the Inclusion 2024 programme.
- In January we hosted a revamped version of our Inclusive Physical Education (IPE) workshop with seven schools from across the West Midlands. The course was carried out as part of the Gift of the Games programme in partnership with [United by 22](#), a local charity formed to help deliver the wider goals of the Commonwealth Games.
- Also in January we invited former students of our IAP course to a free webinar where they could further enhance their skills, and support inclusive delivery of sport and physical activity sessions. The online event gave people the opportunity to learn from Mo Sarwar, an IAP tutor, on how the programme can support inclusive delivery.
- In February, an online course to support teaching assistants in school sports was released as part of the Inclusion 2024 programme. Designed to support teaching assistants, the course will equip this important audience with the confidence to create outstanding PE experiences for every pupil regardless of their abilities.

## Inclusive practice in action

Our partnerships and programmes teams who specialise and engage with people across the regions are crucial. They support key partners, including Active Partnerships and National Governing Bodies of sport (NGBs) as well as wider stakeholders. Our work enables these partners to be more effective in supporting disabled people to be active.

## Thousands more active thanks to the power of Get Out Get Active

In July we released a very positive impact report for our flagship programme Get Out Get Active (GOGA). Designed to support disabled and non-disabled people to enjoy being active together, GOGA has reached over 160,000 people since its inception in 2016.

The report shows GOGA strengthens communities, with six in ten participants saying they are now more connected within their community. Seven in ten have continued to be active and maintained their activity levels outside of the GOGA programme.

As well as participants there have been more than 4,000 volunteers engaged at sessions, with almost three in ten disabled volunteers.

**Ruth Hollis, Chief Executive at Spirit of 2012**, said:

“ As the founding and principal funder of Get Out Get Active, Spirit's largest funded project, we are delighted to share the impact of the programme. GOGA has enabled thousands of people, young and old, disabled and non-disabled, to be active together across the UK - focusing on reaching those with the highest barriers to taking part.

This report shows that GOGA has had a demonstrable impact on the wellbeing and sustaining participation in physical activity for people in communities across the UK. It should be a call to action for others in the physical activity sector or wanting reduce health inequalities to learn from GOGA's signature person-centred approach in all future programmes that set out to tackle inactivity.

I want to thank the team at Activity Alliance and Wavehill and all those that delivered the programme across the UK for delivering this to the people that need it most.

”

**Alex Johnson, policy and influencing manager at Spirit of 2012**, said:

“ It's beyond my expectations that we could've got to this point, seven or eight years later, seven and a half million pounds later we've got this programme called GOGA which is actually more than a programme.

What I have loved about this beautiful journey with GOGA is that in the first phase we were like 'we want to reach the least active'. In the second phase we understood better, who are the least active, they are very different from each other, they are not all the same. To now talking about GOGA as an approach for delivering sport and physical activity.

”

**Read more about this here:** [Thousands more active thanks to the power of Get Out Get Active.](#)

## Active Together podcast

The popular Active Together podcast continued to thrive this year with three more episodes to complete the series. Working with podcast specialists, Lloyd Bell Productions, the Active Together podcast shows how our Get Out Get Active (GOGA) programme brings people together to be active. It shares people's experiences of GOGA and how it has helped them to become active, or support others to be active too.

In one episode we hear from **Laura Clarke**. She was diagnosed with MS when she was 30 and struggled to find the right activity for her. That all changed when she discovered inclusive swimming sessions with WeSwim in Haringey. The club, helped by GOGA funding and support, welcomes both disabled and non-disabled swimmers and has a team of volunteers on hand.

“ You get supported to access the pool, there's hoists or people help you get in the pool.  
In the pool if you need a volunteer to support you, you can have a volunteer to support you.  
It's always like 'what do you want to do, what have you been up to, what have you done recently' and then try and progress. It's always really good fun no matter what. ”

**Read more about this here:** [Making waves: Diving into the inclusive world of WeSwim.](#)

## Halifax workshop builds on year-long work with Active Calderdale

In June, we heard from a group of staff that deliver and plan activities across Calderdale about their newfound confidence in delivering sport for disabled people. The group had recently taken part in an Inclusive Activity Programme and had been working closely with our Strategic Partnership Advisor for Yorkshire and Humber for more than a year.

**Miles Smith, Director at KIXX Halifax**, a sport provider in the education sector, took part in the workshop. He said the course will make a difference to his day-to-day work:

“ It gives lots more confidence in directing your staff how to engage with disabled people.  
I can explain these activities better to staff and it has provided a theory and a model to use. ”

**Read more about this here:** [Halifax workshop builds on year-long work with Active Calderdale.](#)





## Leading Inclusion makes a real difference for Active Sussex

Following a Leading Inclusion Workshop, Active Sussex found ways to ensure their work to improve opportunities for disabled people will have a real impact. Active Sussex works to increase physical activity levels in Sussex. To improve their offer for disabled people, they implemented a Diversity and Inclusion Action Plan (DIAP).

Our Strategic Partnerships team led a two-day workshop with a team from Active Sussex in May and June.

Since then, they have integrated improvements from the workshop to support their existing Diversity and Inclusion Action Plan (DIAP), aligning both to enhance the impact it will have.

**Anthony Statham, Interim CEO at Active Sussex**, said:

“ The Leading Inclusion workshop has enabled Active Sussex to focus thinking in relation to lived experience. As a result, we are more proactively advocating partners to listen to the lived experience of disabled people and embed inclusive practices to support decision-making, such as co-designing projects or programmes. ”

**Read more about this here:** [Leading Inclusion makes a real difference for Active Sussex.](#)



## Access Day gives children the chance to enjoy inclusive sport

Thanks to our Get Out Get Active (GOGA) programme, nearly 100 children and young people had the chance to try out sports and activities during an Access Day in Wiltshire in February.

Hosted by GOGA partners Wiltshire and Swindon Sport (WASP), the event was held in February at Foundation Park in Swindon. Swindon Borough Council helped to identify schools to work with, and children with special educational needs attended from 33 schools in the area.

**Dominique Oughton, Access Day organiser and Operations Manager of WASP**, said:

“ The GOGA Access Day was an incredible celebration of inclusive sport. These children don’t usually get the opportunity to take part in many activities in school, so it’s great to be able to offer something and bring them into a new and exciting environment where they can mix with other young people.

The energy, teamwork, and enthusiasm on display showed the true power of sport in bringing people together. A huge thank you to everyone who made the day possible – we’re excited to keep creating more inclusive opportunities in the future!

”

Read more about this here: [Access Day gives children the chance to enjoy inclusive sport.](#)



# Organisational wellbeing

We are committed to being an organisation where people feel they belong and a workplace where they can thrive. We pride ourselves on building a positive culture that ensures we get the best out of our people and resources.

In line with our objectives, governance and funding commitments, we ensured all staff had time and space to talk through their wellbeing and develop through performance reviews.

In partnership with Hable, we delivered a focused digital skills programme designed to upskill colleagues in the effective use of Microsoft Teams and broader Microsoft 365 tools. This training directly addressed knowledge gaps, particularly around digital collaboration, file management, and accessible communication. The training also targeted increasing confidence in managing shared files, creating accessible content, engaging in inclusive online meetings, and using digital platforms more consistently and efficiently across teams. This investment not only enhanced productivity but also supported a more cohesive and digitally resilient workplace culture.

We supported our managers with targeted training on how to build their personal resilience, tackle conversations around performance effectively and encourage open and honest feedback. This was part of a broader commitment to psychologically safe leadership, emotionally intelligent management practices and fostering a healthier, more supportive working environment.

This year, we also invested in building greater organisational confidence in managing risk. Our management team took part in training on Activity Alliance's risk management framework, focusing on how it applies in their day-to-day roles and areas of responsibility.

Through individual sessions, managers explored the purpose and structure of the framework, actively engaging in the identification, assessment, and mitigation of both strategic and operational risks. The training made the risk processes clearer and easier to understand organisationally, reinforced shared ownership, and enabled leaders to contribute meaningfully to our evolving risk register. As a result, there is now a clearer and more consistent understanding of risk across the organisation – not only of its importance for governance and compliance, but also as a practical tool for strengthening decision-making and organisational resilience. Managers have become more proactive in identifying emerging risks and working collaboratively to implement mitigation strategies tailored to their specific areas of work. Our 2024 staff survey saw a 97% response rate and reflected strong levels of pride, job satisfaction, and trust in line managers. Colleagues felt valued, supported, and able to be their authentic selves at work, with clear roles and alignment to organisational goals. Most staff reported opportunities to connect with peers and develop new skills and felt confident sharing ideas. Feedback also highlighted areas for growth, particularly in career development and strengthening connection with the Board – insights that will shape our continued commitment to staff experience and development.

## Diversity and inclusion in the workplace

We remain committed to making Activity Alliance a charity that truly reflects the communities we serve. Championing equality, diversity, inclusion, and belonging (EDIB) has been central to both our workplace culture and the services we provide. Throughout the year, we continued to implement our Diversity and Inclusion Action Plan (DIAP), led by a member of the Leadership Team, and support from the Equality Diversity Inclusion and Belonging working group. The group was initially created to design the DIAP. Now, it ensures that the plan is monitored, updated, implemented across the organisation, and reported on at Board. The plan sets out clear ambitions and actions to strengthen our equality work across the organisation. The group met regularly to monitor progress against agreed timescales and reported updates

to the Board, ensuring accountability and momentum. In March 2024, we began a charity-wide staff skills audit to better understand the strengths and development needs across our team. This ongoing work, continuing throughout 2025, aims to help us make the most of the diverse talents within our workforce, identify any skills gaps, and align learning and development with our strategic goals. It also supports smarter workforce planning, encourages cross-team collaboration, and reinforces our commitment to equity, inclusion, and organisational resilience.



## Our diversity profile

We use the social model of disability in our approach to all work. However, we know that some definitions used for protected characteristics can challenge this model, in particular the disability definition. The social model emphasises that it is society and barriers created by society that disable people, not a person's impairment or condition.

We recognise this difference in our diversity profile by presenting two figures for disability. Figure one presents the percentage of people with an impairment and/or long-term health condition. Figure two presents the percentage of people with a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on everyday life. Figure two aligns closely to the definition of disability under the Equality Act 2010.

These are the findings from December 2024 and January 2025 Board and staff equal opportunities survey conducted among employees and Board members.



Activity Alliance diversity profile		Percentage of total number
Fig. 1	People with an impairment, long-term health condition or illness	2023: 45% 2024: Staff 36% Board 63%
Fig. 2	People with a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on their ability to do normal daily activities	2023: 19% 2024: Staff 50% (of 36% who said they have an impairment, health condition or illness) Board 60% (of 63% who said they have an impairment, health condition or illness)
Fig. 3	Female	2023: 67% 2024: Staff 58% Board 88%
Fig. 4	Lesbian, gay, bisexual	2023: 12% 2024: Staff 9% Board 0%
Fig. 5	From an ethnically diverse background	2023: 10% 2024: Staff 15% Board 0%

## Financial wellbeing and fundraising

Activity Alliance's total income for the financial year 2024-25 amounted to £2,978,065. Sport England investment continues to be one of the charity's largest funding contributions and we are proud to be considered one of their system partners. Their financial backing means we can deliver programmes and services that help others to embed good practice and change attitudes towards disabled people in sport and activity.

Sport England also continued to provide significant funding contributions for Get Out Get Active (GOGA) programme delivery.

We received £30,000 from a legacy, which will help us greatly towards achieving our charity objectives.

Our fundraising events included support from generous people taking part in the London Marathon and other community activities.

This year we continued to develop our income generation activities to ensure our future is secure. The focus on our income generation strategy allows us to grow ideas and will lead us to work with different funders in the future.

A full breakdown of Activity Alliance's income and expenditure for the year end 31 March 2025 is available in the financial review section of this report.

The charity's unrestricted fundraising activities are undertaken by our own expert team, with guidance from the senior management team and Board of Trustees. The charity is a member of the Fundraising Regulator and abides by the Fundraising Code of Practice which covers various aspects of fundraising. Activity Alliance is understanding and compassionate towards its supporters and will never exploit vulnerabilities. No complaints have been received by the charity directly about its fundraising activities during this year.

# Structure, governance and management

The Charity is a company limited by guarantee, governed by Articles of Association. The Company's objects and Articles of Association as submitted to the Charity Commission and Companies House follow that:

- The Activity Alliance Board is the ultimate decision-making body responsible for all significant strategic, financial and policy decisions with advice from its Nominations Committee and Finance Audit Risk and Governance Committee. The Board delegates authority to manage the organisation on a day-to-day basis to the CEO. Our Articles of Association allow up to 12 Board members who can serve a maximum period of three terms of three years each.
- An external evaluation of the Board is carried out every four years. This review was conducted in Summer 2024 and concluded in September 2024. This external Board Evaluation concluded that Activity Alliance Board was overall effective with a number of areas of strength. The review recommended that the Board should address information infrastructure, stakeholder management and succession planning as part of next steps. The Chair has led this work with an action plan focused on continuing to be an effective Board and strengthening identified areas.
- 33% of the Trustees are Member nominated Trustees, and all recruitment is made by open advertisement followed by application and interview.

## Statement of Trustees' responsibilities

The Trustees (who are also Directors of Activity Alliance for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Charitable Company and the group, and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that year. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP 2019 (FRS 102).
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charitable Company will continue in operation.

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

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



In so far as the Trustees are aware:

- There is no relevant audit information of which the Charitable company's auditor is 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 auditor is aware of that information.

## Appointment of Trustees

Under Article 64 of the Articles of Association, the Board aims to be fully reflective of the community the Charitable Company ultimately serves by being appropriately representative of disabled people and equality principles as set out in the Equality Act 2010. Each Board member may serve a maximum three terms of three years each. No appointment shall exceed a period of nine years unless in exceptional circumstances.

The Nominations Committee plays a crucial role in ensuring that Activity Alliance's board and leadership is composed of qualified, diverse, and experienced individuals who align with the charity's mission and values. One of main responsibilities of the Committee is to review Board skills matrix in order to steer Trustee recruitment to find candidates with a skillset to fill the identified skill gaps. Such candidates are recommended for Board or member appointment as per the Articles of Association. In order to increase diversity of the Board, Activity Appliance employs various practices when recruiting Trustees, including posting advertisements for Trustee positions on relevant social media platforms and recruitment websites as well as our own. We also use job boards and networks that appeal to underrepresented groups. Activity Alliance's commitment to diversity and inclusion is clearly stated in the job description, using bias and jargon free language. Interview panels include people from various backgrounds and lived experiences to bring diverse perspectives to the evaluation process. Alternative way of application are encouraged and these include video or audio application. We produce recruitment documents in accessible formats on demand and these include Easy Read and British Sign Language.

Trustee appointments are made in line with Tier 3 Code for Sports Governance and our Equality, Equity and Diversity Statement.

## Trustee induction and training

Once new trustees have been appointed, they go through an internal induction process where they are invited to meet key employees and other Trustees. During their induction, new Trustees are briefed on their legal obligations under charity and company law.

## Pay policy

The Board of Directors are the Charity's Trustees. The Leadership comprises key management personnel of the Charity who are in charge of directing, running and operating the organisation on a day-to-day basis. All Trustees give their time freely and no Trustee received remuneration in the year. Details of Directors' expenses and related party transactions are disclosed in Note 10 to the accounts. Any review of the Chief Executive's remuneration would be carried out by the Nominations Committee in consultation with the Chair and any recommendations would require Board approval.

## Organisation

The governing body of the Charity is the Board of Trustees, which met six times during the financial year 2024/25. There are two standing Board Sub-Committees. The Finance, Audit, Risk and Governance Committee (FARG) which met five times during the year and the Nominations Group which met six times during the year.

The Chief Executive is appointed by the Trustees to manage the day-to-day operations of the Charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms approved by the Trustees, for operational matters including finance, employment and performance related activity.

## Risk and internal control

The Trustees have overall responsibility for identifying and managing the most significant and emerging risks facing the Charity and ensuring an appropriate system of controls, financial and otherwise is in place. Trustees are also responsible for safeguarding the assets of the Charity and taking reasonable steps for the prevention and detection of fraud and other irregularities providing reassurance that:

1. The Charity complies with relevant laws and regulations.
2. Its assets are safeguarded against unauthorised use or disposition.
3. Proper records are maintained, and financial information used within the Charity or for publication is reliable.

Over the past year, the board has defined its collective appetite for risk, considering both opportunities and threats, developing category-based risk appetite statements, which form a key part of the Charity's risk management framework. The statements provide clarity on the risks that the Charity is not prepared to tolerate, whilst ensuring a more balanced/open appetite in other areas, promoting developing and maximise stakeholder value. The board is accountable for ensuring management execute strategic objectives in accordance with the board's risk appetite, with any exceptions being escalated to the board for review.

The Finance, Audit, Risk and Governance Committee (FARG) is responsible for providing oversight over the implementation of the risk management framework and monitoring principal and emerging risks on an ongoing basis, considering risk appetite and reviewing the effectiveness of mitigations.

Our risk management framework is designed to:

1. Identify the type of risks the Charity is facing that could prevent the achievement of strategic objectives.
2. Assess the likelihood of the risks materialising in combination with the strategic, operational, financial and reputations impacts that may arise.
3. Identify and manage mitigations to reduce the incidence and impact of risks that do materialise or maximise opportunities, in line with the board's risk appetite, ensuring appropriate ownership of each risk and related controls.
4. Monitor and report on our risks, key risk indicators, and effectiveness of controls.

## Principal risks

The principal risks identified by the Board and the associated mitigations are set out below.

Risk	Mitigations
<p><b>Attraction and retention of staff</b> The charity is unable to attract and retain individuals with the required skills to deliver our strategy.</p>	<ul style="list-style-type: none"> <li>• Staff handbook in place that is reviewed regularly.</li> <li>• Annual pay review process in place.</li> <li>• Living wage employer.</li> <li>• A variety of benefits offered to staff.</li> <li>• Quarterly staff surveys in place and results monitored.</li> <li>• Provision of staff training and development opportunities.</li> <li>• Disability Confident Employer and implements inclusive recruitment practices to attract diverse talent.</li> </ul> <p><b>Planned actions</b></p> <ul style="list-style-type: none"> <li>• Staff skills audit as part of People Plan.</li> <li>• Review of pay policy.</li> </ul>
<p><b>Funding</b> A significant reduction in Sport England funding.</p>	<ul style="list-style-type: none"> <li>• Existing strong relationship with funders.</li> <li>• Current funding agreement in place until 2027.</li> <li>• New learning platform established that provides a source of additional income.</li> <li>• Robust budgeting process including regular financial monitoring and reporting to track budget performance, identify variances, and take corrective actions as needed.</li> <li>• Reserves policy in place that is regularly reviewed.</li> <li>• Regular strategic planning sessions.</li> </ul> <p><b>Planned actions</b></p> <ul style="list-style-type: none"> <li>• Exploring other sources of funding and diverse income streams and continue to expand funding portfolio to include grants, individual donations, corporate sponsorships and events.</li> <li>• Clarify and strengthen our impact framework and evidence base to provide compelling evidence to support future funding bids.</li> <li>• Development of financial strategy.</li> </ul>

<p><b>Cyber crime</b> A cyber security incident compromises the availability, integrity, and confidentiality of information (including personal and company data).</p>	<ul style="list-style-type: none"> <li>• ICT policy in place.</li> <li>• Enhanced investment in cyber security including multi-factor authentication (MFA).</li> <li>• All staff and board have full Office 365 licences.</li> <li>• IT consultant service in place that ensures all software, including operating systems, applications, and antivirus solutions, are regularly updated to patch vulnerabilities and monthly reports on potential threats.</li> </ul> <p><b>Planned actions</b></p> <ul style="list-style-type: none"> <li>• FARG to undertake a deeper dive into cyber risk.</li> <li>• Cyber essentials and re-assessment.</li> <li>• Implement ongoing campaign and mandatory training to promote staff and trustee cyber security awareness.</li> <li>• Planned review of ICT and data protection policies.</li> </ul>
<p><b>Duty of care</b> An individual who we owe a duty of care is harmed as a result of a failure to implement adequate safeguards to protect their health, safety, and wellbeing.</p>	<ul style="list-style-type: none"> <li>• Employment wellbeing and health &amp; safety policies in place.</li> <li>• Programmes to promote staff wellbeing and Employee Assistance scheme in place.</li> <li>• Events safeguarding and health and safety policies in place.</li> <li>• Contracts in place between charity and event delivery partner that address safeguarding &amp; health and safety responsibilities.</li> <li>• Risk assessments completed and reviewed regularly.</li> <li>• Relevant training provided to staff and key volunteers.</li> </ul> <p><b>Planned actions</b></p> <ul style="list-style-type: none"> <li>• Continue to engage with specialists to ensure best practice approach.</li> </ul>



# Financial review 2024/25

## Income

Group income for 2024/25 amounted to £2,978k (2023/24: £2,930k), an increase of £48k (2%) on last year. Sport England remained one of Activity Alliance's largest funders, contributing £1,748k (2023/24: £1,462k) of system partner funding for the financial year. Sport England also provided £450k of funding for the "Get Out Get Active" (GOGA) programme.

For the Activity Alliance Charity only, income for 2024/25 amounted to £2,975k (2023/24: £2,921k), an increase of £54k (2%) on last year.

There have been no significant fundraising activities involving the general public.

## Expenditure

Charitable expenditure for the Group for 2024/25 amounted to £2,755k (2023/24: £2,888k), a decrease of £133k (5%) on last year.

Charitable expenditure for the Activity Alliance Company only, during 2024/25 amounted to £2,752k (2023/24: £2,880), a decrease of £128k (4%) on last year.

## Reserves

Total reserves as at 31 March 2025 were £1,271k (2023/24: £1,048k) an increase of £223k.

Restricted reserves as at 31 March 2025 amounted to £432k (2023/24: £301k), an increase of £131k. Details of restricted reserves are given under Note 19.

Unrestricted reserves as at 31 March 2025 totalled £839k (2023/24: £747k), an increase of £92k. £211k has been designated from unrestricted reserves for the purpose of growing and developing the organisation. In addition, £30k has been designated as a fixed asset fund representing the net book value of the underlying fixed assets of the charity. This is a prudent measure reflecting the fact that these assets would not be easily realisable if needed to meet future liabilities.

Further details of the Activity Alliance reserve policy can be found below.

## Public Benefit Statement

The Trustees confirm that they have complied with the duty in section 4 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on Charities and Public Benefit.

Activity Alliance's charitable purpose, contained within its objects, is to promote a wider understanding of the needs of disabled people in the field of sport and physical recreation. The Trustees ensure that this purpose is carried out for the public benefit by delivering services that fit within the core funding received for this purpose. The Trustees also ensure that funds received for specific purposes are treated as restricted income and expenditure. They also comply with the requirement that projects carried out aside from core targets are for the public benefit.

## Reserves Policy

The Reserves Policy remains as unrestricted funds not committed or invested in fixed assets at a level equivalent to three months of operating costs. This equates to approximately £479k (based on 3 months salaries and 3 months of overhead costs).

As at 31 March 2025, the unrestricted reserves not invested in fixed assets ("free reserves") were £598k (2023/24: £523k).

## Investment Policy

It is the requirement of the Trustees that surplus funds generated from time to time should be invested at minimal risk to the organisation. As a consequence, no investment is made in any form that is liable to suffer adverse market variations.

Funds considered surplus from time to time are invested on a short- or medium-term fixed interest basis to comply with this requirement. Interest received on deposits of this nature generated £23.1k during 2024/25 (2023/24 £15.6k).

## Related Parties

English Federation of Disability Sport (EFDS) operating as Activity Alliance is a Charity registered with the Charity Commission. It has a trading subsidiary called English Federation of Disability Sport Events Management Limited (EFDS EM, Company Number 05905541), for the receipt of commercial sponsorship, and any surplus is gift aided to the parent company.

The English Federation of Disability Sport Events Management Limited is a private company limited by shares with a share capital of £1,000, all the shares are owned by the English Federation of Disability Sport. The Company was incorporated on 14 August 2006 and is VAT registered.

At 31 March 2025, Activity Alliance's member organisations were:

National Disability Sports Organisations: British Blind Sport, CP Sport, Dwarf Sports Association UK, LimbPower, Special Olympics GB, UK Deaf Sport, WheelPower, International Mixed Sports Ability (IMAS).

Regions: East, East Midlands, North East, North West, South East, South West, West Midlands, Yorkshire and Humber; and London region.

Associates: Access Sport, Active Cheshire, Active Essex, Active Gloucestershire, Active Notts, Active Norfolk, Active Partnerships, Aspire, Association of Colleges Sport, British Kickboxing Council, Cedar Academy, Cheshire Centre for Independent Living, County Durham Sport, Durham Cricket Board, Disability Rights UK, Disability Sports Coach, Down's Syndrome Association, Durham Cricket Board, Energize Shropshire Telford and Wrekin, England Golf, FairPlay, Foundation of Light, GreaterSport, Help for Heroes, Herts Sports Partnership, Leonard Cheshire Disability, Middlesbrough Football Club Foundation, Newcastle United Foundation, Newcastle University Student' Union, North Yorkshire Sport, Panathlon, Paradance UK, Rebound Therapy, Scarborough Inclusive Sport Steering Group, Scope, SMILE through Sport, Sport and Recreation Alliance, Sport Birmingham, Step Change Studios, Tees Valley Sport, The Challenge Hub, The Change Foundation, The Football Association, The Inspire Group, Thomas Pocklington Trust, Together Active, Tyne and Wear Sport, Wheelchair Dance Sport Association UK, Wiltshire and Swindon Sport, Yorkshire Sport Foundation, Youth Sport Trust.

## Plans for Future Periods

Throughout 2025 and beyond, we will continue to deliver our new strategy, we all belong, and work towards our three ambitions. This will include multi-year budget planning aligned to a multi-year operational plan. This will ensure we have a strong foundation in place to continue to remain financial sustainable during the current economic climate.

We will maintain the progress we have made in 2024/2025 and expand the following projects:

- Diversify our income streams with a new approach to income generation where we will access new funding opportunities. A part of this approach will be to ensure Full Cost Recovery (FCR) is considered across our work.
- A Programmes Pipeline has been developed to identify new multi-year funding streams from both within, and outside of, the sport and physical activity sector. Alongside this there is significant work being done on the succession planning of Get Out Get Active and Include to Improve.
- With our current System Partner Funding from Sport England coming to an end in March 2027, conversations will begin with Sport England about future System Partner funding.
- Invest legacy funds in building a new website allowing us to raise our profile and reach including investment in digital marketing.

The Trustees' Report has been prepared in accordance with the special provisions relating to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

On behalf of the Board of Trustees.



**Samantha Orde OBE, Chair**

Date: 15 October 2025

# Independent Auditor's Report to the members of English Federation of Disability Sport

## Opinion

We have audited the financial statements of English Federation of Disability Sport ("the Parent Charitable Company") and its subsidiaries ("the Group") for the year ended 31 March 2025 which comprise the Consolidated and Parent Charitable Company Statement of Financial Activities, the Consolidated and Parent Charitable Company Balance Sheets, the Consolidated Statement of Cash Flows and the related notes including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the Group's and the Parent Charitable Company's affairs as at 31 March 2025 and of the incoming resources and application of resources, including its income and expenditure, for the year ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- Have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

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

## Conclusions related to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or Parent Charitable Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

## Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' report, other than the financial statements and our audit report thereon.



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

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

We have nothing to report in this regard.

## Opinions on other matters prescribed by the Companies Act 2006

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

- a. the information given in the Trustees' Report (incorporating the Strategic Report and the Directors' Report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- b. the Strategic Report and the Directors' Report have been prepared in accordance with applicable legal requirements.

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

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

- Adequate accounting records have not been kept by the Parent Charitable Company, or returns adequate for our audit have not been received from branches not visited by us; or
- The Parent Charitable Company's 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.

## Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities the Trustees (who are also the Directors of the Parent Charitable Company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

## Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below:

- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness;
- Reviewing minutes of meetings of those charged with governance; and
- Enquiry of management to identify any instances of non-compliance with laws and regulations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' report. We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

## Use of our report

This report is made solely to the Parent 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 Parent Charitable Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Parent Charitable Company and the Parent Charitable Company's members as a body, for our audit work, for this report, or for the opinions we have formed.



### **Mark Ashfield BA FCA (Senior Statutory Auditor)**

For and on behalf of HB&O Limited

Chartered Accountants and Statutory Auditors

Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006

Highdown House, 11 Highdown Road, Leamington Spa, Warwickshire, CV31 1XT

Date: 15 October 2025

# Statement of financial activities

Group statement of financial activities including income and expenditure account  
for the year ended 31 March 2025

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
<b>Income</b>					
Donations and legacies	3	73,618	-	73,618	232,941
Other trading activities	4	124,093	1,960	126,053	248,952
Investment income	5	23,183	-	23,183	15,606
Income from charitable activities	6	17,000	2,738,211	2,755,211	2,432,269
<b>Total incoming resources</b>		<b>237,894</b>	<b>2,740,171</b>	<b>2,978,065</b>	<b>2,929,768</b>
<b>Expenditure</b>					
Charitable activities		149,394	2,592,683	2,742,077	2,874,054
Costs of raising funds		12,862	-	12,862	14,314
<b>Total expenditure</b>	8	<b>162,256</b>	<b>2,592,683</b>	<b>2,754,939</b>	<b>2,888,368</b>
<b>Net movement in funds before transfers</b>		<b>75,638</b>	<b>147,488</b>	<b>223,126</b>	<b>41,400</b>
<b>Transfer between funds</b>		<b>16,126</b>	<b>(16,126)</b>	<b>-</b>	<b>-</b>
<b>Net movement in funds for the year</b>		<b>91,764</b>	<b>131,362</b>	<b>223,126</b>	<b>41,400</b>
<b>Reconciliation of funds</b>					
Funds balance at 1 April 2024		747,022	300,958	1,047,980	1,006,580
<b>Total funds carried forward at 31 March 2025</b>	19	<b>838,786</b>	<b>432,320</b>	<b>1,271,106</b>	<b>1,047,980</b>

All the activities of the Group are classified as continuing. The notes on pages 44-57 form part of these financial statements.

Statement of financial activities (Parent Charitable Company) including income and expenditure account for the year ended 31 March 2025

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
<b>Income</b>				
Donations and legacies	133,245	11,250	144,495	374,932
Other trading activities	61,641	1,960	63,601	98,585
Investments income	23,183	-	23,183	15,606
Income from charitable activities	17,000	2,726,961	2,743,961	2,432,269
<b>Total incoming resources</b>	<b>235,069</b>	<b>2,740,171</b>	<b>2,975,240</b>	<b>2,921,392</b>
<b>Expenditure</b>				
Charitable activities	146,569	2,592,683	2,739,252	2,865,678
Costs of raising funds	12,862	-	12,862	14,314
<b>Total expenditure</b>	<b>159,431</b>	<b>2,592,683</b>	<b>2,752,114</b>	<b>2,879,992</b>
<b>Net movement in funds before transfers</b>	<b>75,638</b>	<b>147,488</b>	<b>223,126</b>	<b>41,400</b>
<b>Transfer between funds</b>	<b>16,126</b>	<b>(16,126)</b>	<b>-</b>	<b>-</b>
<b>Net movement in funds for the year</b>	<b>91,764</b>	<b>131,362</b>	<b>223,126</b>	<b>41,400</b>
<b>Reconciliation of funds</b>				
Fund balance at 1 April 2024	740,947	300,958	1,041,905	1,000,505
<b>Total funds carried forward at 31 March 2025</b>	<b>832,711</b>	<b>432,320</b>	<b>1,265,031</b>	<b>1,041,905</b>

All the activities of the Charitable Company are classified as continuing. The notes on pages 44-57 form part of these financial statements.



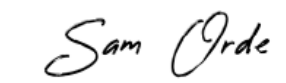
## Group balance sheet as at 31 March 2025

	Note	£	2025 £	2024 £
<b>Fixed assets</b>				
Tangible assets	14		29,955	17,124
<b>Current assets</b>				
Debtors	15	149,231		130,750
Investments	16	207,482		202,798
Cash at bank and in hand		1,277,553		1,012,319
		<u>1,634,266</u>		<u>1,345,867</u>
<b>Creditors:</b> amounts falling due within one year	17	<u>393,115</u>		<u>315,011</u>
<b>Net current assets</b>			1,241,151	1,030,856
<b>Total assets less current liabilities</b>			<u>1,271,106</u>	<u>1,047,980</u>
<b>Charity funds</b>				
Restricted funds	19	432,320		300,958
Designated funds	19	240,621		207,000
Unrestricted funds	19	598,165		540,022
<b>Total funds</b>			<u>1,271,106</u>	<u>1,047,980</u>

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

The notes on pages 44-57 form part of these financial statements.

Approved by the Board of Trustees on 15 October 2025 and signed on its behalf by:



**Samantha Orde OBE, Chair**

## Balance sheet (Parent Charitable Company) as at 31 March 2025

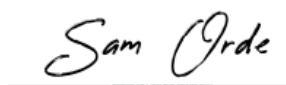
– Company number: 03627630

	Note	£	2025 £	£	2024 £
<b>Fixed assets</b>					
Tangible assets	14		<b>29,955</b>		17,124
Investments	16		<b>1,000</b>		1,000
			<b>30,955</b>		18,124
<b>Current assets</b>					
Debtors	15	<b>217,420</b>		229,230	
Investments	16	<b>207,482</b>		202,798	
Cash at bank and in hand		<b>1,199,312</b>		881,291	
		<b>1,624,214</b>		1,313,319	
<b>Creditors:</b> amounts falling due within one year	17		<b>390,138</b>	289,538	
<b>Net current assets</b>			<b>1,234,076</b>		1,023,781
<b>Total assets less current liabilities</b>			<b>1,265,031</b>		1,041,905
<b>Charity funds</b>					
Restricted funds	19		<b>432,320</b>		300,958
Designated funds	19		<b>240,621</b>		207,000
Unrestricted funds	19		<b>592,090</b>		533,947
<b>Total funds</b>			<b>1,265,031</b>		1,041,905

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

The notes on pages 44-57 form part of these financial statements.

Approved by the Board of Trustees on 15 October 2025 and signed on its behalf by:



**Samantha Orde OBE, Chair**

## Group statement of cash flows as at 31 March 2025

	Note	2025 £	2024 £
<b>Net movement in funds for the reporting periods (as per the statement of financial activities)</b>		<b>223,126</b>	<b>41,400</b>
<b>Adjustments for:</b>			
Depreciation	14	5,420	3,162
Investment Income	5	(23,183)	(15,606)
Increase in debtors	15	(18,481)	(50,334)
Increase in creditors	17	78,104	64,788
<b>Net cash flow from operating activities</b>		<b>41,860</b>	<b>2,010</b>
<b>Cash flow from investing activities</b>			
Investment income	5	23,183	15,606
Purchase of fixed assets	14	(18,251)	(13,000)
<b>Net cash flow from investing activities</b>		<b>4,932</b>	<b>2,606</b>
<b>Net increase in cash</b>		<b>269,918</b>	<b>46,016</b>
<b>Cash and cash equivalents at 1 April 2024</b>		<b>1,215,117</b>	<b>1,169,101</b>
<b>Cash and cash equivalents at 31 March 2025</b>		<b>1,485,035</b>	<b>1,215,117</b>
<b>Cash and cash equivalents consists of:</b>			
Cash at bank and in hand		1,277,553	1,012,319
Current asset investments	16	207,482	202,798
		<b>1,485,035</b>	<b>1,215,117</b>

# Notes forming part of the financial statements for the year ended 31 March 2025

## 1. Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

### a. Basis of preparation

These financial statements are for the financial year ended 31 March 2025. These have been prepared in accordance with 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) (Charities SORP FRS 102) and the Companies Act 2006. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s). They are prepared in sterling which is the functional currency of the Charitable Company and rounded to the nearest £1.

### b. Preparation of the accounts on a going concern basis

The system partner funding from Sport England secured to the end of March 2027 provides security of funding for core activities. Further reassurance has been sought to ensure the financial sustainability of the charity for both existing and future funding streams. The trustees are confident that both the cost management measures taken as well as the transparent conversations with funders has secured the immediate future of the charity. This assessment of the trustees is that the charity is a going concern.

The charity remains in regular contact with our main funding providers Sport England and others to secure their on-going financial support.

### c. Fund accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the Charity.

Restricted funds are subject to restrictions or specific conditions on their expenditure imposed by the donor.

### d. Income

All incoming resources are included in the statement of financial activities when the charity is entitled to the income, there is sufficient certainty of receipt, and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income.

Donations and legacy income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on delivery of specific performance by the Charity, are recognised when the Charity becomes unconditionally entitled to the grant.

Donated services and facilities are included at the value to the Charity where this can be quantified. The value of services provided by the volunteers has not been included within these accounts.

Income from the investments is included when receivable.

Income from charitable activities is accounted for when earned.



Incoming resources from grants, where related to performance and by specific deliverables, are accounted for as the Charity earns the right to consideration by its performance.

**e. Expenditure**

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

The accounts are prepared on the accruals basis, liabilities are recognised as resources expended as soon as there is legal or constructive obligation committing the Charity to expenditure.

Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates.

Expenditure on raising funds consists of all those expenses that are incurred by trading for a fundraising purpose in either donated or brought-in-goods or in providing non-charitable services to generate income, as well as the costs associated with attracting voluntary income.

Expenditure on charitable activities comprise all the resources applied by the Charity in undertaking its work to meet its charitable objectives as well as the cost of raising the funds to finance these activities and governance costs. These costs include direct costs of the charitable activities together with those support costs incurred that enable these activities to be undertaken, as well as governance costs which relate to the general running of the Charity. They do not include the direct management functions inherent in generating funds, service delivery and programme of project work.

These activities provide the governance infrastructure which allows the Charity to operate and generate the information required for public accountability and include the strategic planning purposes that contribute to the future development of the Charity.

Governance costs include such items as external audit, legal advice for Trustees and costs associated with the constitutional and statutory requirements of the Charity.

All costs are allocated between the expenditure categories of the Statement of Financial Activities (SOFA) on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis.

**f. Operating leases**

The Charity classifies the rental premises as operating leases. Rental charges are charged on a straight-line basis over the term of the lease.

**g. Fixed assets**

Tangible fixed assets are stated at cost less accumulated depreciation. All individual assets costing more than £1,000 are capitalised.

Depreciation is provided at rates calculated to write off the costs less residual value of each asset over its expected useful life as follows:

<b>Computer equipment</b>	- 25% per annum straight line basis
<b>Furniture and equipment</b>	- 10% per annum straight line basis

#### **h. Investments**

Current asset investments are stated at market value.

#### **i. Debtors**

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

#### **j. Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three to twelve months.

#### **k. Creditors**

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

#### **l. Pensions**

The pension costs charged in the accounts represent the contributions payable by the Charity during the year.

#### **m. Group financial statements**

The consolidated financial statements comprise the English Federation of Disability Sport and its subsidiary company, English Federation of Disability Sport Events Management Limited. The results of the subsidiary are consolidated on a line-by-line basis.

The SOFA for the English Federation of Disability Sport is presented with the accounts.

#### **n. Prior year adjustments**

Prior year adjustments may arise as a result of a change in accounting policy or to correct a material error. Prior year figures are corrected retrospectively by amending opening balances and comparative amounts for the prior year. Changes in accounting estimates are accounted for prospectively and do not give rise to a prior year adjustment.

### **2. Legal status of the trust**

The Charity is a company limited by guarantee, incorporated, and domiciled in the United Kingdom, and has no share capital. The address of the registered office can be found on page 3 of the financial statements. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

### **3. Donations and legacy income**

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Donations	43,617	-	43,617	25,941
Legacies	30,001	-	30,001	207,000
Total donations and legacy income	73,618	-	73,618	232,941

All donation and legacy income received in 2024 related to unrestricted funds.

#### 4. Other trading activities

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Inclusive training courses	18,745	-	18,745	14,358
Corporate sponsorship	-	-	-	33,333
Disability sport events	38,916	-	38,916	25,772
Others	66,432	1,960	68,392	175,489
Total other trading activities	124,093	1,960	126,053	248,952

All other trading activities expenditure in 2024 related to unrestricted funds.

#### 5. Investment income

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Bank and investment interest	23,183	-	23,183	15,606
Total investment income	23,183	-	23,183	15,606

All of the Charity's investment income arises from interest bearing deposit and current accounts.

All investment income received in 2024 related to unrestricted funds.

#### 6. Income from charitable activities

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
System partner (Sport England)	-	1,747,809	1,747,809	1,462,299
Improve to Include (Sport England)	-	500,402	500,402	-
Inclusion 2024 (Youth Sport Trust)	-	25,000	25,000	5,000
GOGA	-	450,000	450,000	947,970
Retrain to Retain (CIMPSA)	-	15,000	15,000	-
Others	17,000	-	17,000	17,000
Total income from charitable activities	17,000	2,738,211	2,755,211	2,432,269

Of the £2,432k received in 2024, £17k related to unrestricted funds and £2,415k related to restricted funds.

## 7. Outsourced activity payments

The Charity undertakes its charitable activities through a combination of direct service provision and outsourcing to third parties. An analysis of recipients for 2024/25 is as follows:

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
UK Coaching Solutions	4,238	-	4,238	18,957
GOGA partners	-	290,000	290,000	591,025
Improve to Include partner		219,074	219,074	-
Others	24,669	-	24,669	24,155
Total outsourced activity payments	28,907	509,074	537,981	634,137

Of the £634k expenditure in 2024, £43k related to unrestricted funds and £591k related to restricted funds.

## 8. Total expenditure

The statement of financial activities provides an analysis of the resources expended by the charity which are split into two main categories:

- a. Expenditure on charitable activities and
- b. Costs of raising funds

	a) Charitable activities 2025 £	b) Raising funds 2025 £	Total funds 2025 £	Total funds 2024 £
Salary costs and on-costs	1,332,989	-	1,332,989	1,434,298
Other staff costs	109,901	-	109,901	64,611
Travel and subsistence	57,510	12,202	69,712	61,054
Site costs	94,174	-	94,174	98,857
Office expenses	17,187	-	17,187	21,105
Commission services	174,237	-	174,237	195,918
Audit fee	15,309	-	15,309	14,580
Direct development	34,270	-	34,270	35,408
Marketing and website	62,613	-	62,613	71,842
Research and insight	39,224	-	39,224	89,347
Events expenses	40,858	-	40,858	42,663
Outsourced activity (see note 7)	537,981	-	537,981	634,137
Equipment and leases	7,351	-	7,351	5,088
Training	96,489	-	96,489	35,730
Depreciation	5,420	-	5,420	3,162
Meetings	62,636	-	62,636	74,283
Staff training	21,717	-	21,717	7,384
Other costs	32,211	660	32,871	(1,099)
Total resources expended	2,742,077	12,862	2,754,939	2,888,368



Of the £2,755k expenditure in 2025 (2024: £2,888k) £162k was charged to unrestricted funds (2024: £231k) and £2,593k was charges to restricted funds (2024: £2,657k).

Included within the expenditure on charitable activities are governance costs of £15,418 (2024: £14,580).

## 9. Net movement in funds

Net movement in funds is stated after charging:

	2025	2024
	£	£
Depreciation	5,420	3,162
Operating leases	74,066	76,473
Auditors' remuneration	15,309	14,580

## 10. Trustees

None of the trustees or any persons connected with them received any remuneration during the year.

Travel and subsistence expenses amounting to £3,859 were reimbursed to 10 trustees (2024: £3,592 to 9 trustees).

## 11. Employment

	2025	2024
	Number	Number
<b>Average number of employees:</b>		
Headquarters	5	5
Direct development	20	20
Marketing and research	5	5
Events and marketing	2	2
Total average number of employees	32	32
	2025	2024
	£	£
<b>Employment costs</b>		
Wages and salaries	1,123,223	1,203,224
Social security costs	116,452	125,357
Other pension costs	93,314	105,717
Total employment costs	1,332,989	1,434,298

The number of employees receiving remuneration during the year of more than £60,000 were:

	2025	2024
	Number	Number
£60,000 - £70,000	-	-
£70,001 - £80,000	-	-
£80,001 - £90,000	1	1
£90,001 - £100,000	-	-

The aggregate remuneration of key personnel during the year was:

	2025	2024
	£	£
Key management personnel	<b>372,012</b>	333,144

## 12. Pension scheme

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independent administered fund. The charity also contributes to personal pension packages of employees who are not members of the Charity's scheme.

The employer's contributions to all schemes in the year was £93,314 (2024: £105,717) with an employer's contribution rate of 9% of pensionable pay.

## 13. Taxation

The company is a registered Charity and no provision is considered necessary for taxation to the extent that income and gains are applied to its charitable objects.

## 14. Tangible fixed assets – group and parent charitable company

	Fixtures, fittings and equipment £
<b>Cost</b>	
At 1 April 2024	40,888
Additions	18,251
Disposals	(16,749)
At 31 March 2025	<b>42,390</b>
<b>Depreciation</b>	
At 1 April 2024	23,764
Charge for the year	5,420
Disposals	(16,749)
At 31 March 2025	<b>12,435</b>
<b>Net book value</b>	
At 31 March 2025	<b>29,955</b>
At 31 March 2024	17,124

## 15. Debtors

	<b>Group 2025</b>	<b>Group 2024</b>	<b>Parent 2025</b>	<b>Parent 2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade debtors	<b>17,267</b>	51,742	<b>15,950</b>	13,236
Amounts due from subsidiary	-	-	<b>69,506</b>	136,986
Prepayments and accrued income	<b>131,964</b>	79,008	<b>131,964</b>	79,008
Total debtors	<b>149,231</b>	130,750	<b>217,420</b>	229,230

## 16. Investments – group and parent charitable company

The Charity does not invest in stocks or shares. Surplus funds are deposited at fixed rates for variable periods of time.

	<b>Group 2025</b>	<b>Group 2024</b>	<b>Parent 2025</b>	<b>Parent 2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Shares in group undertakings	-	-	<b>1,000</b>	1,000
Fixed rate deposits	<b>207,482</b>	202,798	<b>207,482</b>	202,798
Total investments	<b>207,482</b>	202,798	<b>207,482</b>	203,798

All fixed rate deposits are held with British Retail Banks.

100% of the issued share capital of the English Federation of Disability Sport Events Management Limited (Company Number 05905541) is held by the Parent Charity.

	<b>English Federation of Disability Sport Events Management Limited</b>	
	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Gross income	<b>73,702</b>	150,366
Expenditure	<b>(2,825)</b>	(8,375)
Gift aid to the Charity	<b>(70,877)</b>	(141,991)
Profit for the year	-	-
	<b>£</b>	<b>£</b>
Net assets at the year end	<b>7,075</b>	7,075

## 17. Creditors

	<b>Group 2025</b>	<b>Group 2024</b>	<b>Parent 2025</b>	<b>Parent 2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Taxation and social security	<b>57,440</b>	52,702	<b>56,609</b>	45,103
Trade creditors	<b>278,700</b>	165,027	<b>278,655</b>	164,669
Other creditors	<b>155</b>	155	<b>155</b>	155
Deferred income	<b>20,975</b>	70,616	<b>20,975</b>	55,200
Accruals	<b>35,845</b>	26,511	<b>33,744</b>	24,411
Total creditors	<b>393,115</b>	315,011	<b>390,138</b>	289,538

## 18. Deferred income movement

	Group 2025 £	Group 2024 £	Parent 2025 £	Parent 2024 £
Balance at 1 April 2024	70,616	78,267	55,200	44,933
Incoming resources deferred in the year	20,975	70,616	20,975	55,200
Less amounts released	(70,616)	(78,267)	(55,200)	(44,933)
Balance at 31 March 2025	20,975	70,616	20,975	55,200

## 19. Analysis of movement in funds

The income of the Group includes restricted funds comprising the following balances held on trust for specific purposes:

Group	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2025 £
<b>Restricted funds:</b>					
System Partner	154,356	1,747,809	(1,704,238)	(7,954)	189,973
Include to Improve	-	502,362	(294,408)	(5,645)	202,309
GOGA	110,138	-	(110,138)	-	-
GOGA 2024/25	-	450,000	(447,473)	(2,527)	-
Secondary Teacher Training	22,547	-	-	-	22,547
Inclusion 2024	13,917	25,000	(21,426)	-	17,491
Retrain to Retain	-	15,000	(15,000)	-	-
<b>Total restricted funds</b>	<b>300,958</b>	<b>2,740,171</b>	<b>(2,592,683)</b>	<b>(16,126)</b>	<b>432,320</b>
<b>Unrestricted funds:</b>					
<b>Designated funds:</b>					
Legacy fund	207,000	30,001	(26,335)	-	210,666
Fixed asset fund	-	-	(5,420)	35,375	29,955
<b>General funds</b>	<b>540,022</b>	<b>207,893</b>	<b>(130,501)</b>	<b>(19,249)</b>	<b>598,165</b>
<b>Total unrestricted funds</b>	<b>747,022</b>	<b>237,894</b>	<b>(162,256)</b>	<b>16,126</b>	<b>838,786</b>
<b>Total funds</b>	<b>1,047,980</b>	<b>2,978,065</b>	<b>(2,754,939)</b>	<b>-</b>	<b>1,271,106</b>



## 20. Analysis of movement in funds (continued)

Group	Balance at 1 April 2023	Income	Expenditure	Transfers in/out	Balance at 31 March 2024
	£	£	£	£	£
Restricted funds:					
System Partner	416,619	1,462,299	(1,724,562)	-	154,356
IAP (Sport England)	7,875	-	(7,875)	-	-
Events	3,201	-	-	(3,201)	-
GOGA	65,875	947,970	(903,707)	-	110,138
Secondary Teacher Training	23,044	-	(497)	-	22,547
Inclusion 2024	28,970	5,000	(20,053)	-	13,917
Others	19,086	-	-	(19,086)	-
Total restricted funds	564,670	2,415,269	(2,656,694)	(22,287)	300,958
Unrestricted funds:					
Designated funds:					
Legacy fund	-	207,000	-	-	207,000
CRM Phase 1	18,000	-	(18,360)	360	-
General funds	423,910	307,499	(213,314)	21,927	540,022
Total unrestricted funds	441,910	514,499	(231,674)	22,287	747,022
Total funds	1,006,580	2,929,768	(2,888,368)	-	1,047,980

## 21. Analysis of movements in funds (continued)

Parent	Balance at 1 April 2024	Income	Expenditure	Transfers in/out	Balance at 31 March 2025
	£	£	£	£	£
<b>Restricted funds:</b>					
System Partner	154,356	1,747,809	(1,704,238)	(7,954)	189,973
Include to Improve	-	502,362	(294,408)	(5,645)	202,309
GOGA	110,138	-	(110,138)	-	-
GOGA 2024/25	-	450,000	(447,473)	(2,527)	-
Secondary Teacher Training	22,547	-	-	-	22,547
Inclusion 2024	13,917	25,000	(21,426)	-	17,491
Retrain to Retain	-	15,000	(15,000)	-	-
<b>Total restricted funds</b>	<b>300,958</b>	<b>2,740,171</b>	<b>(2,592,683)</b>	<b>(16,126)</b>	<b>432,320</b>
<b>Unrestricted funds:</b>					
<b>Designated funds:</b>					
Legacy fund	207,000	30,001	(26,335)	-	210,666
Fixed asset fund	-	-	(5,420)	35,375	29,955
<b>General funds</b>	<b>533,947</b>	<b>205,068</b>	<b>(127,676)</b>	<b>(19,249)</b>	<b>592,090</b>
<b>Total unrestricted funds</b>	<b>740,947</b>	<b>235,069</b>	<b>(159,431)</b>	<b>16,126</b>	<b>832,711</b>
<b>Total funds</b>	<b>1,041,905</b>	<b>2,975,240</b>	<b>(2,752,114)</b>	<b>-</b>	<b>1,265,031</b>

## 22. Analysis of movements in funds (continued)

Parent	Balance at 1 April 2023	Income	Expenditure	Transfers in/out	Balance at 31 March 2024
	£	£	£	£	£
Restricted funds:					
System Partner	416,619	1,462,299	(1,724,562)	-	154,356
IAP (Sport England)	7,875	-	(7,875)	-	-
Events	3,201	-	-	(3,201)	-
GOGA	65,875	947,970	(903,707)	-	110,138
Secondary Teacher Training	23,044	-	(497)	-	22,547
Inclusion 2024	28,970	5,000	(20,053)	-	13,917
Others	19,086	-	-	(19,086)	-
Total restricted funds	564,670	2,415,269	(2,656,694)	(22,287)	300,958
Unrestricted funds:					
Designated funds:					
Legacy fund	-	207,000	-	-	207,000
CRM Phase 1	18,000	-	(18,360)	360	-
General funds	417,835	299,123	(204,938)	21,927	533,947
Total unrestricted funds	435,835	506,123	(223,298)	22,287	740,947
Total funds	1,000,505	2,921,392	(2,879,992)	-	1,041,905

Name of fund	Description, nature and purposes of fund
<b>System Partner</b>	Activity Alliance is a Sport England system partner. This means that Activity Alliance is funded through Sport England's National Lottery to tackle inequalities and support everyone in England to access the profound physical, mental and community benefits of sport and physical activity.
<b>IAP (Sport England)</b>	Delivered by Activity Alliance in partnership with UK Coaching, this programme is funded through Sport England's National Lottery fund to improve the confidence and competence of disabled people in community sport opportunities.
<b>Events</b>	Funding from Lions, Swim England and other bodies to ensure disabled people can access sport and physical activity of their choice working with County Sport Partnerships.
<b>Get Out Get Active (GOGA)</b>	Delivered by Activity Alliance funded by Sport England, to engage the very least active disabled and non-disabled people in activity together.
<b>GOGA 2024/25</b>	Delivered by Activity Alliance in partnership with a UK consortium of partners, this programme is supported by Sport England to engage the very least active disabled and non-disabled people in activity together.
<b>STT (Sport England)</b>	Activity Alliance works in partnership with a consortium of partners, the Secondary Teacher Training programme is funded through Sport England's National Lottery fund to increase young people's enjoyment of PE, schools sport and physical activity.
<b>Inclusion 2024</b>	Youth Sports Trust, Department of Education funded initiative. Activity Alliance's role has been to develop an education micro-site to support professionals to access inclusion resources and materials.
<b>Include to Improve</b>	Delivered by Activity Alliance in partnership with Sport for Confidence, this programme is supported by Sport England to help the physical activity sector and the disabled people it serves to respond to the increased inequalities caused by Covid 19 and the subsequent ongoing challenges this has posed.
<b>Retrain to Retain</b>	CIMPSA funded initiative to deliver training resources for CIMSPA members.
<b>CRM Phase 1</b>	Funds designated for expenditure in 2023/24 on phase 1 of the new CRM system.
<b>Legacy fund</b>	Legacy income designated for the growth and development opportunities of Activity Alliance.
<b>Fixed asset fund</b>	Designated fund representing the net book value of the underlying fixed assets of the charity. This is a prudent measure reflecting the fact that these assets would not be easily realisable if needed to meet future liabilities.

## 23. Analysis of group net assets between funds

	Restricted funds £	Unrestricted funds £	Total £
Funds balances as at 31 March 2025 are represented by:			
Tangible fixed assets	-	29,955	29,955
Current assets	432,320	1,201,946	1,634,266
Creditors: amounts falling due within one year	-	(393,115)	(393,115)
Total	432,320	838,786	1,271,106

Funds balances as at 31 March 2024 are represented by:

Tangible fixed assets	-	17,124	17,124
Current assets	300,958	1,044,909	1,345,867
Creditors: amounts falling due within one year	-	(315,011)	(315,011)
Total	300,958	747,022	1,047,980

## 24. Commitments under operating leases

At 31 March 2025 the total future minimum lease payments under non-cancellable operating leases were:

	Land and buildings		Other	
	2025	2024	2025	2024
	£	£	£	£
Within 1 year	31,162	17,978	-	-
Between 1 and 5 years	74,025	-	-	-
After more than 5 years	-	-	-	-
	105,187	17,978	-	-



# activity alliance

disability  
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