



Activity Alliance Annual Trustees' Report and Accounts

For the year ended 31 March 2026

English Federation of Disability Sport operating as Activity Alliance.

Registered Company Number: 03627630.

Company Limited by Guarantee.

Charity Registration Number: 1075180.

**activity
alliance**
disability
inclusion
sport

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Trustees, advisors, and organisation details

Activity Alliance Chair: **Sam Orde until 15 October 2025 (AGM) and Adam Paker from 15 October 2025**

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

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

Vice President: **John Amaechi OBE**

Vice President: **Dr Phil Friend OBE**

Trustees

Trustees who have served during the Financial Year 2025-26, or join before the date when the accounts are signed:

Mrs Sam Orde – Chair (resigned 15 October 2025)

Mr Adam Paker – Chair (appointed 15 October 2025)

Mr Peter Ackred

Ms Andrea Dando (resigned 15 October 2025)

Ms Jane Duncan (appointed 15 October 2025)

Ms Rebecca Evans (resigned 14 May 2026)

Ms Lindsay Games (appointed 15 October 2025)

Ms Isabelle Michelson

Mr Ian Mullane (appointed 17 September 2025)

Mr Rory O’Keeffe (appointed 15 October 2025)

Ms Reena Parmer (appointed 17 September 2025)

Ms Emma Pawson

Ms Lucy Smith

Ms Loretta Sollars

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Independent Auditor

HB&O Limited

Highdown House

Leamington Spa, CV31 1XT

Bankers

Barclays Bank plc

Leicester, LE87 2BB

Trustees' Report for the year ended 31 March 2026

The Trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of the English Federation of Disability Sport (operating as Activity Alliance) for the year 1 April 2025 to 31 March 2026.

The Trustees confirm that the annual report and financial statements of the company and the group comply with the current statutory requirements, the requirements of the company and the group's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019). The Trustees have complied with the duty in the Charities Act 2011, to have due regard to public benefit guidance published by the Charity Commission.



This year's Impact headlines

- Launched the Supporter Scheme and over **100** people signed up on the first day. Over **400** people had signed up by the end of the year.
- We worked with over **300** organisations this year and delivered **18** network sessions with over **250** organisations attending.
- Our Learning Hub celebrated its first birthday, and we launched **five** new courses. Over **1,200** people registered for a course across the year.
- We hosted **11** webinars, attended by nearly **700** people.
- We delivered **62** workshops attended by over **900** people.
- We submitted **7** policy consultations and contributed to **47** policy meetings.
- We spoke at over **50** events.
- More than **800** people signed up to the Inclusive Education Hub.
- We provided inclusive environments for **207** para-athletes to compete and thrive in our annual National Junior Para Swimming and National Para Athletics Championships.
- We were awarded disability confident leader status demonstrating that we are committed to creating inclusive workplaces where disabled people and those with long-term health conditions can thrive.



A message from our new Chair

It is with real excitement that I write this foreword as I step into the role of Chair of our charity in October 2025. I am honoured to lead an organisation that is respected as the leading voice for disabled people in sports and activities. I want to begin by thanking our extraordinary staff and my fellow trustees. Your passion, skill and unwavering compassion are the heartbeat of everything we achieve.

I have enjoyed getting to know our members and discovering the breadth of work happening across the sector. Meeting people on the ground has given me fresh insight into the challenges and the brilliant solutions being developed locally and nationally. I am deeply grateful to our funders, including our principal funder Sport England, and friends whose belief, generosity and active support drive this progress. Your commitment turns ideas into opportunities and keeps the momentum for real, lasting change.

This past year has been a testament to what determination and collaboration can deliver. From community-led projects that open doors in neighbourhoods like Get Out Get Active, to strategic responses that reshape policy and public attitudes, our work has created meaningful, measurable change. We have forged powerful partnerships across local and national landscapes, whether that is with councils, governing bodies, funders or networks.

A highlight has been the launch of our new Supporters Scheme in December 2025. Bringing together more than 400 organisations and people already from so many sectors has strengthened our reach and multiplied our impact. Collective commitment truly builds a movement for change. And yet, the urgency of our mission remains. Disabled people are still the least active in our country, and deep-rooted inequalities remain. Two-thirds (67%) of disabled people say they would like to do more physical activity but only half (52%) feel they have the opportunity to do so. Barriers of access, funding and representation continue to block too many people from the benefits we can all reap from being active.

We will press for greater investment, accessible facilities, workforce development and pathways that reflect the full diversity of our communities.

This impact report celebrates our victories and outlines the journey ahead. I am inspired by the moments that matter, the creativity of our teams and the generosity of our partners. With that same energy, we will keep pushing until sports and activities are genuinely a place where everyone feels they belong.

Thank you for your ongoing support and commitment.



Adam Parker

Activity Alliance Chair

A message from our Chief Executive

I am deeply proud of the Activity Alliance team and the impact we have created this year. We are driving meaningful change, through evidence, partnerships, and a relentless commitment to ensuring disabled people feel they belong in sports and activities in ways that genuinely work for them.

Our strategy, **We All Belong**, continues to inspire and challenge us. It pushes us to look ahead, to imagine what true inclusion could be, and to take bold steps toward shaping that future.

This year, we made a major stride in building a national movement for change with the launch of our supporter scheme. By uniting organisations and individuals who share our vision, we are creating a powerful collective voice capable of breaking down the barriers.

Our manifesto remains a vital call to action. We are expanding our influence in the policy arena, amplifying evidence, contributing to parliamentary discussions, and ensuring disabled people's voices shape the decisions that matter. We will continue this work until disabled people's voices are not only heard, but embedded at the heart of national and local agendas.

We also welcomed new leadership this year – our new Chair, Adam Paker, and five new Board members. Their insight, energy, and commitment will guide us into a future defined by collaboration and innovation.

The opportunities to create lasting impact are significant. Together with disabled people, partners, and supporters, we will continue to grow a movement that shapes a more positive and inclusive future.



Adam Blaze

Activity Alliance CEO

This year's impact

Building a movement for change

On International Day of Disabled People (IDDP) we proudly launched a new, free, supporter scheme as part of our We All Belong campaign. Through the scheme we're aiming to build an alliance of supporters who share our vision and are committed to making sports and activities inclusive for every disabled person.

Organisations and individuals can sign up, adding their voice to national movement for change, and also receive a range of great benefits from Activity Alliance. One benefit is free access to an introductory webinar, helping supporters feel confident, informed, and ready to engage disabled people in sport and physical activity.

The launch was a great success with **over 100** people signing up to the supporter scheme on the first day. By 31 March 2026, **over 450** people had signed up, and the alliance of supporters continues to grow.

Adam Blaze, Activity Alliance CEO, said:

“Belonging is central to our vision for a more inclusive sport and activity sector. Our We All Belong strategy set out a shared ambition for change. When disabled people feel welcome and supported, they are far more likely to be active. Our new supporter scheme gives people and organisations a simple way to stand with us and show their commitment to inclusion. By working together, we can help create a future where every disabled person feels they belong in sport and activity.”

[Find out more about the supporter scheme.](#)

We All Belong – Belonging in action campaign

The supporter scheme was launched alongside a social media campaign on 3 December, celebrating belonging in action in sports and activities. We wanted to show that belonging isn't just a word in our strategy – it's something we build together. Our aim was to increase awareness, and celebrate the people, clubs and organisations making a future where all disabled people belong in sports and activities possible.

We provided partners with a partner toolkit ahead of the event so that they could get involved in the campaign. The partner toolkit supported impressive engagement, with over **50** organisations and individual people creating or sharing content around the campaign message.

[Find out more about our We all Belong campaign here.](#)

Leading the way with a new Chair

In October, we were delighted to announce the appointment of our new Chair, Adam Paker. Adam brings over 25 years of leadership experience in the sport and physical activity sector, having driven transformation across national and international sporting organisations.

Adam's distinguished career includes senior commercial roles at FIFA and Chief Executive positions at Commonwealth Games England and Swim England, where he led major organisational change and growth initiatives.

An alumnus of INSEAD, the world's leading business school for strategy, Adam combines a rigorous analytical approach with a passion for turning strategic vision into tangible outcomes. Most recently, at Portas Consulting, the world's leading sport-focused strategy consultancy, he advised global governing bodies and national federations on governance reform, competition restructuring, financial sustainability, and inclusivity.

Upon his appointment, **Adam said:**

“It's a huge honour for me to join Activity Alliance as Chair. I believe strongly that the work of the organisation has never been more important and necessary than it is today, as disabled people in this country continue to face significant barriers to accessing and enjoying all the benefits of sport and physical activity.

I look forward to building on the excellent work that the Board and leadership team of Activity Alliance has already achieved towards creating a future where all disabled people feel they belong in sports and activities.”



Building the insight that powers better outcomes

As leading experts, we continue to collect evidence and listen to disabled people's experiences to show the real barriers, like inaccessible places, attitudes, and lack of support. We also support organisations at local and national levels to interpret their findings, strengthen research methods, and collaborate so together we achieve greater, more lasting impact. We use what we learn to push for change, influence policy, and create solutions so disabled people are involved meaningfully.

Our big research projects this year:

A Game of Inequality: The Reality of Sporting Dreams for Young Disabled People

We worked with Women In Sport to look at young disabled people's perceptions of the Paralympic Games and to find out if young disabled people – especially girls – feel inspired, included, and supported in sport and physical activity. 949 disabled and 1,460 non-disabled people aged between 13 and 24 years old took part. It found the Paralympic Games inspired 74% of young disabled people to do more sport, but the report also exposed a big dream gap with only 36% of disabled girls, compared to 61% of disabled boys dreaming of reaching the top in sport.

Women in Sport ambassador and Activity Alliance Honorary President, **Baroness Tanni Grey-Thompson** said:

“This report is a wakeup call to society to change its expectations for disabled girls and realise how vital sport and exercise can be to their lives. We need to provide more opportunities and stop conforming to outdated gender stereotypes.

Sport can transform lives and too many disabled girls and women are missing out just now. Disabled girls should be able to dream, like I did, of reaching the top, but they also deserve everyday opportunities to experience the joy of sport.”

[Read more about the Paralympic Dream Deficit Report here.](#)

Play, Move, Belong: Active futures for young disabled people

In November 2025, on World Children's Day, we published a research report looking at young disabled and non-disabled people's experiences and perceptions of sport and physical activity. It revealed that young disabled people continue to face significant inequalities in sport and physical activity. It found that only 26% of young disabled people say they can take part in sport and activity at school all the time, compared to 38% of non-disabled young people. This is despite schools being the most common place for them to be active.

Following the report we produced a series of infographics taking a closer look at disabled girls, young disabled people from low social grades, young disabled people with mental health problems, and young people with multiple impairments.

We worked with Sport England, Access Sport, Loughborough University, ParalympicsGB and Youth Sport Trust on this project.

[Read more about the Play, Move, Belong report here.](#)

Other research projects this year included:

- **Secondary analysis of five years of data from our Annual Disability and Activity Survey**

We produced two reports exploring regional differences in disabled people's lived experiences of being physically active and demographic influences on sport and physical activity. We found that across all regions, only five in ten (51%) disabled people agree that they have the opportunity to be active, and disabled people in lower social grades, are LGBT+, are a woman, or are aged 65+, are less likely to see themselves being active than other disabled people. We also hosted a webinar to discuss these findings.

[Read our secondary analysis of ADAS here.](#)

- **The role of healthcare professionals**

A new report exploring the role of healthcare professionals in supporting disabled people into physical activity. Common themes emerged and five key features of successful support were highlighted. These included personalised support, trusted relationships, a multi-disciplinary approach, Gradual, realistic progression with a personalised plan, and connecting into the community.

[Read the role of healthcare professionals report here.](#)

- **Our research journey**

This year we created a video bringing our research journey to life, showing how our insight has driven programme development, influenced decision-makers and highlighted the social value of closing the activity gap. It reflects our commitment to working with disabled people and partners to turn insight into action.

[Watch our research journey video here.](#)



Driving change through policy

One year on from the publication of our manifesto, we remain committed to driving meaningful change so that disabled people can take part in sports and activities on an equal basis. Over the past year we have continued to engage with policy makers, take part in sector working groups and contribute evidence to national debates. We have taken our three manifesto asks into parliamentary and public forums.

We have engaged in removing systemic barriers across health, education, transport and access to outdoor spaces so that more disabled people can be happier, healthier and more included in their communities. It included a meeting with Minister for Sport, Stephanie Peacock, to raise our concerns about the barriers to participation and the policy changes required.

We also successfully featured in the new APPG Outdoor Recreation and Access to Nature Inquiry Report published in September. [You can view the report here.](#) Our evidence to the All-Party Parliamentary Group for Outdoor Recreation and Access to Nature report, highlighted the **scale of inaccessibility to countryside and green spaces** and drew on the views of more than 750 organisations and individuals.

We helped in our ask to **equip health and care workers** by ensuring that better processes are in place to support disabled people to use physical activity in ways which work best for them. Following submitting an in-depth submission, our CEO, Adam Blaze, gave evidence to the Health and Social Care Committee's inquiry into healthy ageing on the benefits of prescribing physical activity for older people with long-term conditions.

We boosted **awareness of inclusive PE and school sport** when we submitted a formal response to the Government's proposed reforms to the SEND system. We raised concerns about proposals to restrict Education, Health and Care Plans to only the most complex cases.

We again highlighted the needs of disabled children in response to the Raising the Nation Play Commission's findings on the importance of play. We welcomed the Government's employment drive to create new jobs and apprenticeships but raised concerns about whether it will deliver meaningful, accessible opportunities for disabled people. We also campaigned to address widespread fears that increased activity could affect social security payments such as Personal Independence Payment, reinforcing our call to protect benefits.

We also responded to the 2025 Budget, calling for recognition of the social value of enabling disabled people to be active. We drew attention to the 'activity gap' at a cost to society of £10.9 billion, i.e. this would be the additional value if activity levels of disabled people were the same as non-disabled people.

Throughout the year we participated in a range of roundtables and consultations. Our Head of Communications and Policy took part in an All Party Parliamentary Group for Sport roundtable on women and girls in sport to inform forthcoming work on barriers to participation. This is a key area in our promotion of intersectionality among disabled people.

On this event, **Sarah Brown-Fraser**, said:

“I was pleased to join fellow women leaders in sport to consider what more is needed. As a disabled woman, it is important to me and to our charity that individuals are recognised for their diverse backgrounds, motivations, and experiences. Too often, people are treated as a single, homogenous group, which does not reflect reality. Through our growing research portfolio, Activity Alliance can provide valuable insight to help government and the wider sector improve access for many communities. We are committed to working with others and adding our expertise to ensure that the voices and experiences of all disabled people are fully represented in these conversations.”

Our work continues across devolved regions with combined authorities in influencing decision makers within areas like Greater Manchester, Greater London and West Midlands. This includes former Manchester Mayor and now Prime Minister, Andy Burnham, endorsing our Leading Inclusion framework.

The coming year will be important as we continue to press for explicit policy safeguards so that disabled people are not penalised for being active through essential social security entitlements. Our social value report remains a focus of our policy work, to show the social, health and economic returns of inclusive activity.

We will continue to use our policy influence, partnerships and evidence to turn these ideas into tangible change and to ensure that disabled people can fully participate in sport and physical activity.



Impactful programmes

Include to Improve with Sport for Confidence

The Include to Improve programme, led by Activity Alliance and Sport for Confidence, funded by Sport England continues to work towards creating more opportunities for disabled people to take part, volunteer and work in sports and activities.

In April it launched a Strategic Partner Network bringing together many organisations from different sectors united by a desire to strengthen their commitment to inclusion. The network is working to create sustainable, inclusive solutions that empower and engage disabled people. The network's first face-to-face meeting took part in July. The programme also launched the Lived Experience Network (LEN), providing a safe space for disabled people to share their views of taking part and working in the sport and physical activity sector to help shape programme delivery.

The team worked with their Lived Experience Network to create a series of resources. We received this amazing feedback from one of the group on the work so far, showing how important it is to involve everyone.

“The resources are genuinely fantastic, and it is clear how much thought, care, and collaboration has gone into producing them. It has been great to watch the documents evolve over time, and even better to see the feedback we collectively provided reflected so clearly in the final versions. The way the comments from the LEN hub, emails, and focus groups have been incorporated really shows the strength of the co-production approach. I also just wanted to say how incredible it has been to be part of this work. It has been a brilliant opportunity, and the outcome will be an incredibly valuable resource for so many people.”

In October Improve to Include launched a menu of targeted support offers based on lived experience insight, for organisations in its Strategic Partner Network to improve inclusion. The offers included an online hub, peer advocate support, HR consulting, end-to-end recruitment audit, and occupational therapy-led support.

[Read more about Include to Improve here.](#)

Building communities with Get Out Get Active

Get Our Get Active (GOGA), our pioneering programme to get disabled and non-disabled people active together through fun and inclusive ways, continues to bring disabled and non-disabled people together through its legacy and new innovation funding.

Throughout this year we shared many stories of the impact of GOGA on people and communities. It's reconnected people who have felt isolated, improved people's physical and mental wellbeing, helped people to understand and enjoy different cultures, and given many people a purpose and sense of belonging.

It was made possible by founding funder [Spirit of 2012](#) and additional investment from [Sport England](#) and [London Marathon Foundation](#). The programme is led by Activity Alliance, and since its existence we have worked with many partners, including Disability Sport Northern Ireland (DSNI), Disability Sport Wales (DSW) and Scottish Disability Sport (SDS).

A daytime disco in Wiltshire is just one of many examples of the impact of GOGA.

“I have just got back from taking my Mum and Mother-in-Law to the Daytime Disco at Trowbridge Town Hall. What can I say it was brilliant, well organised, great DJ with fab selection of music, lovely helpers on hand to answer questions, tea and coffee for a donation and accessible venue just fantastic.

My mum has a brain tumour and doesn't get out much and being on a Friday it meant I could take her in her wheelchair as the venue was accessible and also gave my Dad a respite break for a few hours (he suffers with Parkinson's so the rest is such a precious break for him).

Watching her sing along to all the songs was lovely and she watched over whilst I had a dance with my mother-in-law.

Thank you for putting on such a great event and for making a difference to the people in our community of Trowbridge and the other market towns in Wiltshire.”

Reflecting on the impact

In September more than 40 partners from across the country travelled to Blackpool for an opportunity to reflect on the success of GOGA. Across nine years **62,000** people have been reached by the programme. That is down to the hard work of hundreds of partners and thousands of volunteers across the country.

GOGA can truly evidence how this unique approach has improved people's physical, social, and mental wellbeing across the UK. From swimming clubs in the south of England to walking groups in Northern Ireland, over **38,500 participants** have taken part in **3,700 activities and interventions** to date, and over **4,700 volunteers** have given their support.

A **delivery coordinator** said:

“A massive thank you for all your support, guidance, and patience throughout this journey. I have been genuinely privileged to see this programme from its beginning through to its partial conclusion, and it has been inspiring to witness the hard work and dedication invested by everyone. This has grown and flourished into something truly special and allowed us to learn and develop so much and it wouldn't have been possible without you all back at Activity Alliance.”

Big thank you to Spirit of 2012

In January, we said goodbye and thank you to founding funders of GOGA, Spirit of 2012, who closed their doors. They were a London 2012 social legacy organisation founded by the National Lottery Community Fund with an endowment of £47m, improving communities and people's lives.

Alex Johnston, former Policy and Influencing Manager at Spirit of 2012, said:

“You can see programmes evolve and develop over time, and some have a natural shelf life where they just end. What I have loved about this beautiful journey with GOGA is that in the first phase we were like ‘we want to reach the least active. In the second phase we understood better, who are the least active, they are very different from each other, they are not all the same. To now talking about GOGA as an approach for delivering sport and physical activity.”

The success of GOGA featured in a report published by Spirit of 2012 and Pro Bono Economics (PBE) showing the wellbeing cost effectiveness of Spirit’s grants. The analysis has highlighted that GOGA is likely to have had a ‘protective’ wellbeing impact for disabled participants.

[Read more about the Spirit of 2012 report here.](#)

Recognised for wellbeing impact

We were delighted in February when GOGA was shortlisted for a prestigious Sports Industry Award. The nomination for Wellness in Sport award is a significant moment for the programme, and a proud recognition of the impact GOGA continues to make in communities across the country.

The programme lives on in established providers across the country, and in September, funding was agreed for Gateshead, Norfolk, Rotherham and the Swale, driven by innovation, encouraging ideas tailored to the unique needs of each community. This approach will prioritise key themes such as children and young people, health, active travel, and reducing inequalities.

Helen Derby, Activity Alliance’s Strategic Lead of Programmes, said:

“We are incredibly proud to see Get Out Get Active recognised on such a respected national stage. Everyone who has been a part of the GOGA journey knows how incredible it is, and it is fantastic that the impact is being recognised in this way.

The nomination reflects the passion of our partners and the power of inclusive community activity to bring people together, break down barriers and create lasting change.”

Building confident, inclusive leaders through training

One year of our Learning Hub

In September we celebrated one year of our Learning Hub – a dedicated platform for providing high-quality training and resources to support inclusive sport and activity. Each course is accredited by CIMSPA, the professional development body for the UK's sport and physical activity sector, ensuring they meet the knowledge and skill standards expected across the workforce. Activity Alliance is also proud to have achieved CIMSPA's 'Enhancing' quality assurance status, recognising the Learning Hub as a provider of the highest quality education provision.

In this year, **over 1,550** learners enrolled on a course and over **2,100** courses were sold. Over **850** learners completed a course.

During the year we launched **five** new courses and workshops all accessible via the Learning Hub including:

- A new Inclusive Communications eLearning went live in May 2025 growing our portfolio of helping other organisations to improve their communications. Whether delivering workshops, or promoting our free guide and fact sheets, we know the impact it has in engaging more disabled people.
- Create inclusive activity that lasts eLearning. Drawing on key insights from our flagship Get Out Get Active (GOGA) programme, also went live in May.
- Inclusive research and evaluation eLearning course launched in April. Learners can learn how to create and conduct accessible research and evaluation projects for disabled people.
- Introduction to engaging disabled people webinar went live in December 2025.

A learner who completed the Inclusive PE eLearning module on the Learning Hub said:

“Completing the programme has made me think much more deeply about how multiple aspects of identity – including ability, disability, gender, culture, family background, and confidence – influence pupils' engagement in PE. I now realise that inclusion is not just about adapting physical tasks but also about creating safe, supportive, and socially inclusive environments where every pupil can succeed.”



Inclusive Activity Programme

In May, our Inclusive Activity Programme (IAP) launched a new CIMSPA accredited workshop specially designed to ensure children with special educational needs and disabilities (SEND) are included within PE and school sport. During the year, more than **220** learners attended an IAP workshop and almost **280** learners attended an IAP Schools workshop.

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

“More than 465,000 children with special educational needs and disabilities have already benefitted from our Inclusive PE training. Now many more will enjoy the physical and mental health benefits of PE at school with the launch of this new training opportunity for school staff.

We know that everyone working in school settings has the best interest of all pupils at heart, and delivering good quality inclusive PE is a vital part of that. Disabled children are motivated to take part in sport and physical activity to feel a sense of belonging and be more independent.”

During the year, we also hosted a series of six free IAP webinars, specifically aimed at those who had already attended a workshop or completed an online module, to further their learning.

Inclusion 2028

Inclusion 2028, a new Department for Education funded programme to improve access to PE and school sports for SEND children, was announced in May. It is delivered by a consortium of the Youth Sport Trust, ParalympicsGB, Swim England, Activity Alliance and nasen and supported by the Association for PE and Sport for Confidence.

Backed by an initial £300,000 for the first year, the Inclusion 2028 programme works with a network of 50 Leading Inclusion Schools to provide expert training to teachers to help them create and deliver inclusive lessons that meet the diverse needs of all pupils - including those with physical, sensory, cognitive, communication or social and emotional needs.

[Read more about Inclusion 2028 here.](#)

Championing change alongside others

Our strategic partnerships team is the driving force behind much of our work with the sport and leisure sector. They deliver a significant number of partner workshops, regional meetings, and national and county level forums to build partnerships, create networks and share our inclusion expertise.

National Governing Bodies (NGBs) and the National Disability Sport Physical Activity Network

In July, our partnerships team hosted the first joint meeting of NGBs and National Disability Sports Charities, creating a platform to share learning, challenges, insight as well as an opportunity to network.

Hosted at the home of British Cycling, guest speakers from both groups shared best practice and learnings from their respective disability specific programmes, research and projects.

Paul Downes, Strategic Partnership Advisor for the Yorkshire and Humber, said:

“ These events are so vital to share, learn and network between to the two groups and these alliances will grow ever stronger as we strive to create the best conditions for building inclusive partnerships across the sector.”

Shannon Howarth (Partnerships manager for UK Deaf Sport) said:

“ Thank you for the event. Some great presentations and opportunities to connect with NGBs all in one space which we don't get to do very often.”

While **Eve Joseph (EDI lead from British Triathlon)** commented:

“I really found the event useful, particularly to meet some new faces. I have a couple of great follow ups to have with Limb Power, Wheel Power, Activity Alliance, British Cycling and Sense.”

Let me Move

Let Me Move is a partnership between **Together an Active Future** and **Activity Alliance** designed to identify, test and share practical approaches that enable more people to move more and take part in physical activity. The programme brings partners together to reduce barriers to participation, strengthen local delivery and generate learning that can inform policy, investment decisions and future programme design across the sport and physical activity system.

Together an Active Future enables sustainable change in approaches to physical activity within Pennine Lancashire. The case for change was led by persistent inequalities in participation. Many people continue to experience barriers to being active, including physical, affordability, transport, social inclusion, and confidence. No single organisation can remove these barriers alone. There was a need for coordinated place-based solutions.

Let Me Move provides a credible model for inclusive practice. It is co-designed with communities, delivered through partnership, and improved through continuous learning.

The partnership led to:

- Co-designed inclusive opportunities. Partners worked collaboratively to design and adapt activity opportunities so they were welcoming, accessible and relevant.
- Strengthened local delivery capacity. The partnership aligned local organisations around shared objectives, improved coordination and helped create clearer, supported routes into participation.
- Embedded learning and continuous improvement. The programme captured learning as delivery progressed, enabling partners to refine approaches in real time and document what is effective for wider replication.

Delivery focused on inclusive, participant-centred experiences that encouraged sustained involvement over time. As people felt more supported and valued, their confidence grew and they were more likely to remain active.

The learning generated through the programme offers actionable insights for commissioners, funders and delivery partners. By showing effective partnership practice and inclusive delivery approaches, Let Me Move has helped drive wider adoption and improvement beyond the programme's immediate footprint. Its examples and evidence supports scaling up and embedding more inclusive ways of working across systems. Capturing and sharing insight strengthens future policy and investment decisions and reduces duplication across the system.

Girls of Brum

In June we supported Sport Birmingham to deliver an inclusive girls-only sport festival at Alexander Stadium. The opportunity ensured that over 400 disabled and non-disabled girls from 35 mainstream and specialist schools across Birmingham could take part together, with fun, friendship and belonging at its heart. The focus was on enjoyment and connection rather than performance, requiring some changes in inclusive design and delivery.

Working with an all-female steering group (including This Girl Can and StreetGames), we acted as an inclusion 'check and challenge' partner. We applied the Get Out Get Active (GOGA) learning to strengthen access planning, volunteer readiness and school communications.

We worked with the organisers to improve the inclusive event design with improved access, arrival and shared experiences. We delivered 'How to Engage Disabled People' to build confidence ahead for the volunteer briefings. We supported with inclusive communications advice so schools felt confident to attend.

Feedback suggests a stronger local shift towards inclusive, non-segregated delivery. There was increased confidence supporting disabled participants, with a stronger focus on enjoyment, friendship and inclusion in PE and sport. It also improved partners' disability inclusion learning and messaging.

Girls of Brum demonstrates how inclusion policy can be delivered in practice by supporting equal access, workforce capability and non-segregated opportunities for disabled children and young people.

The festival returns in June 2026, with learning embedded into planning and volunteer development. The legacy is stronger local capability and partnership practice to include disabled women and girls.

Improving disability workforce monitoring in community leisure

Community Leisure UK (CLUK) is the members' association that specialises in charitable trusts delivering public leisure and culture services across the UK. CLUK's annual HR survey highlighted inconsistent disability workforce monitoring across community leisure trusts. This year we supported CLUK to use evidence and practical tools to engage employers, strengthen confidence in demographic monitoring and align activity with emerging policy priorities.

Survey results suggested many members do not collect disability workforce data and reported disability disclosure is low. Without consistent monitoring, organisations cannot understand representation, identify barriers to recruitment and retention or measure progress.

We shared our workforce gap evidence and practical resources (including webinar content) to support employer action. This included within their Members Area. We worked with CLUK to interpret survey findings and agree a plan to explore employer barriers/enablers to disability monitoring. And CLUK created discussion prompts for a member session on what data is collected, barriers to disclosure and how information is used.

The impact to date:

- Built confidence within CLUK to engage members on disability monitoring using clear evidence and prompts.
- Improved understanding of employer-side barriers/enablers, informing a tailored support offer and CLUK's 2025 HR survey design.
- Positioned CLUK to convene partners via EmployAbility Leisure on workforce data improvement linked to disability and ethnicity pay gap reporting proposals.

By sharing evidence like our social value report, we were able to empower members with the impact their work could have on society and especially on disabled people. Bringing insight, workforce and partnerships expertise together with a sector intermediary accelerated progress from evidence to employer action.

Pioneering an inclusion framework

In January we ran our first Leading Inclusion Community of Practice webinar. It brought together staff from across the sport and physical activity sector to talk about how they use the Leading Inclusion framework and the difference it's making in their areas. Panellists said the framework helps teams work together and builds stronger relationships with the Activity Alliance. Leading Inclusion creates a clear space to explore inclusion in more detail and makes it clear that responsibility for inclusion belongs to whole organisations, not just one person or team.

[Read more about the first community of practice event here.](#)

Changing lives through memorable and inclusive events

We were delighted to host our annual British Junior Para Swimming Championships and National Junior Para Athletics Championships again this year. We also hosted a record number of inclusive webinars, and our event's expertise supported the London and Manchester marathons again.

British Junior Para Swimming Championships

The British Junior Para Swimming Championships took place in June. More than **100** young disabled 10 to 18-year-olds took part in the event that has been running for more than 20 years.

They were cheered on by multiple gold medal winning Paralympian **Maisie Summers-Newton MBE**. She spent the day honing her skills as a commentator at an event she competed at many times early in her career.

Maisie said:

“It's lovely to kind of get the experience of commentating and seeing the up-and-coming swimmers.”

All the swimmers that I got to know when I was doing it at their age, you move through the programme with them. You make those bonds with the swimmers and they're like your little bubble whilst you go away.”

For young para swimmer **Rose**, stepping onto poolside at an Activity Alliance swimming championship for the first time marked the beginning of a transformative journey – one that has reshaped her confidence, aspirations and sense of belonging in sport.

“The atmosphere was buzzing - fun, friendly and incredibly welcoming. What meant the most to me was getting to race against swimmers my own age. That hardly ever happens at mainstream meets, where I'm often the only para swimmer or the heats are mixed. Being on the blocks next to people my age, who understood the same challenges and worked just as hard, made me feel like I truly belonged. Meeting visiting athletes from Spain made the event feel even more exciting, like I was part of something bigger than just a race.

A lot of people think swimming is an individual sport, and technically it is - but there's a huge team behind every swimmer, especially in para sport,” said Rose. “At Activity Alliance events, you see it everywhere. Teammates encouraging each other, helpers supporting swimmers with mobility or visual impairments, and chaperones guiding younger athletes around the venue. It creates a sense of community that you don't always see in other environments.

I've now been competing for five years. I've raced in Swim England, Aquatics GB and Para World Series events (including BPSMs in England), achieving medals at home nation and BPSM meets. This year, I earned places on the British Para Talent Squad and the National Age Group Development Programme - opportunities I'm incredibly grateful for. I'm also supported by SportsAid, which has helped me access sports science support and funding. That support makes a huge difference.

My family noticed a change in me after my first Junior Championships. They said it was the first time they really saw how motivated I became after experiencing the para swimming community up close. They loved how considerate everyone was on poolside. People moving to create space for wheelchair users, guiding visually impaired swimmers, and generally just being kind. At para meets, everyone understands, and it feels safe."

National Junior Para Athletics Championships

The National Junior Para Athletics Championships took place in July with more than **100** young disabled athletes from across the UK competing. The event has a rich history in not only finding future athletics stars, but providing an inclusive environment for those just starting out their athletics journey. Athletes from across England, Scotland, Wales and the Republic of Ireland to compete in more than 60 races and 20 field events.

Freddie and Penny are a young brother and sister whose journey into para athletics has reshaped not only their sporting ambitions but also their sense of identity and belonging. Their family first discovered the Activity Alliance Junior Para Athletics Championships while exploring para athletics pathways, searching for opportunities for both children.

Penny and Freddie's Mum spoke about the impact of the event on her children:

"Penny had never competed before 2025's event. Watching her take her place on the start line surrounded by children with visible and invisible impairments, was incredibly moving. She was just another athlete. Freddie, too, thrived. He finally had the chance to compete alongside others who understood that physical challenges aren't always obvious. It was the first time he wasn't pushing through quietly, trying to match people whose bodies didn't fight against them in the same way.

The atmosphere at these events is nothing short of extraordinary. Children as young as seven take part, and every performance, every moment of effort, is supported and celebrated. It isn't just about winning. It's about being seen, being valued, and being part of a community that understands.

The impact on both children has been remarkable. Penny, once hesitant about even calling herself an athlete, has discovered talents she never knew she had. She's developing real speed and her long jump has become a huge strength. At her club, she is now one of the top under-11 jumpers. The girl who once doubted whether she belonged in sport now runs onto the track with confidence.

Freddie's journey has been equally fantastic. With the right environment, his natural talent has flourished. He has gone on to reach national finals in cross country, showing his determination but now with the support and recognition he deserves.

As parents, our whole view of sport has shifted. We've learned that para athletics is not only for athletes with visible impairments. It is for athletes like Freddie too. And it is for athletes like Penny, who might once have felt excluded but now feel part of something bigger."

London and Manchester Marathons

Our events team also support high quality events, that involve disabled people, advising on welfare, entry information, venues, workforce, accessibility and classification systems. In April this year they supported both the London and Manchester marathons.

All of the wheelchair athletes competing in the Manchester Half Marathon this year were once young athletes taking part in our very own National Junior Para Athletics Championships.

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

"It's a privilege to work alongside London Marathon Events and ASO UK to support the Elite Wheelchair Races across the TCS London Marathon, Manchester Marathon and Manchester Half. These are brilliant events, powered by outstanding athletes, participants, organisers and volunteers. Through this strong partnership, we use our expertise to help ensure every athlete has a positive and rewarding experience."

Building our supporter community

In February we launched our calendar of online events exclusively for supporters with a webinar exploring young disabled people's experiences using the latest insight from our recently published Play, move, belong report. The event was well attended, with more than **160** supporters logging on to join us.

Our next supporter-only event was held in March and attended by nearly **90** supporters. It focused on creating accessible places and spaces using our popular Access for All guide. We were joined by Jean Hewitt, Accessibility and Inclusion specialist, Buro Happold who co-produced the guide. She hosted a panel discussion with partners to discuss their experiences of using the guide to make their places and spaces more accessible.

We are excited to host many more supporter-only online events in the new year.

[Find out more about the supporter scheme](#)

Resources that power progress

Access for All

Our newly updated Access for All guide was published in June, designed to support local activity providers make their activities and venues more accessible for disabled people, with some small low-cost changes.

We worked with accessibility and inclusion specialist Jean Hewitt at Buro Happold alongside a range of expert organisations to update the document. The updated guidance now includes advice for activities in community venues, green and blue spaces, such as parks and lakes. That is as well as low-cost practical examples of how to ensure activities taking place in traditional places, like sports halls and sports clubs are accessible.

Ian Bennett, Adaptive Lead at The Wave Project, one organisation who shared their expertise for the guide, said:

“The Access for All guide is an amazing reference point with a wealth of information on making access to sport and particularly the outdoors as easy and efficient as possible.

For long established organisations, it is a great checklist to ensure they work safely and effectively. Especially for new and developing organisations this is a great catalogue of knowledge, that can save time and eliminate mistakes on a new journey to making a particular sport more accessible.”

Other new resources this year:

- Two factsheets designed to support healthcare professionals and systems. One focusses on equipping health and care workers so they can give disabled children and adults the best information and accurately signpost to a wider choice of activities. The second aims to assist Integrated Care Systems with their planning to ensure more disabled people are better supported into physical activity. There were developed from our ‘the role of healthcare professionals’ research report released in April.

Equality, Diversity, Inclusion and Belonging progress summary

This year we strengthened our commitment to Equality, Diversity, Inclusion and Belonging (EDIB) by embedding inclusive practice throughout our culture, governance, workforce development and organisation systems. Our work focused on advancing our four EDIB ambitions and ensuring that inclusion remains a core organisational value rather than a standalone initiative.

We continued to foster an inclusive culture by setting out a practical annual action plan, supporting managers with reflective EDIB questions, and reinforcing positive behaviours across the organisation. Together, these actions show meaningful progress and a sustained commitment to building an organisation where people feel they belong and where diverse perspectives drive better outcomes.

Regular staff pulse surveys, the annual EDIB survey and reflective sessions at Board and staff away days helped us better understand lived experience and strengthen belonging. We also expanded the EDIB group with new members, including a board representative with specialist expertise in disability and neurodiversity, ensuring diverse perspectives inform decision-making.

EDIB became further embedded in our systems and governance. We appointed new co-chairs to the EDIB group, refreshed its terms of reference, and provided EDIB updates at every board meeting. Improved data collection through the Learning Hub and annual survey analysis enabled clearer benchmarking against similar organisations. A significant milestone was achieving Disability Confident Leader status, demonstrating sector-leading commitment to disability inclusion.

To build a diverse workforce, we completed a staff skills audit, broadened recruitment outreach, reviewed application materials and analysed equal opportunities data. We also prepared for an external audit of recruitment and induction processes to identify and remove barriers for disabled applicants.

Finally, we strengthened organisational capability by integrating EDIB learning into performance reviews, expanding training access, creating shared learning spaces, and delivering inclusive communications and safeguarding training.

People Plan summary

Activity Alliance's people are central to our success. Our 2025-26 People Plan focused on four priorities: strategic workforce planning, getting the right people with a commitment to tackling inequalities, looking after and developing our people, and developing leadership at every level. Together, these priorities help ensure we have the skills, values and capacity needed now and in the future.

In 2025, we launched our first Skills and Values Audit, giving us a clearer view of strengths across teams, including collaboration, communication, adaptability and stakeholder management. The findings are now shaping training, cross-functional upskilling, succession planning and recruitment, including Board recruitment through skills gap analysis.

Quarterly pulse surveys, the annual staff survey and the annual Board survey also help us identify issues, understand staff experience and respond quickly where action is needed.

We support wellbeing, learning and job satisfaction through flexible hybrid working and staff engagement, including our People and Wellbeing Group. This helps ensure staff voice continues to shape our approach to culture, support and ways of working.

Up-to-date HR policies, safeguarding processes and workplans linked to the Operations Plan help target development where it is most needed and ensure support remains aligned to organisational priorities.

Leadership development is embedded across staff, managers and Board members, with strategic workstreams and internal groups creating opportunities to lead. At Board level, the Skills Audit is informing succession planning and composition, while trustee training supports effective governance and future resilience.

Organisational wellbeing

Staff surveys

Our annual staff survey conducted between December 2025 and January 2026, and two pulse surveys conducted earlier, in Spring and Summer 2025, paint a consistently positive picture of a motivated, mission-driven workforce. Staff happiness and pride in the organisation scored highly, with the large majority feeling valued in their role and able to be their best self at work. Staff describe feeling fulfilled by purposeful work that creates meaningful change for disabled people, citing impact, shared values and the authenticity with which those values are lived day to day as central sources of pride. This deep connection to mission, rather than just role or reward, is a hallmark of Activity Alliance's culture.

The quality of line management is a particular strength. In the winter survey, the great majority of staff reported a positive relationship with their line manager, felt trusted to do their job, and felt comfortable discussing their wellbeing. Regular one-to-ones and ongoing performance conversations were consistently cited as enablers of confidence and role clarity. Teamwork and collaboration also scored strongly, with most staff feeling a strong sense of connection within and across teams; away days and all-staff events were valued as energising opportunities for belonging and informal connection. Workload is manageable, with flexibility and hybrid working highly valued, though peak periods remain a recognised pressure point.

Organisational communication and learning and development are both areas of continued focus. Board updates and staff communication channels have been welcomed as positive steps, and the majority of staff feel they have adequate opportunities to connect with the Board. On development, most staff accessed new skills and knowledge during the year, with managerial support for growth cited positively; staff express a clear appetite for progression pathways and proactive internal career conversations, which is informing our approach in the year ahead.

Our diversity profile

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

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

These are the findings from November 2025 Board and staff equal opportunities survey conducted among employees and Board members:

Disability

Activity Alliance has a notably high proportion of disabled staff, reflecting our deliberate commitment to inclusive recruitment and a workforce that authentically represents the people we serve. 31% of staff reported having a long-term health condition, impairment or illness. Of those, 55% said their impairment or health condition has a substantial effect on their ability to carry out normal daily activities. Among Board members, 58% reported a long-term condition, with 71% of those saying it has a substantial effect on daily activities. Across staff and Board combined, conditions affect people in a range of ways, most commonly mobility, mental health, long-term pain, chronic health conditions, and learning, understanding or concentrating.

Ethnicity

The majority of staff (89%) identify as White, with 39% identifying as Asian or Asian British and 3% identifying as Black, Black British, Caribbean or African. The Board is similarly constituted, with 83% identifying as White, 8% as Black, Black British, Caribbean or African, and 8% as Asian or Asian British. Increasing ethnic diversity is identified as a priority in our recommendations for the year ahead.

Age

31% of staff are aged 25–34 and 43% are aged 35–44, with smaller proportions in the 16–24 (3%), 45–54 (17%) and 55–64 (6%) age groups. The Board is more evenly distributed across age ranges, with the largest group aged 45–54 (50%).

Gender

63% of staff identify as women and 37% as men. The Board has a similar profile, with 67% identifying as women and 25% as men, with 8% preferring not to say. All staff who responded confirmed that their gender identity is the same as their sex registered at birth.

Sexual orientation

89% of staff identify as heterosexual/straight, 6% as gay or lesbian, and 3% as bisexual, with 3% preferring not to say. Among Board members, 92% identify as heterosexual/straight, with 8% preferring not to say.

Religion and belief

54% of staff reported no religion, 34% identified as Christian, 6% as Hindu, and 3% as Sikh, with a small proportion preferring not to say. Board members similarly showed a majority with no religion (58%), alongside Christian (25%), Sikh (8%) and prefer not to say (8%) responses.

Socioeconomic background

The majority of staff (83%) attended a state-run or state-funded school between the ages of 11 and 16, with 3% attending an independent or fee-paying school. Household occupation data from when staff were aged 14 shows the largest group (40%) came from households where the main earner worked

in a modern or traditional professional role (e.g. teacher, nurse, engineer), and 20% from managerial backgrounds. 57.1% of staff reported having caring responsibilities for a child or another adult.

Tenure and working patterns

Activity Alliance has a relatively stable workforce. 26% of staff have been with the organisation for between two and five years, 23% for one to two years, and 17% for less than a year. 23% have been with the organisation for more than ten years. One in five staff (20%) work part-time, reflecting the organisation's commitment to flexible and inclusive working arrangements.

Our diversity statistics at a glance

Activity Alliance diversity profile	Percentage of total number
People with an impairment, long-term health condition or illness	2024 Staff 36% Board 63% 2025 Staff 31% Board 58%
People with a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on their ability to do normal daily activities	2024 Staff 50% (of 36% who said they have an impairment, health condition or illness) Board 60% (of 63% who said they have an impairment, health condition or illness) 2025 Staff 55% (of 31% who said they have an impairment, health condition or illness), Board 71% (of 58% who said they have an impairment, health condition or illness)
Gender	2024 Staff 58% Board 88% female 2025 Staff 63% Board 67% female
Lesbian, gay, bisexual	2024 Staff 9% Board 0% 2025 Staff 6% Board 0%
From an ethnically diverse background	2024 Staff 15% Board 0% 2025 Staff 12% Board 8%
Age (largest group)	2024 Staff 25-34 (39%) 35-44 (39%) Board 35-44 (38%) 2025 Staff 35-44 (43%) Board 45-54 (50%)
Religion and belief	2024

Activity Alliance diversity profile	Percentage of total number
	Staff 42% Board 38% 2025 Staff 43% Board 33%
Staff attending a state-run/ state-funded school	2024 Staff 79% Board 63% 2025 Staff 83% Board 67%
Staff tenure (largest group)	2024 Less than 1 year (27%) 2025 Between 2-5 years (26%)

Skills and values audit

As part of our ongoing efforts to build a strong, skilled, and future-ready workforce, we launched the skills matrix project in July 2025. This is the first time Activity Alliance audited staff skills in this way, so we are also treating it as development learning for our charity. Our learning will be used to improve the process and skillset analogies.

Skills and values audit findings show that Activity Alliance team display consistently high capability in interpersonal effectiveness, collaboration, integrity, and operational delivery. Teams including Executive, Partnerships, Programmes and Events, Workforce, Research and Insight, Communications and Policy, and Corporate Services (including Finance) demonstrate strong cultures of trust, clarity, and reliability.

Overall average capability sits just below the 'Competent' mark (c.3.7), with 66% of skills at 4-5, and strengths in teamwork, communication, adaptability, and stakeholder management.

The organisation-wide gaps include financial acumen, risk management, leadership and people management, data/digital analytics, and business development.

The overall average rating across all values is 4, indicating a strong and consistent culture where positive behaviours are well established. Most scores sit within a band of 3.8 to 4.4, showing alignment and coherence across respondents. This distribution reflects a healthy organisational culture with shared understanding of expectations and mutual respect in how people work together.

Financial wellbeing and fundraising

Activity Alliance's total income for the financial year 2025-26 amounted to £2,961,591. Sport England investment continues to be one of the charity's largest funding contributions and we are proud to be considered one of their system partners. Their financial backing means we can deliver programmes and services that help others to embed good practice and change attitudes towards disabled people in sport and activity.

Sport England also continued to provide significant funding contributions for Get Out Get Active (GOGA) programme delivery. We received £6,211 from a legacy, which will help us greatly towards achieving our charity objectives. Our fundraising events included support from generous people taking part in the London Marathon and other community activities.

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

A full breakdown of Activity Alliance's income and expenditure for the year end 31 March 2026 is available in the financial review section of this report.

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

Structure, governance and management

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

- The Activity Alliance Board is the ultimate decision-making body responsible for all significant strategic, financial and policy decisions with advice from its Nominations Committee and Finance Audit Risk and Governance Committee. The Board delegates authority to manage the organisation on a day-to-day basis to the CEO. Our Articles of Association allow up to 12 Board members who can serve a maximum period of three terms of three years each.
- An external evaluation of the Board is carried out every four years. This last external Board review was conducted in Summer 2024 and concluded in September 2024.
- Up to 33% of the Trustees are Member nominated Trustees, and all recruitment is made by open advertisement followed by application and interview.

Statement of Trustees' responsibilities

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

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

The Trustees are responsible for keeping adequate accounting records that disclose, with reasonable accuracy at any time, the financial position of the Charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charitable company and the group, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charitable Company's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements may differ from legislation in other jurisdictions. English Federation of Disability Sport operating as Activity Alliance In so far as the Trustees are aware:

- There is no relevant audit information of which the Charitable company's auditor is unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Appointment of Trustees

Under Article 64 of the Articles of Association, the Board aims to be fully reflective of the community the Charitable Company ultimately serves by being appropriately representative of disabled people and equality principles as set out in the Equality Act 2010. Each Board member may serve a maximum three terms of three years each. No appointment shall exceed a period of nine years unless in exceptional circumstances. The Nominations Committee plays a crucial role in ensuring that Activity Alliance's board and leadership is composed of qualified, diverse, and experienced individuals who align with the charity's mission and values. One of main responsibilities of the Committee is to review Board skills matrix in order to steer Trustee recruitment to find candidates with a skillset to fill the identified skill gaps. Such candidates are recommended for Board or member appointment as per the Articles of Association. In order to increase diversity of the Board, Activity Appliance employs various practices when recruiting Trustees, including posting advertisements for Trustee positions on relevant social media platforms and recruitment websites as well as our own. We also use job boards and networks that appeal to underrepresented groups. Activity Alliance's commitment to diversity and inclusion is clearly stated in the job description, using bias and jargon free language. Interview panels include people from various backgrounds and lived experiences to bring diverse perspectives to the evaluation process.

Alternative ways of application are encouraged, and these include video or audio application. We produce recruitment documents in accessible formats on demand, and these include Easy Read and British Sign Language. Trustee appointments are made in line with Tier 3 Code for Sports Governance and our Equality, Diversity, Inclusion and Belonging and Diversity Statement.

Trustee induction and training

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

Pay policy

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

Organisation

The governing body of the Charity is the Board of Trustees, which met four times during the financial year 2025/26. There are two standing Board Sub-Committees. The Finance, Audit, Risk and Governance Committee (FARG) which met five times during the year and the Nominations Group which met three times in addition to meetings with external recruiters and meetings related to selection and recruitment of the Chair and Trustees during the year.

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

Risk and internal control

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

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

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

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

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



Principal risks

Throughout 2025-26, Activity Alliance maintained a proactive approach to identifying and managing risks that could affect our ability to achieve our vision and deliver impact for disabled people. The Board and Leadership team regularly reviewed strategic risks and the effectiveness of mitigating actions.

Key risk area	How we managed the risk	Planned actions
The government does not prioritise funding for sport and physical activity.	Maintained strong relationships with policymakers and partners, monitored policy developments, and continued to demonstrate the value and impact of our work.	Increase engagement with policymakers to strengthen their understanding of the benefits of inclusive sport and physical activity.
Significant reduction in Sport England funding	Continued financial planning, diversified income opportunities, maintained strong funder relationships, and regularly reviewed financial forecasts.	Appointment of fundraising agency to help diversify income.
Insufficient funding	Monitored budgets closely, maintained reserves, reviewed investment performance, and strengthened financial oversight through Board and committee governance.	Appointment of fundraising agency to help diversify income.
Organisation may be unable to meet short-term financial obligations.	Maintained cash-flow forecasting, monitored reserves, and regularly reviewed financial performance and funding pipelines.	Further strengthen medium-term financial planning through enhanced scenario modelling.
Failure to detect and/or contain a cyber security incident	Delivered cyber security training, maintained security policies and controls, and continued to strengthen information governance arrangements.	Expand cyber resilience testing, including simulated phishing exercises and incident response scenarios.
Failure to prevent, detect and/or govern fraud.	Operated robust financial controls, maintained whistleblowing and anti-bribery arrangements, and provided governance oversight through the Finance, Audit and Risk Group.	Conduct fraud awareness training among staff and Board.

The Board is satisfied that appropriate controls and assurance arrangements were in place throughout the year and continues to monitor these risks closely as part of Activity Alliance's commitment to good governance and long-term sustainability.

Financial review 2025/26

Income

Group income for 2025/26 amounted to £2,962k (2024/25: £2,978k), a decrease of £16k (0.5%) on last year. Sport England remained one of Activity Alliance's largest funders, contributing £1,671k (2024/25: £1,748k) of system partner funding for the financial year. Sport England also provided £796k (2024/25: £450k) of funding for the "Get Out Get Active" (GOGA) programme.

For the Activity Alliance Charity only, income for 2025/26 amounted to £2,957k (2024/25: £2,975k), a decrease of £18k (0.6%) on last year.

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

Expenditure

Charitable expenditure for the Group for 2025/26 amounted to £3,122k (2024/25: £2,755k), an increase of £367k (13%) on last year.

Charitable expenditure for the Activity Alliance Company only, during 2025/26 amounted to £3,117k (2024/25: £2,752), an increase of £365k (13%) on last year.

Reserves

Total reserves as at 31 March 2026 were £1,111k (2024/25: £1,271k) a decrease of £160k.

Restricted reserves as at 31 March 2026 amounted to £226k (2024/25: £432k), a decrease of £206k. Details of restricted reserves are given under Note 19.

Unrestricted reserves as at 31 March 2026 totalled £885k (2024/25: £839k), an increase of £46k. £194k has been designated from unrestricted reserves for the purpose of growing and developing the organisation. In addition, £41k has been designated as a fixed asset fund representing the net book value of the underlying fixed assets of the charity. This is a prudent measure reflecting the fact that these assets would not be easily realisable if needed to meet future liabilities.

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

Public Benefit Statement

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

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

Reserves Policy

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

As at 31 March 2026, the unrestricted reserves not invested in fixed assets ("free reserves") were £651k (2024/25: £598k).

Investment Policy

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

Funds considered surplus from time to time are invested on a short- or medium-term fixed interest basis to comply with this requirement. Interest received on deposits of this nature generated £37k during 2025/26 (2024/25 £23.1k).

Related Parties

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

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

At 31 March 2026, Activity Alliance's full member organisations were:

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

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

In October 2025 it was agreed to dissolve the Associate Membership category and replace it with a new Supporter Scheme which was launched in December 2025. At 31 March 2026, there were 443 individual Supporters from 360 organisations.

There is a diverse range of organisations that have signed up to be Supporters from a variety of sectors including third sector, disability rights, health and local government. The sport sector is itself represented by a wide range of organisations including National Governing Bodies, Active Partnerships, clubs, and leisure operators.

Plans for future periods

Throughout 2026 and beyond, we will continue to deliver our strategy, We All Belong, and work towards our three ambitions. This will include multi-year budget planning aligned to a multi-year operational plan, ensuring we have a strong foundation in place to continue to remain financial sustainable during the current economic climate.

We will maintain the progress we have made in 2025-2026 and expand the following projects:

- Diversify our income streams with a new approach to income generation to access new funding opportunities. We will work with fundraising and commercial partnership experts to help us achieve this.
- Continue to grow our programmes pipeline, identifying new multi-year funding streams from both within, and outside of, the sport and physical activity sector.
- Our current System Partner Funding from Sport England comes to an end in March 2027. We will work with Sport England to secure further funding.
- Create and start to deliver our Environmental Sustainability Plan.

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

On behalf of the Board of Trustees.

Adam Paker, Chair

Date: 15 October 2026

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

Opinion

We have audited the financial statements of English Federation of Disability Sport ("the Parent Charitable Company") and its subsidiaries ("the Group") for the year ended 31 March 2026 which comprise the Consolidated and Parent Charitable Company Statement of Financial Activities, the Consolidated and Parent Charitable Company Balance Sheets, the Consolidated Statement of Cash Flows and the related notes including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the Group's and the Parent Charitable Company's affairs as at 31 March 2026 and of the incoming resources and application of resources, including its income and expenditure, for the year ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- Have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions related to going concern

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

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

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

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' report, other than the financial statements and our audit report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

- Adequate accounting records have not been kept by the Parent Charitable Company, or returns adequate for our audit have not been received from branches not visited by us; or
- The Parent Charitable Company's financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of Trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

Use of our report

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

Mark Ashfield BA FCA (Senior Statutory Auditor)

For and on behalf of HB&O Limited

Chartered Accountants and Statutory Auditors

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

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

Date: 15 October 2026



Statement of financial activities

Group statement of financial activities including income and expenditure account for the year ended 31 March 2026

	Note	Unrestricted funds 2026 £	Restricted funds 2026 £	Total funds 2026 £	Total funds 2025 £
Income					
Donations and legacies	3	50,198	-	50,198	73,618
Other trading activities	4	104,525	-	104,525	126,053
Investment income	5	36,995	-	36,995	23,183
Income from charitable activities	6	12,000	2,757,873	2,769,873	2,755,211
Total incoming resources		203,718	2,757,873	2,961,591	2,978,065
Expenditure					
Charitable activities		150,132	2,952,320	3,102,452	2,742,077
Costs of raising funds		19,260	-	19,260	12,862
Total expenditure	8	169,392	2,952,320	3,121,712	2,754,939
Net movement in funds before transfers		34,326	(194,447)	(160,121)	223,126
Transfer between funds		12,135	(12,135)	-	-
Net movement in funds for the year		46,461	(206,582)	(160,121)	223,126
Reconciliation of funds					
Funds balance at 1 April 2025		838,786	432,320	1,271,106	1,047,980
Total funds carried forward at 31 March 2026	19	885,247	225,738	1,110,985	1,271,106

All the activities of the Group are classified as continuing. The notes on pages 48-63 form part of these financial statements.

Statement of financial activities (Parent Charitable Company) including income and expenditure account for the year ended 31 March 2026

	Unrestricted funds 2026 £	Restricted funds 2026 £	Total funds 2026 £	Total funds 2025 £
Income				
Donations and legacies	72,492	-	72,492	144,495
Other trading activities	77,808	-	77,808	63,601
Investments income	36,995	-	36,995	23,183
Income from charitable activities	12,000	2,757,873	2,769,873	2,743,961
Total incoming resources	199,295	2,757,873	2,957,168	2,975,240
Expenditure				
Charitable activities	145,709	2,952,320	3,098,029	2,739,252
Costs of raising funds	19,260	-	19,260	12,862
Total expenditure	164,969	2,952,320	3,117,289	2,752,114
Net movement in funds before transfers	34,326	(194,447)	(160,121)	223,126
Transfer between funds	12,135	(12,135)	-	-
Net movement in funds for the year	46,461	(206,582)	(160,121)	223,126
Reconciliation of funds				
Fund balance at 1 April 2025	832,711	432,320	1,265,031	1,041,905
Total funds carried forward at 31 March 2026	879,172	225,738	1,104,910	1,265,031

All the activities of the Charitable Company are classified as continuing. The notes on pages 48-63 form part of these financial statements.

Group balance sheet as at 31 March 2026

			2026	2025
	Note	£	£	£
Fixed assets				
Tangible assets	14		41,025	29,955
Current assets				
Debtors	15	128,971		149,231
Investments	16	217,857		207,482
Cash at bank and in hand		978,408		1,277,553
		1,325,236		1,634,266
Creditors: amounts falling due within one year	17	255,276		393,115
Net current assets			1,069,960	1,241,151
Total assets less current liabilities			1,110,985	1,271,106
Charity funds				
Restricted funds	19	225,738		432,320
Designated funds	19	234,715		240,621
Unrestricted funds	19	650,532		598,165
Total funds			1,110,985	1,271,106

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

The notes on pages 48-63 form part of these financial statements.

Approved by the Board of Trustees on 15 October 2026 and signed on its behalf by:

Adam Paker, Chair

Balance sheet (Parent Charitable Company) as at 31 March 2026
– Company number: 03627630

			2026	2025
	Note	£	£	£
Fixed assets				
Tangible assets	14		41,025	29,955
Investments	16		1,000	1,000
			42,025	30,955
Current assets				
Debtors	15	148,097	217,420	
Investments	16	217,857	207,482	
Cash at bank and in hand		947,011	1,199,312	
		1,312,965	1,624,214	
Creditors: amounts falling due within one year	17	250,080	390,138	
Net current assets			1,062,885	1,234,076
Total assets less current liabilities			1,104,910	1,265,031
Charity funds				
Restricted funds	19	225,738	432,320	
Designated funds	19	234,715	240,621	
Unrestricted funds	19	644,457	592,090	
Total funds			1,104,910	1,265,031

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

The notes on pages 48-63 form part of these financial statements.

Approved by the Board of Trustees on 15 October 2026 and signed on its behalf by:

Adam Paker, Chair

Group statement of cash flows as at 31 March 2026

	Note	2026 £	2025 £
Net movement in funds for the reporting periods (as per the statement of financial activities)		(160,121)	223,126
Adjustments for:			
Depreciation	14	10,594	5,420
Investment income	5	(36,995)	(23,183)
Decrease/(increase) in debtors	15	20,260	(18,481)
(Decrease)/increase in creditors	17	(137,839)	78,104
Net cash flow from operating activities		(304,101)	41,860
Cash flow from investing activities			
Investment income	5	36,995	23,183
Purchase of fixed assets	14	(21,664)	(18,251)
Net cash flow from investing activities		15,331	4,932
Net (decrease)/increase in cash		(288,770)	269,918
Cash and cash equivalents at 1 April 2025		1,485,035	1,215,117
Cash and cash equivalents at 31 March 2026		1,196,265	1,485,035
Cash and cash equivalents consists of:			
Cash at bank and in hand		978,408	1,277,553
Current asset investments	16	217,857	207,482
		1,196,265	1,485,035

Notes forming part of the financial statements for the year ended 31 March 2026

1. Accounting Policies

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

a. Basis of preparation

These financial statements are for the financial year ended 31 March 2026. These have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP FRS 102) and the Companies Act 2006. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s). They are prepared in sterling which is the functional currency of the Charitable Company and rounded to the nearest £1.

b. Preparation of the accounts on a going concern basis

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

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

c. Fund accounting

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

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

d. Income

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

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

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

Income from the investments is included when receivable.

Income from charitable activities is accounted for when earned.

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

e. Expenditure

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

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

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

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

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

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

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

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

f. Operating leases

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

g. Fixed assets

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

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

Computer equipment	- 25% per annum straight line basis
Furniture and equipment	- 10% per annum straight line basis

h. Investments

Current asset investments are stated at market value.

i. Debtors

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

j. Cash at bank and in hand

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

k. Creditors

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

l. Pensions

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

m. Group financial statements

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

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

n. Prior year adjustments

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

2. Legal status of the trust

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

3. Donations and legacy income

	Unrestricted funds 2026 £	Restricted funds 2026 £	Total funds 2026 £	Total funds 2025 £
Donations	43,987	-	43,987	43,617
Legacies	6,211	-	6,211	30,001
Total donations and legacy income	50,198	-	50,198	73,618

All donation and legacy income received in 2025 related to unrestricted funds.

4. Other trading activities

	Unrestricted funds 2026 £	Restricted funds 2026 £	Total funds 2026 £	Total funds 2025 £
Inclusive training courses	31,991	-	31,991	18,745
Disability sport events	18,171	-	18,171	38,916
Others	54,363	-	54,363	68,392
Total other trading activities	104,525	-	104,525	126,053

Of the £126k received in 2025, £124k related to unrestricted funds and £2k related to restricted funds.

5. Investment income

	Unrestricted funds 2026 £	Restricted funds 2026 £	Total funds 2026 £	Total funds 2025 £
Bank and investment interest	36,995	-	36,995	23,183
Total investment income	36,995	-	36,995	23,183

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

All investment income received in 2025 related to unrestricted funds.

6. Income from charitable activities

	Unrestricted funds 2026 £	Restricted funds 2026 £	Total funds 2026 £	Total funds 2025 £
System partner (Sport England)	-	1,671,247	1,671,247	1,747,809
Improve to Include (Sport England)	-	239,637	239,637	500,402
Inclusion (Youth Sport Trust)	-	22,000	22,000	25,000
GOGA	-	796,489	796,489	450,000
Retrain to Retain (CIMPSA)	-	-	-	15,000
Inclusive Events and Inclusive Volunteering Learning Modules (Peter Harrison Foundation)	-	28,500	28,500	-
Others	12,000	-	12,000	17,000
Total income from charitable activities	12,000	2,757,873	2,769,873	2,755,211

Of the £2,755k received in 2025, £17k related to unrestricted funds and £2,738k related to restricted funds.

7. Outsourced activity payments

The Charity undertakes its charitable activities through a combination of direct service provision and outsourcing to third parties. An analysis of recipients for 2025/26 is as follows:

	Unrestricted funds 2026 £	Restricted funds 2026 £	Total funds 2026 £	Total funds 2025 £
UK Coaching Solutions	-	-	-	4,238
GOGA partners	-	512,332	512,332	290,000
Improve to Include partners	-	164,616	164,616	219,074
Others	-	-	-	24,669
Total outsourced activity payments	-	676,948	676,948	537,981

Of the £538k expenditure in 2025, £29k related to unrestricted funds and £509k related to restricted funds.

8. Total expenditure

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

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

	a) Charitable activities 2026 £	b) Raising funds 2026 £	Total funds 2026 £	Total funds 2025 £
Salary costs and on-costs	1,571,828	-	1,571,828	1,332,989
Other staff costs	44,776	-	44,776	109,901
Travel and subsistence	57,219	12,612	69,831	69,712
Site costs	95,879	-	95,879	94,174
Office expenses	17,353	-	17,353	17,187
Commission services	172,850	-	172,850	174,237
Audit fee	16,079	-	16,079	15,309
Direct development	17,846	-	17,846	34,270
Marketing and website	90,968	390	91,358	62,613
Research and insight	125,210	-	125,210	39,224
Events expenses	35,525	4,172	39,697	40,858
Outsourced activity (see note 7)	676,948	-	676,948	537,981
Equipment and leases	11,999	-	11,999	7,351
Training	50,237	-	50,237	96,489
Depreciation	10,594	-	10,594	5,420
Meetings	67,499	2,000	69,499	62,636
Staff training	15,919	-	15,919	21,717
Other costs	23,723	86	23,809	32,871
Total resources expended	3,102,452	19,260	3,121,712	2,754,939

Of the £3,121k expenditure in 2026 (2025: £2,755k) £169k was charged to unrestricted funds (2025: £162k) and £2,952k was charges to restricted funds (2025: £2,593k).

Included within the expenditure on charitable activities are governance costs of £16,233 (2025: £15,418).

9. Net movement in funds

Net movement in funds is stated after charging:

	2026	2025
	£	£
Depreciation	10,594	5,420
Operating leases	71,997	74,066
Auditors' remuneration	16,079	15,309

10. Trustees

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

Travel and subsistence expenses amounting to £2,094 were reimbursed to 8 trustees (2025: £3,859 to 10 trustees).

11. Employment

	2026	2025
	Number	Number
Average number of employees:		
Headquarters	5	5
Direct development	24	20
Marketing and research	5	5
Events and marketing	2	2
Total average number of employees	36	32

	2026	2025
	£	£
Employment costs		
Wages and salaries	1,290,485	1,123,223
Social security costs	167,098	116,452
Other pension costs	114,245	93,314
Total employment costs	1,571,828	1,332,989

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

	2026	2025
	Number	Number
£60,000 - £70,000	-	-
£70,001 - £80,000	-	-
£80,001 - £90,000	1	1
£90,001 - £100,000	-	-

The aggregate remuneration of key personnel during the year was:

	2026	2025
	£	£
Key management personnel	408,523	372,012

12. Pension scheme

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

The employer's contributions to all schemes in the year was £114,245 (2025: £93,314) with an employer's contribution rate of 9% of pensionable pay.

13. Taxation

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

14. Tangible fixed assets – group and parent charitable company

	Fixtures, fittings and equipment
	£
Cost	
At 1 April 2025	42,390
Additions	21,664
Disposals	(3,188)
At 31 March 2026	60,866
Depreciation	

At 1 April 2025	12,435
Charge for the year	10,594
Disposals	(3,188)
At 31 March 2026	19,841
Net book value	
At 31 March 2026	41,025
At 31 March 2025	29,955

15. Debtors

	Group	Group	Parent	Parent
	2026	2025	2026	2025
	£	£	£	£
Trade debtors	21,024	17,267	14,030	15,950
Amounts due from subsidiary	-	-	26,120	69,506
Prepayments and accrued income	107,947	131,964	107,947	131,964
Total debtors	128,971	149,231	148,097	217,420

16. Investments – group and parent charitable company

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

	Group	Group	Parent	Parent
	2026	2025	2026	2025
	£	£	£	£
Shares in group undertakings	-	-	1,000	1,000
Fixed rate deposits	217,857	207,482	217,857	207,482
Total investments	217,857	207,482	218,857	208,482

All fixed rate deposits are held with British Retail Banks.

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

**English Federation of
Disability Sport Events
Management Limited**

	2026	2025
	£	£
Gross income	26,717	73,702
Expenditure	(4,423)	(2,825)
Gift aid to the Charity	(22,294)	(70,877)
Profit for the year	-	-
	£	£
Net assets at the year end	7,075	7,075

17. Creditors

	Group	Group	Parent	Parent
	2026	2025	2026	2025
	£	£	£	£
Taxation and social security	59,117	57,440	56,525	56,609
Trade creditors	137,480	278,700	137,456	278,655
Other creditors	155	155	155	155
Deferred income	40,873	20,975	40,393	20,975
Accruals	17,651	35,845	15,551	33,744
Total creditors	255,276	393,115	250,080	390,138

18. Deferred income movement

	Group	Group	Parent	Parent
	2026	2025	2026	2025
	£	£	£	£
Balance at 1 April 2025	20,975	70,616	20,975	55,200
Incoming resources deferred in the year	40,873	20,975	40,393	20,975
Less amounts released	(20,975)	(70,616)	(20,975)	(55,200)
Balance at 31 March 2026	40,873	20,975	40,393	20,975

19. Analysis of movement in funds

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

Group	Balance at 1 April 2025	Income	Expenditure	Transfers in/out	Balance at 31 March 2026
	£	£	£	£	£
Restricted funds:					
System Partner	189,973	1,671,247	(1,807,494)	(10,911)	42,815
Include to Improve	202,309	239,637	(364,289)	-	77,657
GOGA	-	796,489	(707,593)	(1,224)	87,672
Secondary Teacher Training	22,547	-	(9,000)	-	13,547
Inclusion	17,491	22,000	(35,444)	-	4,047
Peter Harrison Foundation	-	28,500	(28,500)	-	-
Total restricted funds	432,320	2,757,873	(2,952,320)	(12,135)	225,738
Unrestricted funds:					
Designated funds:					
Legacy fund	210,666	6,211	(13,658)	(9,529)	193,690
Fixed asset fund	29,955	-	(10,594)	21,664	41,025
General funds	598,165	197,507	(145,140)	-	650,532
Total unrestricted funds	838,786	203,718	(169,392)	12,135	885,247
Total funds	1,271,106	2,961,591	(3,121,712)	-	1,110,985

20. Analysis of movement in funds (continued)

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

21. Analysis of movements in funds (continued)

Parent	Balance at 1 April 2025	Income	Expenditure	Transfers in/out	Balance at 31 March 2026
	£	£	£	£	£
Restricted funds:					
System Partner	189,973	1,671,247	(1,807,494)	(10,911)	42,815
Include to Improve	202,309	239,637	(364,289)	-	77,657
GOGA	-	796,489	(707,593)	(1,224)	87,672
Secondary Teacher Training	22,547	-	(9,000)	-	13,547
Inclusion	17,491	22,000	(35,444)	-	4,047
Peter Harrison Foundation	-	28,500	(28,500)	-	-
Total restricted funds	432,320	2,757,873	(2,952,320)	(12,135)	225,738
Unrestricted funds:					
Designated funds:					
Legacy fund	210,666	6,211	(13,658)	(9,529)	193,690
Fixed asset fund	29,955	-	(10,594)	21,664	41,025
General funds	592,090	193,084	(140,717)	-	644,457
Total unrestricted funds	832,711	199,295	(164,969)	12,135	879,172
Total funds	1,265,031	2,957,168	(3,117,289)	-	1,104,910

22. Analysis of movements in funds (continued)

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

Name of fund	Description, nature and purposes of fund
System Partner	Activity Alliance is a Sport England system partner. This means that Activity Alliance is funded through Sport England's National Lottery to tackle inequalities and support everyone in England to access the profound physical, mental and community benefits of sport and physical activity.
GOGA	Delivered by Activity Alliance in partnership with a UK consortium of partners, this programme is supported by Sport England to engage the very least active disabled and non-disabled people in activity together.
Secondary Teacher Training	Activity Alliance works in partnership with a consortium of partners, the Secondary Teacher Training programme is funded through Sport England's National Lottery fund to increase young people's enjoyment of PE, schools sport and physical activity.
Inclusion	Youth Sports Trust, Department of Education funded initiative. Activity Alliance's role has been to develop an education micro-site to support professionals to access inclusion resources and materials.
Include to Improve	Delivered by Activity Alliance in partnership with Sport for Confidence, this programme is supported by Sport England to help the physical activity sector and the disabled people it serves to respond to the increased inequalities caused by Covid 19 and the subsequent ongoing challenges this has posed.
Peter Harrison Foundation	Funding provided by the Peter Harrison Foundation towards the creation and dissemination of online inclusive events and inclusive volunteering learning modules.
Legacy fund	Legacy income designated for the growth and development opportunities of Activity Alliance.
Fixed asset fund	Designated fund representing the net book value of the underlying fixed assets of the charity. This is a prudent measure reflecting the fact that these assets would not be easily realisable if needed to meet future liabilities.

23. Analysis of group net assets between funds

	Restricted funds £	Unrestricted funds £	Total £
Funds balances as at 31 March 2026 are represented by:			
Tangible fixed assets	-	41,025	41,025
Current assets	225,738	1,099,498	1,325,236
Creditors: amounts falling due within one year	-	(255,276)	(255,276)
Total	225,738	885,247	1,110,985

Funds balances as at 31 March 2025 are represented by:

Tangible fixed assets	-	29,955	29,955
Current assets	432,320	1,201,946	1,634,266
Creditors: amounts falling due within one year	-	(393,115)	(393,115)
Total	432,320	838,786	1,271,106

24. Commitments under operating leases

At 31 March 2026 the total future minimum lease payments under non-cancellable operating leases were:

	Land and buildings		Other	
	2026	2025	2026	2025
	£	£	£	£
Within 1 year	46,734	40,812	-	-
Between 1 and 5 years	156,023	74,025	-	-
After more than 5 years	-	-	-	-
	202,757	114,837	-	-



If you have any questions or want to know more about our work, please contact us:



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Activity Alliance is the operating name for the English Federation of Disability Sport. Registered Charity No. 1075180.