

Company registration number: 02370578  
Charity registration number: 802385

**THE BRITISH PARALYMPIC ASSOCIATION**  
**(Limited by Guarantee)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**for the year ended**  
**31 MARCH 2017**

**THE BRITISH PARALYMPIC ASSOCIATION**  
**(Limited by Guarantee)**

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**LEGAL AND ADMINISTRATIVE INFORMATION**

**Charity name:** The British Paralympic Association

*also known as:* ParalympicsGB  
BPA

**Charity registration number:** 802385

**Company registration number:** 02370578

**Registered office** 60 Charlotte Street  
London  
W1T 2NU

**Trustees and Directors**

Tim Reddish CBE	Chair (to 28 February 2017)
Nick Webborn OBE	Chair (from 28 February 2017)
Annamarie Phelps CBE	Vice Chair
Richard Callicott OBE	(to 28 February 2017)
David Clarke	(from 28 February 2017)
Forbes Dunlop	(from 28 February 2017)
David Hadfield	
Paul Masters	(to 28 February 2017)
Geoff Newton	
Emma Boggis	
Norman Brodie	
Greg Nugent	

**Chief Executive Officer** Tim Hollingsworth OBE

**Company Secretary** Elaine Battson

**Auditors** WMT  
2nd Floor  
45 Grosvenor Road  
St Albans  
Hertfordshire  
AL1 3AW

**Bankers** HSBC  
21 High Street  
Purley  
Surrey  
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**Solicitors** Hogan Lovells  
Atlantic House  
Holborn Viaduct  
London  
EC1A 2FG

**Website address** <http://paralympics.org.uk>

# **THE BRITISH PARALYMPIC ASSOCIATION**

## **(Limited by Guarantee)**

### **TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2017**

#### **CHAIR'S MESSAGE**

I am delighted to introduce the 2016–2017 annual report and financial statements.

It is a particular pleasure to do so as the newly elected Chair of the BPA. As someone who has spent a lifetime in the Paralympic movement, as a competitor and more substantially as a major focus of my medical career, it is an honour to have been nominated and elected Chair at the NPC meeting held on 28 February 2017.

I am extremely grateful to my predecessor, Tim Reddish CBE, who stepped down following two highly successful terms. I believe all of us who care about the BPA and the Paralympic movement in the UK owe Tim a huge debt of gratitude. He showed enormous vision, leadership and tenacity throughout his Chairmanship, overseeing not just the BPA's most successful period but also a genuine transformation of the organisation and its role, and the public's perception of the Paralympics.

Much of the information contained within this Trustee's Report relates to activity undertaken during Tim's tenure. At the heart of this, of course, was the hugely successful performance of ParalympicsGB at the Rio 2016 Summer Games. It is right that so much of this Report focuses on this period given the impact that the BPA was able to have on and off the field of play.

However there has been throughout a significant focus on the organisation's future and of course a continuing engagement on Games to come – not least the upcoming PyeongChang Winter Paralympic Games in March 2018. Under the continued leadership of Chef de Mission, Penny Briscoe, plans and preparation for our winter team are taking excellent shape as we look to build on our exceptional performance in Sochi in 2014.

Rio 2016 was an amazing Games for the BPA. Our ParalympicsGB team of 264 athletes from 19 different sports competed to an amazing level, finishing second in the medal table with an astonishing 147 medals – 64 of which were gold. This meant that the stated ambition to win at least one more medal than the 120 won at the previous Games of London 2012 was easily surpassed.

That success on the field of play was supported by world leading athlete support, sports science and medicine and operational delivery at every level. The ParalympicsGB team in the Village worked tirelessly to ensure no stone was left unturned as our 'best prepared' mantra became a reality. Elsewhere at the Games we operated an ambitious and successful hospitality programme hosting our Royal Patron, Government Ministers and other VIP and Commercial guests whilst also supporting the athletes' media and other requirements, their 'nearest and dearest' travelling supporters, and the next generation of athletes through a comprehensive experiential 'Paralympic Inspiration Programme'. All of whom converged at British House, a place jointly hosted with Her Majesty's Government and the Mayor of London for all our activity outside of the Village. All this was underpinned by considerable further support back in London, including the very complex organisation of the team's homecoming logistics and celebrations.

What made Rio all the more remarkable is the complexity of the environment in which we had to deliver all of that. Not only was there a very real threat to the existence of the Games from the political and economic situation in Brazil in the weeks leading up to the Games, but the International Paralympic Committee's (IPC) bold stance in sanctioning Russia for doping violations created a major news story as its backdrop at a critical time. That we as a team and a nation were able not only to survive but thrive in this challenging environment speaks volumes about the thoroughness of our preparation, the resources we had secured at our disposal – including invaluable support from UK Sport, our Commercial Partners and Philanthropic supporters – and our values based approach to delivery.

I should also pay tribute to the IPC for the way they showed real leadership through the period and ensured not only a hugely successful Games but also the integrity of their position in relation to drug free sport.

The Games also provided a unique platform to further our wider ambition and deliver on the organisation's vision "through sport, inspire a better world for disabled people." This was achieved through online resources

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## **TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2017**


such as our Get Set education programme and Parasport website, as well as the work we are doing in partnership to capture and tell the story of the birthplace of the movement through the formation and launch of the National Paralympic Heritage Trust. In addition, we engaged in promotional opportunities through the Rio Games as part of our 'Supercharge' marketing campaign and the 'ParalympicsGB Carnivals' we staged in six cities across the country during the Games. Through these activities we successfully achieved our ambition to raise the profile of our athletes and through them inspire real change in opportunity and perception of disability in society.

The latter period of the year since Rio has been one of consolidation – with the focus on budgeting and forecasting for the cycle ahead, securing as much of the resources required as possible through UK Sport Lottery funding, the retention and renewal of Commercial Partnerships and the engagement of Philanthropic supporters, and creating a refreshed staffing structure that best reflects the priorities and needs of the organisation in 2017-2018 and our new Strategy 'Inspiring Excellence'.

This work has not always been easy – with inevitable disruption at the end of a formal Games' cycle caused by changes in personnel and the pressure created by the need both to work on the present whilst planning for the future. Whilst the BPA's financial position in the short term is positive we remain challenged in terms of raising the income required to deliver our ambitions through to the Tokyo 2020 Summer Paralympic Games with the current political and economic uncertainty in the UK and elsewhere contributing factors to that uncertainty. Alongside this we must continue to consider the best and most appropriate ways for the BPA to deliver against its vision and charitable purposes, and ensure a credible 'theory of change' is presented in relation to the inspirational impact of our athletes.

Despite these challenges I remain optimistic and hugely impressed by the dedication and commitment of everyone involved. I would like to thank the members of the Board – old and new – for their continuing support, guidance and engagement and all the staff for their incredible hard work and expertise in driving the organisation forward. I would like to thank too the members of the National Paralympic Committee – and in particular the National Governing Bodies of Sport that are the bedrock of the ParalympicsGB team.

It is also a time of great change at the IPC as Sir Phillip Craven steps down after sixteen years as President. Sir Phillip's wonderful leadership has highlighted the significant contribution of Great Britain to this incredible movement. We have an important place in the history of the Paralympics and as a leading NPC we must continue to ensure that we drive forward the agenda for a better society for people with disabilities through the amazing performances of our athletes. It is a very exciting moment for the BPA and the Paralympic movement. I have no doubt that we will make the most of it and demonstrate how, through sport, we can "inspire a better world for disabled people".



**Professor Nick Webborn OBE**  
**Chair**

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### **TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2017**

The Trustees present their annual report together with the audited financial statements for the year ended 31 March 2017.

This Trustees Report is a Directors Report as required by s417 of the Companies Act 2006.

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

The Association is a charitable company limited by guarantee and registered as a charity. The Association is bound by its Articles of Association. These were most recently updated at a General Meeting on 4 May 2016. (Copies available on the Company's website).

The development of the Association is the responsibility of the Board with advice from the National Paralympic Committee (NPC) (membership of the Association). The management team under the CEO holds executive responsibility for implementing the policies and strategies approved by the Board.

The Board may delegate all or any of the powers conferred on them under the Articles to a committee consisting of one or more of the Directors. A Finance and Audit Committee is established under this power. Delegated authority also resides currently with a Qualification and Selection Panel, whilst other Board sub groups such as the Sport Advisory Group, International Relations Working Group, Development Committee, Classification Advisory Group, Awards and Protocols Committee, Commercial Deals Committee and Remuneration and Nominations Committees exist in an advisory capacity to the Board.

The corporate membership of the Association (voting or non-voting) is open to any British governing body, sports specific body, disability sports body and disability body, subject to the constraints of the constitution and acceptance by the Board. Individual membership of the Association (voting or non-voting), is open to honorary members, life members and ordinary members, subject to the constraints of the constitution and acceptance by the Board.

The Trustees of the Association are also the directors for the purposes of company law and comprise:

- a) The Chairman;
- b) Five other individuals elected by the Voting Members.
- c) Up to four additional co-opted members appointed by the Board following an open recruitment procedure (this is following a skills assessment of the Board within two months of any election meeting)

The term of office for all Directors is four years. However, to ensure that the change of personnel on the Board is staggered, an election (for six directors) and an appointment process (four) is held every two years. Four representatives will be elected for the Summer Quad (from end of one Summer Paralympic Games to the next and always including the Chair) and two will be elected after the end of the Winter Paralympic Games. Elections for the four places are not later than nine months after each Summer Paralympic Games, and for the two places not later than nine months after the Winter Paralympic Games. Trustees are elected at an election meeting following nomination from the membership. Appointment of directors through an open recruitment process are similarly made to the Board in a three-to-one ratio following the Summer and Winter election processes and skills gap analysis audit.

Nominations of individuals proposed for election as Trustees and Directors have to be made in writing to the Company Secretary of the Association not later than one calendar month before the Election Meeting. Retiring Trustees and Directors are eligible for re-election providing that they have not already completed two consecutive terms, with the exception of the Chairman who may serve for a term of eight years in such office, notwithstanding any prior period of office as a Director (provided that he/ she shall serve on the Board a term not exceeding 12 years).

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Following the publication of the UK Sport / Sport England Code of Sports Governance in November 2016, the BPA will change from having an elected to an appointed Chair from 2021 onwards. This will require a change to the Articles which is proposed to be enacted at the Annual General Meeting in October 2017.

As part of the BPA's commitment to equality and diversity, nominations for elected and applications for co-opted Trustees and Directors are encouraged from groups that are under-represented on the Board. This is now further underpinned by the requirements of the Code for Sports Governance, where for example it states that there must be at least 30% representation of both genders within the Board's composition at any one time.

New Trustees are provided with an information pack of policies and procedures and meet with the Chair and Chief Executive to receive details of the decision making process. Trustees are briefed by the Company Secretary (Currently the Director of Finance and Corporate Services) on their legal obligations under charity and company law, the content of the Articles and the business plan. At the first Board meeting, there is an opportunity to meet members of staff and all Trustees are encouraged to attend appropriate external training events where these facilitate the undertaking of their role.

#### **OBJECTS, MISSION AND ACTIVITIES**

As is highlighted in the Achievements and Performance section the BPA's primary focus in delivering its objects is inspiration. The performance of the British Paralympic team (known as ParalympicsGB) on the field of play at the Paralympic Games creates high profile, widely communicated evidence of what is possible for disabled people in relation to sporting activity. It showcases the sports themselves (e.g. someone with cerebral palsy may not have known about the sport of Boccia) but more importantly can inspire disabled people to think about taking the sport up and participating themselves. Additionally, the athletes' performances can drive both public and private funding into disability sport, not least in relation to the National Lottery investment of UK Sport, thereby increasing the provision of training facilities and equipment.

More widely the success of the ParalympicsGB team inspires greater understanding and appreciation of disability among society as a whole and challenges perceptions as to what is possible. Programmes like the BPA's Get Set online platform, produced jointly with the British Olympic Foundation, are for example key outputs in relation to educating young people in particular, but its positive influence on Government, media and the public as a whole can increase the benefit to the wider community.

The year 2016/17 saw the publication of "Inspiring Excellence" the British Paralympic Association's Strategic Plan for the period 2016-2021. Following on from the previous plan ("Maximising Momentum") it presents the organisation's vision, mission, values and priorities for the cycle of activity that encompasses both the PyeongChang 2018 Winter Games and Tokyo 2020 Summer Paralympic Games.

In Inspiring Excellence, the organisation's vision is stated as "through sport, inspire a better world for disabled people".

The vision is driven by the BPA's belief that, through the power and inspiration of the Paralympic Games, and the world class achievements of Paralympians, real change can be achieved in the perceptions of society as a whole and the way people individually think, feel and behave towards disabled people.

The British Paralympic Association mission through to 2021 is "To make the UK world leading in Paralympic Sport on and off the field of play". It further states that it will achieve this:

- Through the excellence of the team at the Games; and
- Advocacy of the Movement.

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Our vision and mission therefore fit within the objects set out in our Articles:

- I. To relieve people with physical, sensory and learning disabilities by encouraging and facilitating their participation in sporting activities and assisting in the provision of training, facilities and equipment for this purpose; and
- II. The relief of poverty and the advancement of education and such other purposes for the benefit of the community as shall be exclusively charitable.

#### **ACHIEVEMENTS AND PERFORMANCE**

The year 2016-17 was of course dominated by the Rio 2016 Paralympic Games. It was an event that caused the Movement internationally and the BPA itself significant difficulties and challenges – with serious financial and administrative worries ahead of the Games leading to suggestions that they would not even take place, followed by significant under investment in key athlete, venue and other Games services on the ground. Allied to this challenge, the International Paralympic Movement also took the bold step in August 2016 to suspend the Russian NPC from membership for doping offences and therefore ban them from competing at the Rio Games, creating a further dramatic backdrop to our final preparations.

The ultimate success of the team both on and off the field of play, which is detailed below, must be set and evaluated against these major challenges. The performance of the athletes was matched by the coaches, medics, operational and other support personnel, many of them from the NGBs, and all of whom worked tirelessly to ensure that no stone was left unturned in pursuit of a 'best prepared' ambition for the team and that every opportunity to maximise the positive opportunity of the Games for the BPA was taken.

Greater resources were applied to our activity in both Brazil and back in the UK to overcome some of the shortcomings presented by the Organising Committee, and a significant focus on team building, relationships and a positive, values driven approach to delivery meant that individuals were able to thrive rather than just survive in the environment. That together with exceptional partnership that stretched across Government, the sport landscape and the BPA's Commercial and Philanthropy supporters, were key success factors in ensuring Rio was one of GB's greatest ever Games and the medal haul easily surpassed that of London 2012.

In addition, the organisation has continued to fulfil its wider vision and sought ways to bring to life the inspirational power of the Paralympic movement - not least through "Supercharge ParalympicsGB" the powerful Rio 2016 marketing campaign designed to celebrate our athletes' achievements and the positive influence they can have on perceptions of disability.

Following the Games in Rio a comprehensive review process was enacted leading to the compilation of both an external results review publication (entitled "History Making, Record Breaking") and a more detailed internal document that captures key actions, learnings and successes for all areas of the business and delivery. This was accompanied by the organisation and delivery of several major celebration events for the athletes and core staff, not least a formal parade and reception in Manchester, a celebration event in London, and reception at Buckingham Palace for medallists.

Also in the period since September 2016 the BPA staff and Board have been hugely active in planning for the cycle ahead with considerable focus given to business planning and budgeting for the Tokyo cycle and the staffing structure needed to deliver it. This has been accompanied by a major income generation drive – all the commercial partnerships signed for Rio 2016 formally ended due to contractual requirements in December 2016. The BPA therefore has to act quickly and strategically to ensure that it has both the income projected to cover the period ahead and the necessary cashflow to continue to operate as a going concern.

Lastly in the financial year 2016-17 attention was paid to PyeongChang 2018 and Tokyo 2020 planning – with two recces to South Korea (including a major delegation visiting the PyeongChang 2018 Chef de Mission Seminar and test events in March 2017, and two further recces to Japan to scope out both pre-Games preparation and Games time delivery options).



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All the above was carried out professionally by the small dedicated staff team and the many partnership, volunteers, secondees and fixed term contracted staff that joined to support both the BPA and ParalympicsGB during the year, overseen by the BPA Board. A crucial element of the success of this was a strong adherence by all at all times to the BPA's three core organisation values:

- **Excellence**, Everything we do as the BPA should be of the highest possible standard, and reflective of an ambition to be world leading. We are committed to a flexible, proactive, challenging approach to all activity – recognising how our own commitment to 'being better' can support the similar ambitions of our athletes and team;
- **Honesty**, We will ensure that all engagement and communication is fair, open and grounded in an appreciation of others and their view, seeking to set and manage expectations of ourselves and others to ensure consistency and transparency; and
- **Trust**, Our interaction with each other, with key partners and the wider community will be characterised by respect and will seek to engender a belief in the value, ethics and integrity of the BPA.

Inspiring Excellence highlights four key Strategic Priorities for the organisation in its activity and delivery of its aims. The summary below outlines our achievements against those four strategic priorities:

### ***Strategic priority 1: To define and deliver a 'best prepared' approach to the selection, management, delivery and leadership of ParalympicsGB at the Summer and Winter Paralympic Games***

The Rio 2016 Paralympic Games was held between 7-18 September 2016. ParalympicsGB entered a team of 264 athletes competing across 19 sports and disciplines with a total travelling delegation of around 660 supporting the team's activities across every area (including over 400 residing in the Rio Athletes Village). In addition it is estimated that around 600 friends and family of the athletes travelled to support the athletes in competition.

The Head of Delegation for the team was Tim Reddish; Secretary General was Tim Hollingsworth; and Chef de Mission was Penny Briscoe.

The team returned to the UK following the Games having won 147 medals of which 64 were gold, 39 silver and 44 bronze. This resulted in ParalympicsGB finishing second in the medal table, behind China and ahead of the Ukraine, USA and Australia, and was a record performance by a British Paralympic team in the modern Paralympic era. It also allowed ParalympicsGB to play its part in the stated UK Sport and Government ambition to exceed the medal table result of London 2012 in both the Olympic and Paralympic Games and become the most successful ever post host-Games nation.

Further analysis of the results shows the range of achievement in Rio and the records that were set or broken. To give a summary of some key elements:

- ParalympicsGB won medals in 15 sports, equalling the record of USA at Athens 2004
- ParalympicsGB won gold medals in 11 sports, 12% of all available, equalling the record of China, at their home Games of Beijing 2008
- 47% of the athletes in the team won medals
- 55% of the medallists were at their first Games
- 51% of the medals won were in female only disciplines
- 30% of the medallists in the team were under the age of 23
- Both the oldest member of the team (Anne Dunham, Equestrian, 67) and the youngest (Abbie Kane, Swimming, 13) won medals
- Overall ParalympicsGB athletes broke 27 World and 49 Paralympic Records during the Games.

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There were also some notable individual milestone performances by the athletes:

- Dame Sarah Storey won four medals to become Great Britain's most decorated ever female Paralympian
- Kadeena Cox won (gold) medals in two different sports – the first British athlete to do this since 1984
- Will Bayley won ParalympicsGB's first table tennis gold medal since 1992
- Piers Gulliver won ParalympicsGB's first Wheelchair Fencing medal since 1992.
- Jeanette Chippington won ParalympicsGB's first ever Para-Canoe gold medal, with Andy Lewis repeating this feat in Para-Triathlon
- The GB Rowing team won medals in every class – the first time this has ever been achieved
- The GB Wheelchair Tennis team won six medals having never before won more than two at a Games
- ParalympicsGB Women W1 Archers secured the first all GB podium since 1996.

These achievements pay tribute to the hard work, talent and competitive ability of every single athlete, but also to the incredible support they received in the build up to and during the Games from the support 'team behind the team', made up of NGB and BPA core staff. UK Sport invested in the wider high performance system a total of £73m across 18 sports over the four years into Rio 2016.

This was supplemented by commercial revenues generated by the National Governing Bodies themselves and specifically by the BPA in relation to its Games time ambition to ensure a programme of support for athletes and staff that left no stone unturned in pursuit of success.

These programmes include:

- **Pre-Games Preparation Camp in Belo Horizonte** A total of **175** athletes and support staff from six sports based themselves at the ParalympicsGB pre-games camp in the Brazilian city of Belo Horizonte, benefitting from world leading training and facilities as well as sports science and medicine support whilst acclimatising to the Brazilian environment ahead of entering the Athletes Village in Rio. The benefit was tangible as athletes that prepared in Belo went on to win 48 medals including 21 gold at the Games – a performance which would have ranked them 6<sup>th</sup> on the medal table on their own.
- **Science & Medicine Support and the in-Village 'Performance Centre'** The BPA provided world leading sports science and medicine support for all ParalympicsGB athletes and support staff throughout the Games, under the leadership of Chief Medical Officer, Dr Stuart Miller, and with the support and partnership of the English Institute of Sport and others. A key element of success was the unique 'Performance Centre' environment created within the GB section of the Athletes Village – providing bespoke world class medical treatment and rehabilitation and recovery facilities for the sole use of ParalympicsGB athletes. The Performance Centre was singled out by athletes as a significant benefit at the Games and was supported through the generosity of the Peter Harrison Foundation.
- **Operations and Logistics** The Games period is a significant and substantial operational and logistical one for the BPA with a total of around 700 personnel directly engaged with delivery as part of the team in some capacity in Rio. The year saw the final scoping, ordering and delivering of a wide range of logistical responsibilities – including flights, kit, hotel and other accommodation, athlete village fit out, freight transportation and delivery and arrivals and departures. Where possible the BPA worked closely with the British Olympic Association and the Foreign and Commonwealth Office in this period to maximise synergies with its own operations and also with key commercial partners in this area – especially adidas (for athlete and village wear) ASOS (for formal wear) and British Airways.
- **Team Development Programme** The final months of preparation ahead of Rio included a major focus on working relationships, team dynamics and understanding of the unique Games environment. This included for Rio a specific and major focus on Games Readiness and incident and crisis management – recognising the enhanced local security risk for individuals within Rio and also the potential for challenges to our planning given the lack of readiness of the Games themselves. This process was actively supported

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by our partner Deloitte, including the secondment of an incident management specialist into the Rio based team, and our partner Hogan Lovells, who provided both Rio and UK based additional legal support.

- **Nearest and Dearest.** Over 600 friends and family travelled to Brazil to support their loved ones in competition. The BPA ran a formal 'nearest and dearest' education and information programme in the build up to and during the Games to ensure their wellbeing, understanding of the environment and how they should engage with the athletes in order to minimise disruption of their schedule and preparation, at the same time as maximising their performance potential through 'the right support at the right time'.
- **Paralympic Inspiration Programme** For the third Games in succession the BPA ran this very successful programme introducing the 'next generation' of athletes to the unique Games environment to develop their skills and increase their awareness and understanding for what they should prepare for and expect. Delivered through the generosity and support of the Cadbury Foundation and the Boshier Hinton Foundation, PIP was run over two 'waves' during the Games with 28 athletes, coaches and support staff from 15 sports and partner organisations being given an experiential and immersive learning programme that included experiencing Ceremonies, competition venues, British house and the Athletes Village. Athletes from the London 2012 and Sochi 2014 PIP programme have subsequently between them won a total of 13 medals across 8 summer and winter Paralympic sports.

Alongside this inevitable focus on Rio 2016, planning and preparation for the PyeongChang 2018 Winter Games and Tokyo 2020 Summer Games continued. A detailed business case was made to UK Sport for direct investment into Games preparation strategies for Tokyo 2020 with an award of £2.5million being made to the BPA in December 2016. Parallel to this, and with substantial planning processes underway, recesses were held to both Games locations and potential Preparation Camps in Japan, building positive relations and negotiating potential training facilities, venues and accommodation in the cities of Yokohama and Kawasaki. In March 2017 four senior staff members attended the PyeongChang 2018 Chef de Mission Seminar and a further four attended various elements of the OCOG Test Event programme in the same month.

#### ***Strategic Priority 2. To influence positively the direction and impact of the Paralympic movement both in the UK and internationally.***

In addition to its medal ambition the BPA operated a substantial dignitary and guest programme for the Rio Games. Operated under the banner of the 'President & Secretary General' team, the VIP guests included a visit to Rio by ParalympicsGB's Royal Patron, HRH The Earl of Wessex, and by the Secretary of State for Culture Media and Sport, Minister for Sport, and Minister for Disabled People in support of our athletes and the BPA's wider agenda. Additionally the BPA put in place a full guest programme for key sport landscape partners – including the Chair, CEO, Performance Director and other staff from UK Sport, the Chair and CEO of the English Institute of Sport and partners from Sport Wales and Help for Heroes.

The BPA also operated a full commercial guest programme allowing senior figures from our corporate partners to experience the Games first hand and support ParalympicsGB. Over two waves a total of 25 guests from ten commercial partners attended, with the feedback received being universally positive.

A major project and key success for BPA in Rio was the creation and delivery of 'British House' for the Games. A major partnership with the British Government (HMG) and Greater London Authority (GLA) this provided a home base for all the British partners and delegation in Rio. It was enabled through the generous partnership of adidas who provided BPA with the opportunity to occupy the adidas house space from the Olympic Games. Because of this partnership, and with the financial support of HMG and GLA, this meant the BPA was able to deliver British House with minimal additional spend.

British House was a hub for a wide range of activities over the Games – for hospitality and events; for non accredited media interviews and press conferences; for our 'Nearest and Dearest' to have a dedicated 'safe space' to meet with athletes; as well as providing a back office function for BPA and HMG during the Games. ParalympicsGB hosted its pre Opening and Closing Ceremony receptions there as well as a major Games

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time reception attended by the Earl of Wessex and by the IPC President, Sir Philip Craven, and a wide range of National Paralympic Committees and other representatives from the Paralympic landscape.

The BPA was also active in relation to its wider IPC and international influence agenda in 2016-17. During Rio we successfully supported a campaign by Dame Sarah Storey to be one of five athletes elected by their peers to the IPC Athletes Commission. Tim Hollingsworth continued to be a member of the IPC Standing Committee on the Paralympic Games, advising the Governing Board on the future blueprint for the Paralympic Games sport programme; and ahead of a formal announcement a substantial amount of groundwork was done in support of Tim Reddish being nominated as the GB candidate for the IPC Governing Board elections in Abu Dhabi at the General Assembly to be held in September 2017.

In the UK, the BPA as the National Paralympic Committee for Great Britain and Northern Ireland has a responsibility to promote and advocate the movement on behalf of its members. This led to continued regular engagement with the Department for Culture, Media & Sport and the Department for Work and Pensions at every level including ministerial meetings and close engagement with UK Sport around the continued development of the high performance system including direct engagement with the 'Mission' process and Paralympic Investment Groups.

More broadly the BPA remained an active member of the Government's Paralympic Legacy Advisory Group, which is designed to ensure a positive and sustainable legacy from the Games in all areas of Government policy. Through this Group and others, the BPA is increasingly building relationships with the wider disability rights community including direct engagement around future partnership and collaboration with charities like Scope and Leonard Cheshire. There will be an increased focus of activity in the coming Tokyo cycle as we seek to deliver our vision "through sport, inspire a better world for disabled people".

### ***Strategic Priority 3. To promote the success of the ParalympicsGB team and its athletes demonstrating the positive power of the Paralympic brand to inspire wider change.***

Again the Rio Games dominated activity around this priority. The media team at the Games was led by Chief Press Officer Tash Carpenter. Altogether the BPA handled 76 accredited print journalists in Rio as well as a substantial number of broadcasters, added to which was a significant press operation back in the UK. Major announcements such as the Flag Bearer for the Opening Ceremony as well as medals won daily led the news agenda and provided front page headlines that put the Paralympics front and centre once again in the nation's attention. Particular attention should be paid again to the partnership enjoyed with broadcaster Channel 4 – who through their presentation of the sport and innovative programming, as well as their creatively superb marketing campaign that included an award winning 'Superhumans' film, once again helped positively to influence public perceptions of the athletes and their achievements. The BPA is now actively working on a formal Memorandum of Understanding with Channel 4 for the coming four years that will build further on this great partnership.

The key campaign focus for BPA in 2016-17 was the 'Supercharge ParalympicsGB' campaign. With the fantastic pro bono support of creative agency RKCR/Y&R the BPA created an integrated marketing and communications campaign that ensured its commercial partners had a platform on which to promote their association with the team and to fundraise through a variety of customer and staff led activities. This was further underpinned by the BPA's own marketing and fundraising activities including the development of the Supercharge website for the duration of the Games. In total, including the attraction of Philanthropic donation, the Supercharge campaign raised over £1 million in support of ParalympicsGB in Rio whilst concurrently reminding the general public of the impact our athletes can have on wider perceptions of disability.

The BPA also continued actively to promote the National Lottery and its primary role in driving athlete performance and British success – with a concerted programme of acknowledgement during the Games and a formal partnership with Camelot to deliver a bespoke Lottery marketing campaign "I am ParalympicsGB" driving not only an increase in Lottery sales but also greater recognition of the ParalympicsGB brand through the substantial marketing investment from Camelot.

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Additionally throughout the Rio Games, the BPA in partnership with the Spirit of 2012 Trust delivered a series of ParalympicsGB 'Carnivals' – a roadshow of inspirational activity and come and try sessions highlighting Paralympic sport and the Paralympic values. In total 13,500 people visited the Carnivals across six events held in London, Cardiff, Nottingham, Edinburgh, Stoke on Trent and Stoke Mandeville. The huge success of these events built on the National Paralympic Day events held previously and ensured young people in particular were able to meet and be inspired by past Paralympians and experience the sport first hand.

One Carnival was held to coincide with the presentation of the Rio Games Heritage Flame Celebration in Stoke Mandeville on Friday 2 September, immediately prior to the Games. This landmark event, the third Heritage Flame Celebration, was delivered by the BPA in particular with the IPC and the Buckinghamshire Legacy Board. The highlight of the event was the lighting of the Heritage Flame by Paralympians Baroness Grey Thompson and Kelly Gallagher, which was featured live on Channel 4 News.

The heritage of Stoke Mandeville and its ability to inspire was a key focus in 2016-17. The BPA is one of four founder members of the new National Paralympic Heritage Trust – which seeks to "enlighten and inspire future generations by celebrating, cherishing and bringing the Paralympic heritage and its stories of human endeavour to life" and to capture, archive and exhibit Stoke Mandeville's unique role as the Birthplace of the Paralympic movement. A £1 million plus award from the Heritage Lottery Fund was secured in early March 2017 and this has driven a new phase in the development of the Trust, its archiving ambitions and opportunity to exhibit.

Two successful established programmes were also maintained and enhanced around the Games. The Parasport website acts as a central directory for disability sport and is designed to provide information and signpost interested individuals to clubs where they can play. It continued to grow, with a 60% increase in visits over the previous year and 14.5k unique visitors during the Rio 2016 Games.

Lastly the Get Set Education & Youth Engagement platform, which the BPA jointly owns and runs with the British Olympic Foundation and is based around the inspirational impact of the Paralympic and Olympic values, continued to grow. There are now more than 23,000 registered school users, and over 100 schools benefitted in the build up to Rio 2016 from a formal 'Torch Tour' supported by the Spirit of 2012 Trust.

In addition the 'Get Set for Community Action' campaign was very successfully delivered with funding from the BIG Lottery Fund – with over 500 individual projects empowering over 18,000 young people to make real changes within their community using the Olympic and Paralympic Values. They engaged with over 68,000 community members and made a huge difference to their local area.

### ***Strategic Priority 4. To maintain the effectiveness of the BPA's financial and governance structures to ensure a high performing, sustainable and robust organisation.***

Throughout the year, the BPA kept close attention on its resources to ensure its ability to deliver the strategy around both Rio 2016 and the wider activity highlighted earlier. This was bolstered not only by additional Lottery funded support from UK Sport in the immediate build up to the Games but also substantial fundraising undertaken as part of the 'Supercharge ParalympicsGB' campaign. Human resources were also greatly enhanced, with key core team delivery roles seconded or employed on a short term contract basis directly into the BPA and a substantial number of secondee and volunteer positions also taken up around ParalympicsGB both in Rio and in the supporting London 'hub'.

However a major focus of activity in this strategic area has been since the conclusion of the Games. The BPA Board and Executive Team have sought actively to introduce a new way of working to ensure greater certainty in the four year budget and to manage more flexibly the variances in expenditure and income encountered over the cycle.

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The organisation also looked to re-organise and re-structure to ensure that its activity is better related both to the outcomes targeted in the Government's "Sporting Future – A New Strategy for an Active Nation" published in late 2015 and also its own charitable objectives, demonstrating the impact and 'theory of change' that sits behind our wider vision.

The four year budget for the Tokyo 2017/21 cycle was formally presented and agreed by the Board at its meeting on 23 March 2017. This represented a considered and detailed view of planned expenditure across all elements of the business with the approach taken identifying both 'core' and 'enhanced' spend based on available resources.

The budget also included a rigorous assessment of income generation potential. A major focus of the six months since the Rio Games was on income generation with the National Lottery investment award made by UK Sport in December 2016. This was in addition to the BPA Commercial Teams' concerted engagement in the retention and renewal of existing corporate partners, which represents a significant proportion of the overall income required across the four year cycle to a summer Games. As of March 2017 this had been successful with approximately 65% of all targeted income secured and a strategic plan for raising remaining revenue in place. This was also enhanced by the introduction through 2016 of a successful Philanthropy programme for the Charity with donations and awards totalling £278,894, including approx. £97,380 presented to the BPA for its success in winning the inaugural Sheikh Mohammed Bin Rashid Al-Maktoum Creative Sports Award for National Paralympic Committee of the Year in January 2017. Additionally it should be noted that the BPA was the recipient of two major legacies during the year, which totalled £317,704.

The budgeting process was accompanied by a full review of the staffing structure that the Board and Executive Team believe is required to deliver the BPA's responsibilities over the coming cycle. This was announced and delivered in March 2017 and recruitment of new or replacement roles is well underway at the time of writing. As part of the Budget agreement a review of staff salaries was undertaken to ensure they remain as attractive and competitive as possible within the BPA's charitable function and financial means. All staff continue also to qualify for an annual unconsolidated performance award which was set at 3% of salary for 2016-17.

Significant focus has been given to recognition of the need for the BPA at all times to be in position to deliver our activity and services and demonstrate effective governance and probity. A comprehensive Programme Plan means that all activity is subject to regular project planning and review, and from this a Risk Register is compiled and mitigating actions identified and undertaken.

The BPA is subject to the UK Sport / Sport England Code For Sports Governance and a wide ranging number of actions have been undertaken to ensure compliance, including the need in 2017-18 to update the BPA's Articles to move from an elected to appointed Chair position. The BPA continues actively to be focused on ensuring best practice within its governance, with work continuing in 2016-17 to achieve the Preliminary level of the Equality Standard for Sport and commencing to move to the advanced level for the Safeguarding Standard for Sport.

Lastly elections for the BPA Board were carried out in February 2017. After eight years Tim Reddish CBE stood down as Chair and was replaced in an election by Professor Nick Webborn OBE. A further two Board members – Paul Masters and Richard Callicott – also stood down at the end of their term and were replaced in election by David Clarke and Forbes Dunlop. Up to four further places on the Board will be filled in 2017/18 through the appointment of Non Executive Directors.

### *Financial*

The Financial Statements have been prepared under the historical cost convention and in accordance with the Financial Reporting Standard 102 (FRS 102) and the revised Charity Statement of Recommended Practice (effective 1 January 2015), applicable UK Accounting Standards and the Companies Act 2006.

# THE BRITISH PARALYMPIC ASSOCIATION

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The financial group consists of the parent undertaking, the British Paralympic Association, and its subsidiary undertakings, British Paralympic Enterprises Limited (BPE), British Paralympic Performance Services Limited (BPPS), and Paralympic World Cup Limited (PWC). BPE, BPPS, and PWC are wholly owned subsidiaries. PWC was dormant in this and the previous year. The BPA is also a shareholder in a joint venture '2016 Crest Holding Limited' with the British Olympic Association, with the liability of each organisation limited to £10. The company holds the rights to the crest that featured on the Adidas kit for the Rio Paralympic Games (and which has the potential to feature on future kit, depending on creative decisions).

The group's total Income for the year was £9,048,030 (2016: £3,954,855), an increase of 129%, with total expenditure was £9,230,603 (2016: 3,874,084), an increase of 138%. Both increased year-on-year percentages reflect the fact that this year included a Summer Paralympic Games. Net movement in funds for the year was an outflow of £(182,573) (2016: inflow of £80,771). Strong financial control ensured that the company outperformed its planned for budgetary position. This was the fourth and final year in the current Paralympic cycle. Considerable time after the Rio Games was devoted to the preparation of the budget for the next cycle, one in which the BPA moves into with a positive reserves position.

All commercial arrangements held for the Rio 2016 Games formally came to an end on 31 December 2016. By the end of March 2017 the BPA had announced the continuation of its partnerships with ASOS, Allianz and Hogan Lovells and was in positive discussions on renewal with five more 'Tier 1' sponsors as well as seeking active new business opportunities. In total our commercial partners supported the BPA through sponsorship arrangements with BPE totalling £1,415,802 (2016: £1,195,234), and value in kind – donated goods and services - totalling goods and services is assessed at £3,124,619 (2016: £676,230).

In December 2016, UK Sport committed to fund specific elements of the BPA's athlete preparation and Games related activity over the four year cycle to Tokyo 2020 with an award of £2.5M funding. UK Sport grants recognised in the year totalled £939,610 (2016: £668,583).

The BPA also received philanthropic donations of £278,894, as well as Legacy donations totalling £317,704.

The BPA values immensely all the support it receives from grant funders, commercial partners, trust and foundations, major donors and other individuals. It looks forward to continuing to develop those vital relationships through to Tokyo and beyond to ensure it meets its responsibilities and through that its wider charitable objectives. Income generated expended on charitable objectives totalled £8,182,760 (2016: £3,027,340), an increase of 170%, with expenditure on raising funds increasing to £1,047,843 (2016: £846,744), 24% which reflects the increased activities in the year.

### *British Paralympic Enterprises Limited*

This is a wholly-owned trading subsidiary of BPA and its principal activity is sports administration and trading. During the year, the company donated under Gift Aid its entire profit of £4,050,490 to BPA, its ultimate parent company. During the year, the company focused on the major sponsorship dealings surrounding the GB team.

### *British Paralympic Performance Services Limited*

British Paralympic Performance Services Limited (BPPS), a wholly owned subsidiary, provides performance services to Paralympic athletes and their sports and/ or disability organisations. During the year the key strategy and focus for BPPS activities was on preparation strategies including the continued development and delivery of the 2016 Preparation Camp in Belo Horizonte, Brazil, and significantly on services and activities provided to athletes within the Rio 2016 Games environment, as well as a post-Games Sports, Science and Medicine conference.

### *Risk*

The Board continuously review business risk in all its operations and this has created a number of risk minimisation strategies in key areas, including active use of the BPA's Programme Planning tool to form active Risk Registers for both the organisation as a whole and specific identified projects (including each Summer and Winter Paralympic Games). These are then scheduled to be reviewed monthly by the Executive Team,

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with the organisation's Risk Register reviewed quarterly by the Finance and Audit Committee and bi-annually by the Board. The Charity has purchased indemnity insurance for its directors.

The Risk Register indicates that the organisation faces particular challenge in the year ahead from a number of areas that can be summarised here as:

- *Increased costs.* Relative even to the Rio cycle, the next four years are likely to be the most expensive in the BPA's history – with the increasing performance and potential of the athlete team requiring greater investment in performance and Games time support services and in particular the massively increased logistic and operational costs of successive Game in Asia (with the PyeongChang 2018 Winter Games being followed by Tokyo 2020 Summer Games, and with the Beijing 2022 Winter Games also to plan for). Alongside this the growth of and interest in the Paralympic movement in the UK and internationally is putting ever greater strain on the BPA's existing capacity and ability to deliver as we seek to deliver our own strategic and charitable ambitions whilst meeting the expectations of the Government, the IPC and our many partners.
- *Variable Income (and associated cashflow)* – the intensely cyclical nature of the BPA's business means that ordinary annual business planning for income generation and growth is not possible. Rather the key times for income generation are at the start of the cycle (when interest is high following the Summer Games) and at the end (in the build up to the next Summer Games). This makes managing spend and especially cashflow difficult and can offer the BPA real challenge.
- Mitigation of this is a priority, with the attempt to diversify income generation including greater focus on Philanthropy and also the introduction of a more flexible approach to budget forecasting with the 'core' and 'enhanced' expenditure model.
- *Reputation Risk* – while the BPA itself has scored highly in terms of response from athletes, coaches and other personnel involved in ParalympicsGB, the sporting landscape as a whole is facing an increased level of scrutiny. Whether it be 'cheating' through doping or (specifically in a Paralympic context) the intentional misrepresentation of impairment for classification, or whether it be more generally the culture of high performance sport and examples of failures in the duty of care that sports leaders have towards athletes in particular, the reputation risk to the organisation and the Paralympic movement is increased and will need continually to be monitored and a values based set of mitigating actions introduced.
- *External Threats* - more broadly the BPA is subject to a wider range of external threats than before. Economically the uncertainty in the global economy, and specifically in the UK economy as a result of Brexit and other factors, makes planning and forecasting of income and expenditure more precarious. And the global threat posed by terrorism, either physical or cyber, must be recognised and acted on. Whilst a charity, the BPA is itself an internationally recognised organisation and a symbol of Great Britain – as such it is a potential target for action and therefore enhanced protection both of information and people is essential at all times.

All the above are then listed in detail with mitigating factors identified to ensure the risk is properly and effectively managed over the period.

#### *How we pay Staff*

The British Paralympic Association is committed to ensuring that we pay our staff fairly and in a way which ensures we attract and retain the right skills to have the greatest impact on delivery of the Strategy.

The Board operates a Remuneration Committee, with the principal responsibilities being as follows:

- upon the recommendation of the Chair of Board, determine and agree the remuneration of the BPA's Chief Executive Officer;
- determine the policy for, and scope of, pay and pension arrangements for all staff;
- upon the recommendation of the CEO, endorse the remuneration of the BPA's Executive Team.



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### **TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2017**

#### *Fundraising*

The British Paralympic Association has signed up to the Fundraising Regulator and is committed to following the highest fundraising standards.

In the year there have been:

- no failures to comply with the standard (2016: none).
- no complaints received by the charity about activities by the charity or by a person on behalf of the charity for the purpose of fund-raising (2016: none).

In both this and the previous year the organisation did not engage the services of a professional fundraiser or commercial participator to undertake any of its fundraising activities.

The Company sets out to protect vulnerable people and other members of the public from unreasonable behaviour related to its fundraising by complying with the standards set by the Institute of Fundraising, managed by the Fundraising Regulator, and as an organisation is registered with the Information Commissioner's Office.

#### *Reserves*

The extremely cyclical nature of the charity's activities (where activity and expenditure both build towards a Summer and – to a less degree – Winter Paralympic Games) means that the level of reserves required varies through the four year cycle. The Trustees' primary aim is to build reserves to the highest level that is required at any time in the cycle, which is normally in the year (year four of the cycle) in which the Summer Paralympic Games takes place, whilst also managing the level of funds to a level appropriate to an organisation the size and scale of the BPA.

Total reserves at 31 March 2017 are £2,895,152 (2016: £3,077,725). The current level of free reserves is £2,886,401 (2016: £3,052,443), with £8,751 (2016: £25,282) carried forward to the next year as restricted funds, this representing unused grants recognised as income but not yet fully expended. No funds have been designated in the year (2016: £nil).

At the end of the cycle (31 March 2017) there is a policy of a reserve level equal to approximately 6 months of the charity's running expense. At the end of the financial year this reserve target was met, and exceeded. It is recognised that there will be large fluctuations in the level of reserves as funds are generally accumulated in the early years of the four year cycle, with significant expenditure in year four – the year of the Summer Paralympic Games.

#### **PLANS FOR FUTURE PERIODS**

The majority of activity in the year ahead will be focused on our primary strategic objective: "to define and deliver a 'best prepared' approach to the selection, management, delivery and leadership of ParalympicsGB at the Summer and Winter Paralympic Games."

Central to this is the Games planning and delivery for the PyeongChang 2018 Winter Paralympic Games in March 2018. While a small team of around 15 athletes, and a total delegation size including guests of under 100, this still is the BPA's second largest activity and event in the four year cycle. Planning is therefore identical but proportionate to the Summer Games and a 'best prepared' strategy will be delivered.

Alongside that there is active focus on Tokyo 2020 planning including the identification and negotiation of training and accommodation venues for our 2020 Pre Games Preparation Camps, including significant engagement with NGBs around their requirements, plans and resources, as well as consideration of potential locations for British House Tokyo and other non Village activity and partnerships.

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### **TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2017**

Having completed the budget process and staffing structure review, the focus of wider activity is on the delivery of programmes related to the wider vision of the BPA and how we can bring to life the inspirational impact of our Athletes' success at the Games. This includes consideration of mass participation events, awards and celebration ceremonies and renewed focus on the heritage of the movement in this country through the development of the National Paralympic Heritage Trust, as well as a continued engagement with programmes like Get Set and Parasport.

Internationally the BPA will be focused primarily in the coming year on the IPC and its agenda and strategy – seeking actively and positively to contribute to the continued growth of the movement worldwide. Key to this will be the campaign to secure the election of a British candidate – Tim Reddish CBE – the IPC Governing Board at the General Assembly in September 2017. In the UK renewed attention will be given the domestic political agenda around both sport and disability, with information and briefing provided to Parliamentarians and official from all parties and nations to ensure a full understanding of the unique and positive role of the BPA.

Lastly and importantly future action will continue to focus on the good governance and probity of the BPA as a Charity and National Paralympic Committee, and crucially on generating the funds and resources required to deliver the strategy and our ambitions through to 2021. There has never been a greater challenge in relation to capacity and resource but equally the BPA has never been better placed to meet that challenge head on.

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### TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2017

#### EQUALITY AND DIVERSITY

The British Paralympic Association is fully committed to the principles of equality of opportunity and is responsible for ensuring that no employees, Board members, volunteers, supporters, participants, job applicants or members (together "stakeholders") are unlawfully discriminated against because of grounds of age, gender, marital status, religious belief, sexual orientation, race, ethnicity, nationality or disability.

In May 2016 the Company achieved the Preliminary Level of the Equality Standard for Sport. The most recent monitoring data of both staff (all individuals on the payroll) and board members is set out below:

Ethnicity - Staff	White British 69%: White Irish 4%: Black/ Black British African 8%: Prefer not to answer 19%
Ethnicity - Board	White British 89%: White Irish 11%
<b>TOTAL</b>	<b>White British 74%: White Irish 6%: Black/ Black British African 6%: Prefer not to answer 14%</b>
Gender - Staff	Male 16%: Female 65%: Prefer not to answer 19%
Gender - Board	Male 78%: Female 22%
<b>TOTAL</b>	<b>Male 32%: Female 54%: Prefer not to answer 14%</b>
Pregnancy - Staff	4% pregnant
Pregnancy - Board	Nil
<b>TOTAL</b>	<b>3% pregnant</b>
Age - Staff	Mean 32
Age - Board	Mean 52
<b>TOTAL</b>	<b>Mean 37</b>
Disability - Staff	Yes 8%: No 73%: Prefer not to answer 19%
Disability - Board	Yes 22%: No 78%
<b>TOTAL</b>	<b>Yes 12%: No 74%: Prefer not to answer 14%</b>
Sexual orientation - Staff	Heterosexual 77%: Prefer not to answer 23%
Sexual orientation - Board	Heterosexual 89%: Prefer not to answer 11%
<b>TOTAL</b>	<b>Heterosexual 80%: Prefer not to answer 20%</b>
Marital Status - Staff	Married 39%: Single 23%: Cohabiting 19%: Prefer not to answer 19%
Marital Status - Board	Married 89%: Prefer not to answer 11%
<b>TOTAL</b>	<b>Married 52%: Single 17%: Cohabiting 14%: Prefer not to answer 17%</b>
Religion - Staff	Christian 39%: Agnostic 12%: Atheist 26%: Other 23%
Religion - Board	Christian 78%: Agnostic 11%: Other 11%
<b>TOTAL</b>	<b>Christian 49%: Agnostic 12%: Atheist 19%: Other 20%</b>

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### **TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2017**

#### **CHARITABLE PURPOSE**

The Trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, "Charitable purposes and Public Benefit".

The public benefit of the British Paralympic Association is the promotion and engagement of the community in Paralympic Sport. This is reflected in the key objectives of the company.

#### **TRUSTEES' STATEMENT OF RESPONSIBILITIES**

The trustees (who are also directors of The British Paralympic Association for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the group and of the incoming resources and application of resources, including the income and expenditure, of the group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting 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 group will continue in business;

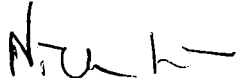
The Trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and the Group and to enable them to ensure that the Financial Statements comply with the Companies Act 2006. They are also responsible for safeguarding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

The trustees confirm that so far as they are aware, there is no relevant audit information of which the charity's auditors are unaware. They have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

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 financial statements may differ from legislation in other jurisdictions.

In preparing this report the directors have taken advantage of the exemptions available to small companies.

By Order of the Board



.....  
Nick Webb OBE  
Trustee

11th July 2017

# **THE BRITISH PARALYMPIC ASSOCIATION**

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### **INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF THE BRITISH PARALYMPIC ASSOCIATION**

We have audited the financial statements of British Paralympic Association for the year ended 31 March 2017 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows and the related notes numbered 1 to 24. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland.

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

#### **Respective responsibilities of trustees and auditors**

As explained more fully in the Statement of Responsibilities of Trustees' set out on page 18, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

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

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

#### **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2017 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

**THE BRITISH PARALYMPIC ASSOCIATION**  
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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND  
TRUSTEES OF THE BRITISH PARALYMPIC ASSOCIATION**

**Opinion on other matters prescribed by Companies Act 2006**

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the 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 where the Companies Act 2006 and the Charities Act 2011 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; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a strategic report or in preparing the Trustees' Annual Report.



Elizabeth Irvine (Senior Statutory Auditor)  
For and on behalf of WMT

13th September 2017

Chartered Accountants  
Statutory Auditor

2nd Floor  
45 Grosvenor Road  
St Albans  
Hertfordshire  
AL1 3AW

# THE BRITISH PARALYMPIC ASSOCIATION

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## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2017

### INCOME AND EXPENDITURE ACCOUNT

	Note	Unrestricted Funds £	Restricted Funds £	Total 2017 £	Total 2016 £
<b>Incoming Resources</b>					
<b>Income and endowments from:</b>					
Donations and legacies	2	1,963,023	5,377,887	7,340,910	2,639,890
Other trading activities		1,704,717	-	1,704,717	1,307,343
Investment income	3	2,403	-	2,403	7,622
<b>Total income</b>		<b>3,670,143</b>	<b>5,377,887</b>	<b>9,048,030</b>	<b>3,954,855</b>
<b>Expenditure on:</b>					
Raising funds	4	1,047,843	-	1,047,843	846,744
Charitable activities	5	2,786,365	5,396,395	8,182,760	3,027,340
<b>Total expenditure</b>		<b>3,834,208</b>	<b>5,396,395</b>	<b>9,230,603</b>	<b>3,874,084</b>
<b>Net income/ (expenditure)</b>		<b>(164,065)</b>	<b>(18,508)</b>	<b>(182,573)</b>	<b>80,771</b>
Transfers between funds	17	(1,977)	1,977	-	-
<b>Net movement in funds</b>	9	<b>(166,042)</b>	<b>(16,531)</b>	<b>(182,573)</b>	<b>80,771</b>
<b>Reconciliation of funds</b>					
Fund Balances Brought Forward at 1 April 2016		3,052,443	25,282	3,077,725	2,996,954
<b>Funds Balances Carried Forward at 31 March 2017</b>		<b>2,886,401</b>	<b>8,751</b>	<b>2,895,152</b>	<b>3,077,725</b>

# THE BRITISH PARALYMPIC ASSOCIATION

(Limited by Guarantee)

## BALANCE SHEETS AT 31 MARCH 2017

	Note	Group 2017 £	2016 £	Company 2017 £	2016 £
<b>FIXED ASSETS</b>					
Tangible	11	31,283	18,766	31,283	18,766
Investment in Subsidiaries	12	-	-	6	6
		<hr/>	<hr/>	<hr/>	<hr/>
		31,283	18,766	31,289	18,772
		<hr/>	<hr/>	<hr/>	<hr/>
<b>CURRENT ASSETS</b>					
Debtors	13	566,053	1,223,566	5,848,354	3,421,552
Cash at Bank and in Hand		2,616,782	2,922,430	467,639	803,080
		<hr/>	<hr/>	<hr/>	<hr/>
		3,182,835	4,145,996	6,315,993	4,224,632
<b>CREDITORS</b> – Amounts Falling Due Within One Year	14	(318,966)	(1,087,037)	(3,452,130)	(1,165,679)
		<hr/>	<hr/>	<hr/>	<hr/>
<b>NET CURRENT ASSETS</b>		2,863,869	3,058,959	2,863,863	3,058,953
		<hr/>	<hr/>	<hr/>	<hr/>
<b>NET ASSETS</b>		2,895,152	3,077,725	2,895,152	3,077,725
		<hr/>	<hr/>	<hr/>	<hr/>
<b>FUNDS</b>					
Restricted Income Funds	17	8,751	25,282	8,751	25,282
Unrestricted Funds		2,886,401	3,052,443	2,886,401	3,052,443
		<hr/>	<hr/>	<hr/>	<hr/>
Total Charity Funds	18	2,895,152	3,077,725	2,895,152	3,077,725
		<hr/>	<hr/>	<hr/>	<hr/>

Under the Companies Act 2006, s454, on a voluntary basis, the Trustees can amend these financial statements if they subsequently prove to be defective.

These Financial Statements were approved and authorised for issue by the Board of Trustees on 11 July 2017 and signed on its behalf by:-

.....  
David Clarke  
Trustee

Company Registration: 02370578  
Charity registration number: 802385



# THE BRITISH PARALYMPIC ASSOCIATION

(Limited by Guarantee)

## CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2017

	2017 £	2016 £
<b>Cash flows from operating activities</b>		
<i>Net cash provided by (used in) operating activities</i>	(278,434)	(920,121)
<b>Cash flows from investing activities</b>		
Interest	2,403	7,622
Purchase of fixtures, fittings and equipment	(29,617)	(10,305)
<i>Net cash provided by/ (used in) investing activities</i>	(27,214)	(2,683)
<i>Change in cash and cash equivalents in the reporting period</i>	(305,648)	(922,804)
Cash and cash equivalents at 1 April	2,922,430	3,845,234
<i>Cash and cash equivalents at 31 March</i>	<u>2,616,782</u>	<u>2,922,430</u>

### Reconciliation of net income/ (expenditure) to net cash flow from operating activities

	2017 £	2016 £
Net income/(expenditure) for the reporting period	(182,573)	80,771
Depreciation charges	15,270	17,332
Loss on disposal of fixed assets	1,830	
Interest	(2,403)	(7,622)
(Increase)/ decrease in debtors	657,513	(881,281)
Increase/ (decrease) in creditors	(768,071)	(129,321)
	<u>(278,434)</u>	<u>(920,121)</u>

### Cash and cash equivalents

	2017 £	2016 £
Total cash and cash equivalents	<u>2,616,782</u>	<u>2,922,430</u>

# **THE BRITISH PARALYMPIC ASSOCIATION**

## **(Limited by Guarantee)**

### **NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017**

#### **1 ACCOUNTING POLICIES**

##### **Judgments in applying accounting policies and key sources of estimation uncertainty**

The preparation of the financial statements requires management to make judgments, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. The nature of estimation means the actual outcomes could differ from those estimates.

There are no material key sources of estimation uncertainty that could have an impact on the financial statements

##### **a) Statement on Public Benefit**

The British Paralympic Association is a public benefit entity under the Financial Reporting Standard 102 (FRS 102).

##### **b) Going Concern**

The financial statements of the charity company and subsidiary companies have been prepared on the going concern basis and adequate cash resources will be available to cover the requirements for working capital and capital expenditure for at least the next twelve months. The Trustees are not aware of any other factors which could put into jeopardy the charitable company's or subsidiaries going concern status during or beyond this period.

##### **c) Basis of Accounting**

The financial statements have been prepared under the historical cost convention, in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland (FRS 102) issued on 16 July 2014 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2015.

##### **d) Fund accounting**

The charity's accounts are a consolidation of funds which are defined as follows:-

*Unrestricted funds* comprise accumulated surpluses and deficits on general funds. They are available for use at the discretion of the Trustees in furtherance of the general charitable objectives.

*Restricted funds* are funds subject to specific restricted conditions imposed by the donors.

##### **e) Incoming resources**

All incoming resources are accounted for when the Association has entitlement, there is certainty of receipt and the amount is measurable. Income is deferred in respect of UK Lottery funding where the funding is over the 4 year cycle for the Games in order to match it to the expenditure profile. The specific bases used are as follows:

###### *Donations and legacies*

Comprises all incoming resources from grants, donations (both monetary and Value in Kind), legacies and membership subscriptions.

- Grants are recognised in the Statement of Financial Activities when received or when the conditions for receipt have been complied with.
- Donations and members' annual subscriptions are recognised when receivable.

**THE BRITISH PARALYMPIC ASSOCIATION**  
**(Limited by Guarantee)**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2017**

**e) Incoming resources (continued)**

- Donated facilities is included at the value to the Association where this can be quantified.

*Charitable activities*

Comprises income receivable from charitable trading.

*Other trading*

Comprises trading income from non-charitable trading, including sponsorship income from the BPA's commercial partners.

*Investment income*

Bank interest is accounted for on a receivable basis.

**f) Resources Expended**

Expenditure is recognised when a liability is incurred. Contractual arrangements and performance related grants are recognised as services are supplied.

*Costs of generating funds* are those costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

*Charitable activities* comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

*Governance costs* include those associated with meeting the constitutional and statutory requirements of the Association and include the audit fees and costs linked to the strategic management of the charity.

*Support costs* include central functions and have been allocated to activity cost categories on a basis designed to reflect the use of the resources. Costs relating to a particular activity are allocated directly and others are apportioned on an appropriate basis – estimated usage.

**g) Debtors, Cash at Bank and Creditors**

Debtors - short term debtors are measured at transaction price, less any impairment losses.

Cash and cash equivalents - cash and cash equivalents comprise cash at bank and in hand and demand deposits with banks.

Creditors - short term creditors are measured at the transaction price.

**h) Financial Instruments**

The Charity only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities such as debtors and creditors.

Financial instruments are initially measured at transaction value. They are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the SOFA.

# **THE BRITISH PARALYMPIC ASSOCIATION**

## **(Limited by Guarantee)**

### **NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017**

#### **i) Basis of Consolidation**

These financial statements consolidate the financial statements of the charitable company and its subsidiary undertakings, British Paralympic Enterprises Limited and British Paralympic Performance Services Limited on a line by line basis. A separate Statement of Financial Activities, or income and expenditure account, for the charitable company itself is not presented because the charitable company has taken advantage of the exemptions offered by Section 408 of the Companies Act 2006.

#### **j) Tangible Fixed Assets and Depreciation**

Expenditure of a capital nature over £700 per item is capitalised at cost. Depreciation is provided on all tangible assets in order to write off their cost over their expected useful lives. The principal rate adopted is as follows:-

Office Equipment	- 25% straight line
Software	- 25% straight line
Lease Improvements	- 25% straight line

#### **k) Investments in Subsidiaries (the charity)**

Investments in subsidiaries are recognised in the charity's balance sheet at original cost less any provision necessary for impairment to that cost.

#### **l) Pension**

Pension costs represent payments to individual personal pension schemes of employees. Pension costs are charged to the Statement of Financial Activities in the period in which they are paid.

#### **m) Holiday Pay Accrual**

A liability is recognised to the extent of any unused pay entitlement which is accrued at the Balance Sheet date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement accrued at the Balance Sheet date.

#### **n) Foreign Currencies**

The transactions of the charity denominated in foreign currencies are translated into sterling at the date of the transaction. Amounts receivable and payable in foreign currencies at the balance sheet date are translated at rates ruling at that date. The translation differences are included in the Statement of Financial Activities.

#### **o) VAT**

Income and expenditure is stated net of VAT to the extent that it is recoverable.

## **2 DONATED FACILITIES AND SERVICES**

Value in kind from commercial partners - Adidas, Deloitte, Hogan Lovells, the London Legacy Development Corporation, Mayor of London, and Physique Management Company Limited is included within incoming resources. Equivalent amounts within resources expended are accounted for in kit, consultancy, event costs, legal costs and support with Sports Science Medicine Equipment stock control system and management.

The total value of these goods and services is assessed at £3,124,619 (2016: £676,230).

**THE BRITISH PARALYMPIC ASSOCIATION**  
**(Limited by Guarantee)**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2017**

**3 INVESTMENT INCOME**

All of the group's investment income arises from interest bearing deposit accounts.

**4 COSTS OF GENERATING FUNDS**

		Unrestricted Funds £	Restricted Funds £	Total 2017 £	Total 2016 £
Fund Raising & Publicity Expenses		177,052	-	177,052	120,257
Press, Publicity and Promotion		151,571	-	151,571	79,546
Salaries and National Insurance		483,893	-	483,893	395,961
Sponsor Search & Support		27,848	-	27,848	47,241
Trading Costs	7	22,087	-	22,087	32,664
		<hr/>	<hr/>	<hr/>	<hr/>
		862,451	-	862,451	675,669
Support costs	6	185,392	-	185,392	171,075
		<hr/>	<hr/>	<hr/>	<hr/>
		1,047,843	-	1,047,843	846,744
		<hr/>	<hr/>	<hr/>	<hr/>

# THE BRITISH PARALYMPIC ASSOCIATION

(Limited by Guarantee)

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

### 5 DIRECT CHARITABLE EXPENDITURE

		Unrestricted Funds	Restricted	Total	Total
		Games	Other	funds	
		Expenditure	Services		
		£	£	£	£
Performance Services		-	79,271	1,424,755	1,504,026
Management and International Representation		-	347,146	-	347,146
Rio Summer Paralympics 2016		1,641,988	-	3,533,774	5,175,762
PyeongChang Winter Paralympics 2018		-	27,918	431	28,349
Tokyo Summer Paralympics 2020		-	24,576	-	24,576
		<hr/>	<hr/>	<hr/>	<hr/>
		1,641,988	478,911	4,958,960	7,079,859
Support costs	6	415,916	249,550	437,435	1,102,901
		<hr/>	<hr/>	<hr/>	<hr/>
		2,057,904	728,461	5,396,395	8,182,760
		<hr/>	<hr/>	<hr/>	<hr/>
					3,027,340

# THE BRITISH PARALYMPIC ASSOCIATION

## (Limited by Guarantee)

### NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

#### 6 ALLOCATION OF SUPPORT COSTS

The Association's support costs are allocated on a basis consistent with the use of resources unless directly attributable to a particular activity as follows:

	Games Expenditure	Direct Charitable Expenditure					Total 2017	Total 2016
		Other Services	Restricted	Total	Cost of Generating Funds 20%			
	50%	30%	£	£	£	£	£	£
Percentage splits relate to BPA's (the company) costs								
Insurance	16,656	9,994	-	26,650	6,663	33,313	32,370	
Office Accommodation	96,410	57,846	-	154,256	38,564	192,820	201,173	
Storage	8,698	5,218	-	13,916	3,479	17,395	16,730	
Salaries and National Insurance	194,488	116,693	-	311,181	77,795	388,976	377,136	
Printing and Stationery	3,414	2,048	-	5,462	1,365	6,827	6,528	
Telephone, Fax and Postage	6,888	4,133	-	11,021	2,755	13,776	16,331	
Governance costs	4,228	2,537	9,757	16,522	2,030	18,552	10,947	
Other Travel and Meeting Expenses	3,889	2,334	-	6,223	1,556	7,779	39,590	
IT Support and Internet Services	24,266	14,559	-	38,825	9,706	48,531	55,214	
Audit Fees	4,274	2,564	-	6,838	15,099	21,937	9,636	
Legal and Professional	6,648	3,989	427,678	438,315	6,860	445,175	346,651	
Depreciation	7,635	4,581	-	12,216	3,054	15,270	17,332	
HR/ Recruitment Expenditure	4,982	2,989	-	7,971	1,993	9,964	43,555	
Other Expenditure	26,612	15,968	-	42,580	11,742	54,322	11,412	
Staff Training	6,828	4,097	-	10,925	2,731	13,656	10,108	
	415,916	249,550	437,435	1,102,901	185,392	1,288,293	1,194,713	

# THE BRITISH PARALYMPIC ASSOCIATION

(Limited by Guarantee)

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

### 7 RESULTS FROM TRADING ACTIVITIES OF SUBSIDIARIES

The financial group consists of the parent undertaking, the British Paralympic Association, and its subsidiary undertakings, British Paralympic Enterprises Limited (BPE), British Paralympic Performance Services Limited (BPPS), and Paralympic World Cup Limited (PWC). BPE, BPPS, and PWC are wholly owned subsidiaries. PWC was dormant in this and the previous year.

Both British Paralympic Enterprises Limited and British Paralympic Performance Services Limited gift aid their taxable profits to the British Paralympic Association. All activities have been consolidated on a line by line basis.

#### British Paralympic Enterprises Limited

The Company's principal activity is sports administration and trading, a summary of the results of this subsidiary is shown below:-

	2017 £	2016 £
Turnover	4,080,136	1,195,234
Direct Cost and Administrative Expenses	(30,279)	(32,006)
	<hr/>	<hr/>
Operating Profit	4,049,857	1,163,228
Interest Receivable	633	5,190
Tax on Profit on Ordinary Activities	-	-
	<hr/>	<hr/>
Profit on Ordinary Activities after Taxation	4,050,490	1,168,418
Gift Aid	(4,050,490)	(1,168,418)
	<hr/>	<hr/>
Profit on Ordinary Activities after Taxation	-	-
	<hr/>	<hr/>

The aggregate of the assets, liabilities and funds was:

	2017 £	2016 £
Assets	4,144,295	1,602,284
Liabilities	(4,144,293)	(1,602,282)
	<hr/>	<hr/>
	2	2
	<hr/>	<hr/>
Funds:		
Share Capital	2	2
Profit and Loss Account	-	-
	<hr/>	<hr/>
	2	2
	<hr/>	<hr/>



**THE BRITISH PARALYMPIC ASSOCIATION**  
**(Limited by Guarantee)**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2017**

**7 RESULTS FROM TRADING ACTIVITIES OF SUBSIDIARIES (Continued)**

**British Paralympic Performance Services Limited**

The Company's principal activity is to provide performance services to Paralympic athletes and their sports and/or disability organisations.

A summary of the results of this subsidiary is shown below:

	<b>2017</b> <b>£</b>	<b>2016</b> <b>£</b>
Income	986,274	678,401
Expenditure	(968,499)	(557,757)
	<hr/>	<hr/>
Gross Profit	17,775	120,644
Administrative Expenses	(10,833)	(1,288)
	<hr/>	<hr/>
Operating Result	6,942	119,356
Interest Receivable	934	561
Taxation on Surplus on Ordinary Activities	-	-
	<hr/>	<hr/>
Profit on Ordinary Activities after Taxation	7,876	119,917
Gift Aid	(7,876)	(119,917)
	<hr/>	<hr/>
Result on Ordinary Activities after Taxation and Gift Aid	-	-
	<hr/> <hr/>	<hr/> <hr/>

The aggregate of the assets, liabilities and funds was:-

	<b>2017</b> <b>£</b>	<b>2016</b> <b>£</b>
Assets	1,538,091	1,371,989
Liabilities	(1,538,089)	(1,371,987)
	<hr/>	<hr/>
	2	2
	<hr/> <hr/>	<hr/> <hr/>
Funds:-		
Share Capital	2	2
Profit and Loss Account	-	-
	<hr/>	<hr/>
	2	2
	<hr/> <hr/>	<hr/> <hr/>

# THE BRITISH PARALYMPIC ASSOCIATION

(Limited by Guarantee)

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

### 8 STAFF COSTS, DIRECTORS' REMUNERATION AND TRUSTEES REIMBURSED EXPENSES

None of the trustees/directors received any emoluments in respect of their services to the Charity, (2016: £Nil). Six (2016: Four) trustee/director was reimbursed travel and subsistence expenses incurred in attending meetings and representing the Company, which in aggregate amounted to £5,248 (2016: £4,493).

	2017 £	2016 £
Gross Salaries	1,302,059	1,220,016
Employers' National Insurance	137,076	117,477
Pension - Defined Contribution	153,220	129,728
	<hr/>	<hr/>
	1,592,355	1,467,221
	<hr/>	<hr/>

The number of employees who earned £60,000 per annum or more (including taxable benefits but excluding employer pension contributions) during the year was as follows:

	2017	2016
£60,001 - £70,000	-	1
£70,001 - £80,000	4	3
£80,001 - £90,000	1	-
£120,001 - £130,000	1	1
	<hr/>	<hr/>
	6	5
	<hr/>	<hr/>

The key management personnel comprises the six executive team and the total remuneration, benefits and defined benefit pension contributions paid in the year was £454,458 (2016: £472,845).

The average number of employees during the year analysed by function was:-

	2017 £	2016 £
Charitable Activities	19	20
Cost of Generating Funds	10	10
	<hr/>	<hr/>
	29	30
	<hr/>	<hr/>

# THE BRITISH PARALYMPIC ASSOCIATION

(Limited by Guarantee)

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

### 9 NET MOVEMENT IN FUNDS

Net movement in funds is arrived at after charging:	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Depreciation of tangible fixed assets	15,270	17,332
Foreign exchange loss/ (gain)	(27,225)	(7,214)
Auditors remuneration	21,937	9,636
	<hr/>	<hr/>

The consolidated Statement of Financial Activities is for the Group as a whole. The figures below are the equivalent figures for the Charity only, excluding other Group companies:

- a. Charity only incoming resources for the year ended 31 March 2017 were £4,108,653 (2016 - £2,095,468) excluding donations from subsidiaries.
- b. Charity only net increase/ (decrease) in funds for the year were (£182,573) (2016: £80,771).

### 10 TAXATION

No corporation tax is payable as the Association is a registered charity. A corporation tax liability of £Nil is included in the subsidiary accounts (2016: £ Nil).

### 11 TANGIBLE FIXED ASSETS

	<b>Fixtures, Fittings and Equipment</b>	
<b>Cost</b>	<b>Group</b>	<b>Company</b>
	<b>£</b>	<b>£</b>
At 1 April 2016	181,473	181,473
Additions	29,617	29,617
Disposals	(19,629)	(19,629)
	<hr/>	<hr/>
At 31 March 2017	191,461	191,461
	<hr/>	<hr/>
<b>Depreciation</b>		
At 1 April 2016	162,707	162,707
Charge for the Year	15,270	15,270
Disposals	(17,799)	(17,799)
	<hr/>	<hr/>
At 31 March 2017	160,178	160,178
	<hr/>	<hr/>
<b>Net Book Value</b>		
At 31 March 2017	31,283	31,283
	<hr/>	<hr/>
At 31 March 2016	18,766	18,766
	<hr/>	<hr/>

All fixed assets of the company are used for charitable purposes.

# THE BRITISH PARALYMPIC ASSOCIATION

(Limited by Guarantee)

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

### 12 INVESTMENT IN SUBSIDIARIES

	Company 2017 £	Company 2016 £
British Paralympic Enterprises Limited	2	2
British Paralympic Performance Services Limited	2	2
Paralympic World Cup	2	2
	<hr/>	<hr/>
	6	6
	<hr/>	<hr/>

The Association has three wholly owned subsidiaries, British Paralympic Enterprises Limited – company number 3008516, British Paralympic Performance Services Limited – company number 4577740, and Paralympic World Cup – company number 5362068. All companies were incorporated in Great Britain.

### 13 DEBTORS

	Group		Company	
	2017 £	2016 £	2017 £	2016 £
Amounts Due from Group Companies	-	-	1,467,080	1,022,116
Prepayments and Accrued Income	99,116	914,002	99,066	805,003
Sundry Debtors	466,937	282,068	223,842	278,602
Other Taxes and Social Security Costs	-	27,496	-	27,496
Gift Aid Receivable from Group Companies	-	-	4,058,366	1,288,335
	<hr/>	<hr/>	<hr/>	<hr/>
	566,053	1,223,566	5,848,354	3,421,552
	<hr/>	<hr/>	<hr/>	<hr/>

### 14 CREDITORS

	Group		Company	
	2017 £	2016 £	2017 £	2016 £
<b>Amounts Falling Due Within One Year</b>				
Amounts Due to Group Companies	735	735	3,290,834	746,659
Accruals and Deferred Income	208,429	98,549	64,286	98,549
Deferred Grant Income	10,000	287,248	-	54,695
Other Creditors	49,253	670,829	46,461	236,100
Grants	36,256	29,676	36,256	29,676
Other Taxes and Social Security Costs	14,293	-	14,293	-
	<hr/>	<hr/>	<hr/>	<hr/>
	318,966	1,087,037	3,452,130	1,165,679
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Movement on Deferred Grant Income</b>				
At 1 April 2016	316,924	170,425	84,371	30,748
Released to SOFA in the year	(316,924)	(170,425)	(84,371)	(30,748)
Deferred in the current period	10,000	316,924	-	84,371
	<hr/>	<hr/>	<hr/>	<hr/>
	10,000	316,924	-	84,371
	<hr/>	<hr/>	<hr/>	<hr/>

# THE BRITISH PARALYMPIC ASSOCIATION

(Limited by Guarantee)

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

### 15 FINANCIAL INSTRUMENTS

	Group		Company	
	2017	2016	2017	2016
	£	£	£	£
Financial assets that are debt instruments at amortised cost				
Debtors				
- Group balances	-	-	1,467,080	1,022,116
- Sundry debtors	466,937	282,068	223,842	278,603
- Gift aid receivable from group companies	-	-	4,058,365	1,288,335
Cash at bank and in hand	2,616,782	2,922,430	467,639	803,080
	<u>3,083,719</u>	<u>3,204,498</u>	<u>6,216,926</u>	<u>3,392,134</u>
Financial liabilities measured at amortised cost				
Creditors				
- Group balances	735	735	3,290,834	746,659
- Other creditors	49,253	653,458	46,461	218,730
	<u>49,988</u>	<u>654,193</u>	<u>3,337,295</u>	<u>965,389</u>

### 16 DISCLOSURE OF COMMITMENTS

#### *Binding Commitments*

In the year the charity did not enter into any agreements relating to future Summer Paralympic Games and as a result at the year end the following amounts were committed:

- Accommodation - £nil (2016: £180,775)
- Flights - £nil (2016: £692,152)

In addition the charity was committed to expenditure under its Value in Kind arrangements with commercial partners, whereby the equivalent amount will be recognised with Incoming Resources. Under these arrangements the total value of kit, legal costs and support with Sports Science Medicine Equipment stock control system totals £634,995 (2016: £2,146,552).

The above does not include commitments funded by restricted grants.

#### *Lease Payments*

At the 31 March 2017 the amount of lease payments committed with respect to the rental of office space, £485,020, and office equipment, £4,759, totalled £489,779 (2016: £161,890).

# THE BRITISH PARALYMPIC ASSOCIATION

(Limited by Guarantee)

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

### 17 RESTRICTED FUNDS

	Balance 1 April 2016 £	Movement in Funds: Incoming Resources £	Resources Expended £	Transfers Between Funds £	Balance 31 March 2017 £
Boshier Hinton Foundation - grant	8,924	-	(8,924)	-	-
Cadbury Foundation - grant	-	106,869	(106,869)	-	-
Commercial Partners - value in kind	-	3,124,619	(3,124,619)	-	-
Foreign & Commonwealth Office - grant	-	296,710	(296,710)	-	-
Greater London Authority - grant	-	296,710	(296,710)	-	-
Spirit of 2012 Trust - grants	-	283,870	(283,870)	-	-
UK Sport - grants	16,358	939,610	(949,194)	1,977	8,751
OCOG – grant	-	329,499	(329,499)	-	-
	<u>25,282</u>	<u>5,377,887</u>	<u>(5,396,395)</u>	<u>1,977</u>	<u>8,751</u>

Funds expended on capital items are transferred to unrestricted funds once spent.

Incoming resources received in the year related to the following activity:

- Boshier Hinton Foundation – grant for the Paralympic Inspiration Programme (PIP) in 2016.
- Cadbury Foundation – grant for the Paralympic Inspiration Programme (PIP) in 2016 and Sports Science Medicine Conference in March 2017 (SSMC).
- Commercial Partners – value in kind as set out in Note 2, Donated Facilities and Services.
- Foreign & Commonwealth Office – government grant for the provision of a British House in Rio during the Rio 2016 Summer Paralympic Games. All conditions and obligations of the grant have been fulfilled as per conditions of the grant.
- Greater London Authority – government grant for the provision of a British House in Rio during the Rio 2016 Summer Paralympic Games.
- Spirit of 2012 Trust – grants to support ParalympicsGB Carnivals in 2016, and Get Set to be a Paralympic Champion.
- UK Sport – grants for preparation for the Rio 2016 Summer Paralympic Games, Classification, International Relations, SSMC, staff costs and planning for the Tokyo 2020 Summer Paralympic Games (T2020). The balance at 31 March 2017 represents unused funds at the year end for the International Relations grant (the grantee being BPA). Unused funds for the T2020 grant are included in deferred income (the grantee being BPPS). The transfer in the year reflects unrestricted income used to cover the overspend resulting from expenditure resulted the completion of the Rio cycle.
- OCOG – grant is a contribution to support costs incurred in respect of participation in the Rio 2016 Summer Paralympic Games.

# THE BRITISH PARALYMPIC ASSOCIATION

(Limited by Guarantee)

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

### 18 ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	Unrestricted Funds £	Restricted Funds £	Total Funds £
Fund Balances at 31 March 2017 are represented by:			
Tangible Fixed Assets	31,283	-	31,283
Current Assets	3,174,084	8,751	3,182,835
Current Liabilities	(318,966)	-	(318,966)
<b>Total Net Assets</b>	<b>2,886,401</b>	<b>8,751</b>	<b>2,895,152</b>

### 19 COMPARATIVE FIGURES FOR ALL FUNDS

The comparatives for both the Unrestricted and Restricted Funds in 2016 are as follows:

	Unrestricted Funds 2016 £	Restricted Funds 2016 £	Total 2016 £
<b>Incoming Resources</b>			
<b>Income and endowments from:</b>			
Donations and legacies	613,977	2,025,913	2,639,890
Other trading activities	1,307,343	-	1,307,343
Investment income	7,622	-	7,622
<b>Total income</b>	<b>1,928,942</b>	<b>2,025,913</b>	<b>3,954,855</b>
<b>Expenditure on:</b>			
Raising funds	846,744	-	846,744
Charitable activities	1,151,148	1,876,192	3,027,340
<b>Total expenditure</b>	<b>1,997,892</b>	<b>1,876,192</b>	<b>3,874,084</b>
<b>Net income/ (expenditure)</b>	<b>(68,950)</b>	<b>149,721</b>	<b>80,771</b>
Transfers between funds	155,823	(155,823)	-
<b>Net movement in funds</b>	<b>86,873</b>	<b>(6,102)</b>	<b>80,771</b>
<b>Reconciliation of funds</b>			
Fund Balances Brought Forward at 1 April 2015	2,965,570	31,384	2,996,954
<b>Funds Balances Carried Forward at 31 March 2016</b>	<b>3,052,443</b>	<b>25,282</b>	<b>3,077,725</b>

# **THE BRITISH PARALYMPIC ASSOCIATION**

**(Limited by Guarantee)**

## **NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017**

### **20 RELATED PARTY TRANSACTIONS**

The balance due to the British Paralympic Association from British Paralympic Enterprises at 31 March 2017, after taking account of gift aid receivable, was £760,392 (2016: £745,923 - creditor). The balance due to the British Paralympic Association from British Paralympic Performance Services Limited at 31 March 2017 was £1,474,956 (2016: £1,018,651).

The British Paralympic Association has a joint venture company with the British Olympic Association, "2016 Crest Holding Limited" (2016CHL), a company limited by guarantee. The liability of each of the organisations is limited to £10. The company holds the rights to the crest that featured on the kit for the 2016 Rio Paralympic Games (and which has the potential to feature on future kit, depending on creative decisions). The activities of 2016CHL have not been consolidated.

### **21 FUNDS RECEIVED AS AN AGENT**

The Company acted as an agent on behalf of Sainsbury's Supermarkets Limited "Active Kids" programme. Funds held at 1 April 2016 were £Nil (2016: £3,698), and funds receivable in the year totalled £200,000 (2016: £200,000) which was matched by funds disbursed of £200,000 (2016: £203,698) to the Disability Sports Federations of England for further disbursement to the other Disability Sports Federations. Namely Scotland, Northern Ireland and Wales. As at the 31 March 2017 all funds had been disbursed.

### **22 DONATIONS FROM TRUSTEES**

The aggregate value of donations received from Trustees in the year was £nil (2016: £nil).

### **23 SHARE CAPITAL**

The Company is limited by guarantee and has no share capital.

The 34 (2016: 33) voting members of the Company have undertaken to contribute an amount not exceeding £10 each to the assets of the Company in the event of it being wound up.

### **24 CONTROLLING PARTY**

The Company is under the control of its voting members.