

Charity Registration No. 1144600

Company Registration No. 07800542 (England and Wales)

ACTIVE PARTNERSHIPS
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

ACTIVE PARTNERSHIPS

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	A R Leather	
	E P O'Rourke	
	S Storey	
	A J Walker (Chair)	
	A C Shipway	
	I Hacon	
	M Sandys	
	A Pearce Higgins	(Appointed 11 June 2020)
	D Fedorcio	(Appointed 11 June 2020)
Key management personnel	N P Harrison (Interim CEO)	
	A Ledbury	
Charity number	1144600	
Company number	07800542	
Registered office	Sport Park Loughborough University	
	3 Oakwood Drive	
	Loughborough	
	United Kingdom	
	LE11 3QF	
Auditor	Haines Watts	
	Sulte G02 Aston Court	
	Kingsmead Business Park	
	Frederick Place	
	High Wycombe	
	Buckinghamshire	
	United Kingdom	
	HP11 1JU	

ACTIVE PARTNERSHIPS

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ACTIVE PARTNERSHIPS

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2021

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2021.

The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

About us

Our vision is of a society where an active lifestyle is the social norm for everyone.

Our mission is to increase levels of engagement in sport and physical activity, reduce levels of inactivity in our society, tackle inequalities that still exist in sport and physical activity, and use the power of sport and physical activity to transform lives.

The organisation consists of a National Board and small staff team. We are the improvement and innovation agency that supports and represents Active Partnerships to achieve our shared purpose to create the conditions for an active nation, with a particular focus on inactive and under-represented groups.

Established 20 years ago as a nationwide network of local partnerships, the Active Partnerships have become a significant part of the sport and physical activity landscape across England. The Partnerships have successfully delivered a number of high impact programmes, built strong local networks, influenced and shaped local policy and strategy and adopted the highest standards of governance.

This experience has built our understanding that activity levels are affected by a complex system of influences and no single organisation or programme can create sustainable change at scale. This has led to a shift in emphasis from programme delivery to a place-based, collaborative approach which includes:

- gaining an in-depth understanding of the needs of the local community built on robust data and insight
- facilitating and supporting cross-sector ways of working with a shared understanding and commitment to the benefits of an active lifestyle
- supporting a vibrant, inclusive, sport and physical activity sector with a skilled, welcoming and diverse workforce
- influencing a wide range of agencies and organisations to embed physical activity and sport in their work as a way of meeting their wider social aims
- ensuring communities are engaged in designing and delivering their own physical activity opportunities
- sharing learning of what works locally to get people active and drawing together compelling evidence of the impact that sport and physical activity can have on a range of outcomes

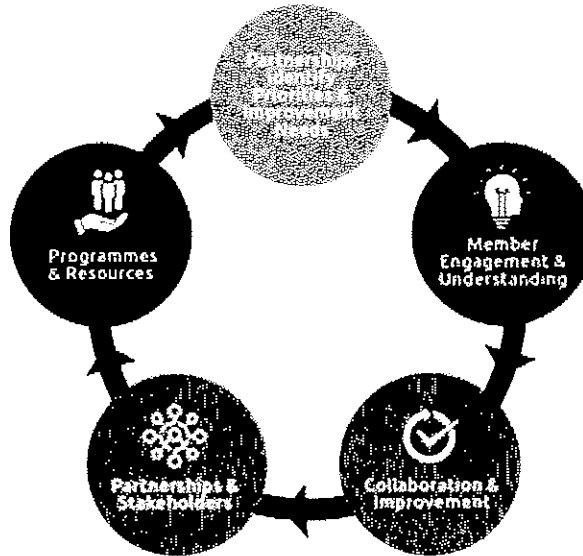
Whilst the ultimate goal of the Active Partnerships is to get the whole nation more active, they focus their resources on where they can have the biggest impact and on those groups who have the most to gain from becoming more active and engaged in sport. All the Partnerships target children and young people, inactive and under-represented groups, and each Partnership identifies local priority audiences and outcomes based on local need.

Our role is to support the Active Partnerships in their work individually and collectively through providing direct one-to-one support; providing opportunities to share and learn from each other's work; support collaborative projects between Active Partnerships; provide a representative voice at a national level; and collate data and evidence that can be benchmarked.

ACTIVE PARTNERSHIPS

TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Our operating model and objectives for the National Board and Team is designed to add value to our Active Partnership members in the following ways:



- **Member Engagement and Understanding** – to engage effectively with each Partnership to build a detailed understanding of our members, their local context, priorities, strengths, opportunities and challenges, underpinned by effective governance.
- **Collaboration and Improvement** – to connect Active Partnerships to facilitate collaboration, enable shared learning and provide Improvement support to stretch and inspire Active Partnerships and create more impact than the sum of the parts.
- **Partnerships and Stakeholders** – to establish relationships with relevant agencies to advance shared priorities, join up national policy with local practice, and increase understanding and support of Active Partnerships amongst key stakeholders.
- **Programmes and Resources** – to secure and develop programmes and resources to advance priorities, with individual Active Partnerships, clusters or the whole network, to enhance Active Partnerships added value and impact.

ACHIEVEMENT AND PERFORMANCE

The year has obviously been dominated by the response to the Covid-19 pandemic which has taken Active Partnerships into new territories and ways of working. As a consequence, we have needed to be even more nimble and responsive to their changing needs. Through use of video conferencing and other digital means our members have reported a significant increase in levels of connectivity with each other leading to improved ways of working, increased levels of mutual support and the emergence of network wide joint commitments emanating from Active Partnerships themselves. None more so than the response to the Black Lives Matter protests that led to the adoption of the network Anti-Racist statement and charter along with a series of training and education workshops.

Similar themed work included projects related to older people as part of the Live Longer Better programme, awareness of the role of physical activity in climate change and shared learning on influencing economic strategies on the important role that sport and physical activity can have.

There has been a more deliberate and intentional approach to system leadership and embracing the complexity of tackling inactivity and inequalities which is accelerating change around how we work.

ACTIVE PARTNERSHIPS

TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Below is a summary of our progress against our headline priorities for 2020-21:

Member Engagement and Understanding

We have continued to connect with Active Partnerships individually to understand their context, priorities, opportunities, and challenges. As a result, we were able to support developments within their local work eg approaches to measurement, and offer advice based on their local context. It also enabled us to more effectively connect Active Partnerships with each other and with relevant partners.

We have supported and enabled a robust network response to the Black Lives Matter movement, thus galvanising the network approach to racial equality and leading to a Network Commitment and ongoing development programme.

Collaboration and Improvement

Due to the restrictions of Covid-19 our Annual Convention became a virtual event this year comprising 13 interactive workshops attracting a total of approximately 2,000 attendances. Considering the circumstances, the Convention was well received and will pave the way to a more hybrid approach of delivering these types of events in the future.

In response to the changing ways of working we designed and delivered a systems leadership learning programme. The aim was to deepen the understanding of ways of working along with developing new skills and behaviours. The programme covered 17 sessions involving 145 participants from 39 of the Active Partnerships.

The last two years has seen an increasing focus of Active Partnerships on the physical environment required to encourage physical activity. As a result we have established an Active Environments learning group involving 61 colleagues with a number of learning sessions facilitated. We have also been able to connect Active Partnerships to national agencies involved in this work and we envisage this to grow in the future.

There has also been the emergence of a greater focus on the role of physical activity within the health system of social prescribers. We were able to employ a lead officer for supporting this work through a £35K grant from the National Lottery Community Fund which enabled further collaboration with national and regional agencies. A support offer for Active Partnerships is now in place.

Our regular stakeholder survey and financial surveys continued to be implemented involving a large number of Active Partnerships who were able to use the data for benchmarking and improvement. In addition, we have organised a range of events, meetings and workshops involving people from across the Active Partnerships; some ongoing such as the Chief Executive Officer forums, some theme specific whilst others have been one-offs or short term in response to an immediate need. This type of connecting and collating and sharing of information continued to be the day-to-day work of the national team.

Partnerships and Stakeholders

One of the major pieces of work that Active Partnerships were asked to deliver was the £20 million Tackling Inequalities Fund that gave financial support to local organisations to create physical activity opportunities in some of our most deprived communities and low participation groups. We worked with Sport England and the Active Partnerships to embed a culture of learning and highlighted ways of working that led to better and more effective inroads into local areas. We continued to give support throughout the programme.

We have continued to develop new relationships at a national level on behalf of Active Partnerships to help their work locally. Our work with Age UK and the Centre for Ageing Better supported the Live Longer Better community of practice; we worked with StreetGames to give a national view on the Holiday Activities and Food Project; UK Active on the opening schools facilities project; British Association for Sustainable Sport on the climate change work; the Local Enterprise Network on our work related to the economy; and the National Academy of Social Prescribers to create support for Active Partnerships.

We have represented Active Partnerships at national groups and forums including the National Sector Partners Group, Local Government Physical Activity Partnership and the Sport for Development Coalition. In each we were able to bring the perspective of local place based working to the national discussions.

ACTIVE PARTNERSHIPS

TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Programmes

On behalf of the Active Partnerships we have continued to be the central vehicle through which programmes have been delivered by all or some Active Partnerships.

The Young People Forward programme supported 570 young people who are homeless or at risk of homelessness to improve their physical and mental health along with building resilience through physical activity and sport. We attracted £600K from the London Marathon Charitable Trust to work across six Active Partnerships in the north of England along with a partner in Scotland.

Through work initiated by Active Oxfordshire we supported a Live Longer Better Community of Practice and Learning involving 17 Active Partnerships and national partners to develop a culture of using physical activity as the driver to increase healthy lifespans for older adults.

We managed the coordination of the learning for Phase 1 of the £1.6m Opening Schools Facilities programme involving 23 Active Partnerships and 230 primary and secondary schools. The successful pilot unlocked a further £10.1m investment into all 43 Active Partnerships for Phase 2 to help schools to re-open their facilities for extra-curricular provision and community access.

Our Workplace Movement programme continued to develop but implementation stalled as Covid-19 restrictions were put in place. Nevertheless, the programme has been developed and is ready to continue to the next phase of implementation in 2021/2022. The work supported Sport England's development of their Active Employer's Toolkit.

National Team Improvement Plan

Our small team has continued to develop and grow their own understanding and learning throughout the year through attendance at leadership programmes and other workshops.

With Sport England we have designed and delivered a training and development programme aiming to improve our understanding and application of learning approaches.

We have also improved our digital hub site to make it easier for Active Partnerships to interact and glean information.

Implications of Covid-19

Through what was a challenging year for everyone, the strength of the network of Active Partnerships shone through as we showed our resilience and adaptability in continuing to create the conditions for an active nation.

The National Team played its role by:

- understanding and sharing Covid-19 Recovery Plans and providing safe spaces to share challenges, offer support and connect with colleagues at a time when they felt high pressure
- having an increased focus on connecting with Active Partnerships via individual contacts thus deepening our understanding of the context in which each operates and thereby improving our ability to connect people to each other
- encouraging self-owned learning structures and for the Active Partnerships to benefit from the experience and expertise that exists around specific topics and strands of work eg race equality, the marketing and communications taskforce and Holiday and Food Programme
- through our regular and varied touchpoints with colleagues, including CEO meetings and themed and project groups, we sought to maintain energy and support understanding of how the learning from these new experiences was contributing to and strengthening our efforts to create the conditions for an active nation. We encouraged people to take the time to look ahead and see how the chaotic nature of the pandemic was creating opportunities for positive long-term change.

All our engagement, improvement and, stakeholder work was able to be delivered online and in fact we benefited from quicker and deeper connections to the Active Partnerships and stakeholders as a result of work patterns going exclusively online.

There were some delays to our programme work (e.g. Young People Forward and Open School Facilities), however, these were managed effectively with our funders and stakeholders.

ACTIVE PARTNERSHIPS

TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

FINANCIAL REVIEW

Principal funding sources

Total income for the year was £865K which was £274K up on the prior year. Income from our main sources (Sport England and membership fees) remained stable. Additional funding was received for projects including: Opening Schools, Local Trust, The National Lottery Community Fund for Social Prescribing and the London Marathon Charitable Trust for the homelessness project. Income from trading activities was down from the previous year which was mainly due to the Convention being delivered online and no fees were charged.

Total expenditure for the year amounted to £766K the largest expenses being related to staff costs and those projects highlighted above. This resulted in a surplus for the year of £99K.

The Board believes it has delivered exceptional value to its members, and a good return on investment for Sport England and other funders.

Financial Impact of Covid-19

The Board has considered the financial implications of the Covid-19 pandemic and its impact on the charity and its activities as described elsewhere in this report.

Our largest source of income is Sport England, who have confirmed their funding for the current year remains in place, with increased flexibility on its use to meet changing needs, as well as an extension of our funding agreement through to March 2022.

As this also applies to our members, their financial position is also reasonably secure, and so our income from member subscriptions also remains secure, and has been received for the current year.

Other income from fees from members and third parties for our development activities and events, will in some cases be reduced, but with resulting reductions in costs. This includes our new Workplace Movement project, which was launched just ahead of the pandemic lock-down and will have reduced income projections as a result.

As a result of the above, we have not qualified for Government Covid-19 financial initiatives or grants, but our business development project continues and through which we hope to secure new opportunities to progress our charitable objects.

Investment policy

Aside from the reserves held, most of the charity's funds are to be spent in the short term in accordance with grant aid criteria, so there are few funds available for long term investment.

In order to manage our financial risk, we have secured a partnership with Flagstone and distributed some of our reserves across 3 different bank accounts to ensure we are covered under the Financial Services Compensation Scheme. The Flagstone service provides an easy-to-use dashboard giving an overview of the different accounts and allows for quick access to funds should we need it.

Reserves policy

Active Partnerships regularly experiences changes in its financial position, with some grant funding coming to an end and other significant new funds being secured from a variety of sources.

As a business dependent upon member subscriptions and grant aid, we need to secure its viability beyond the immediate future. To be able to provide reliable services to its members and beneficiaries over the longer term, the organisation must be able to absorb any setbacks and take advantage of opportunities that may be presented. In order to do this, we need a certain level of financial reserves.

The Board of Trustees has assessed the charity's requirement for reserves in the light of the main risks and opportunities for the organisation and has established a reserves policy.

ACTIVE PARTNERSHIPS

TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Reserves policy (continued)

In doing so, consideration has been given to security of present income streams, cash flow, potential for unforeseen liabilities or significant items of expenditure, funds for service growth and the costs in the event of winding up.

As a result of this analysis, the trustees have determined that an acceptable level of unrestricted financial reserves, defined as cash (plus assets that are easily converted into cash), less any liabilities (including restricted funds) to be a minimum of 3 months of core operating expenditure (i.e. excluding specific short term project grants), in addition to funds held to cover potential redundancy liabilities.

Our minimum unrestricted target reserves level is £150K based on current projected levels of annual core expenditure at around £600K. We are currently above this level.

The Board is content with the current position with unrestricted reserves at 31 March 2021 being £475K. This includes some funds designated by the Board for specific purposes and allows scope for investment in future activities.

Financial Plan Objectives

The Board has developed the following financial objectives which will be pursued in the coming years:

- Secure reliable sustainable sources of income sufficient to meet core costs of the organisation
- Maintain reserves (unrestricted funds) to the minimum level set within the reserves policy
- Diversify and increase income streams to become more sustainable and better able to deliver on our aspirations to grow our services to members and enhance our collective impact
- Develop and incrementally grow an impactful and sustainable business development service to grow and diversify income into member Active Partnerships to a level which makes our efforts worthwhile

The trustees have put in place a range of measures to pursue in order to achieve these objectives including maintenance of current core grants, full cost recovery on future grants, gradual small increase in member subscriptions, securing additional grants and sponsorship, exploring joint ventures and helping drive efficiencies across the network.

FUTURE PLANS

Context for 2021-22 Planning

There are a number of key features of the year ahead:

- A period of renewal. The year ahead is going to be important as it is a once every four-year opportunity to work alongside Active Partnerships and Sport England to think radically about their investment in and relationship with the network, which is used to help deliver their new strategy. Our role as a national Team and Board will be explored as part of this, and is seen as an opportunity to transition to new roles and ways of working with an increasing focus on delivering the new Sport England strategy
- The changes, as a result of Covid-19, have created an environment for change and an opportunity to reinvent or 'build back better'
- Uncertainty and flexibility. We are clearly planning in a time of great uncertainty, and we will now more than ever, need to be agile with our response to emerging events

Given that this is a transition year where we will be reviewing our role and approach moving forward, our planning is based on our current operating model, a bottom-up way of working, focused on supporting the priorities and improvement needs of the 43 Active Partnerships, alongside the national priorities set out in the new Sport England strategy Uniting the Movement. This incorporates the role Sport England fund us to fulfil which will be reviewed this year.

ACTIVE PARTNERSHIPS

TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

FUTURE PLANS (CONTINUED)

Headline Priorities for 2021-22

- Support Active Partnerships to contribute to the sector and wider society recovery from the biggest crisis in a generation and reinvent as a vibrant, relevant and sustainable sector
- Work with Active Partnerships and Sport England to explore and develop how we 'Unite the Movement' in place, the relationship, funding, measurement, evaluation and learning approach, as well as the role of the Partnerships, National Team and Board can play to add value in achieving this
- Continue to strengthen system leadership capacity and capability, thereby growing this as a way of working for navigating the complexity of physical inactivity
- Enable the 'causes' that Active Partnerships are passionate about using the power of sport to address and make thrive e.g. Covid-19 recovery, racial equality, climate change, the wellbeing of children and young people and an ageing population
- Continue to strengthen our engagement with individual Active Partnerships and enable the learning about how we create the conditions for an active nation to grow and spread
- Ensure high quality management and delivery of, and maximise the learning from, Live Longer Better, Social Prescribing and Young People Forward projects

Implications of Covid-19

We continue to review of our plans and priorities for the year ahead because of the Covid-19 pandemic. We understand the need to be flexible and responsive as changes arise.

As in the last year we will continue to use on-line tools to heighten our engagement within and across our network to ensure we are able to respond quickly to emerging needs and opportunities and increase connections and learning in real time.

A review of emerging needs suggest the thematic priorities we had set out still stand and in many cases will be heightened. We will galvanise our work to tackle inequalities which have widened as a result of the pandemic: promoting an active environment and reduce our carbon footprint; support economic recovery and unemployment; supporting children and young people's well-being and educational catch up; supporting vulnerable young people using sport to support social outcomes; working with health partners to improve public health and tackle health inequalities including our new social prescribing and inclusive active ageing projects; to support those with long term health conditions; helping communities and community organisations to support local recovery; using open data to stimulate better access to activity opportunities.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The organisation is a charitable company limited by guarantee as defined by the Companies Act 2006, incorporated on 6 October 2011. The Charity is governed by its Memorandum and Articles of Association which sets out the objects, powers, board appointment processes and membership.

The members are the Active Partnerships across England.

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

We are led by a voluntary Board which is openly recruited, drawn from member Active Partnerships and independent members.

As a charitable company in receipt of public funds and our role as the representative body for the nationwide network of Active Partnerships, we are committed to leading by example and ensuring the highest standards of governance and transparency.

ACTIVE PARTNERSHIPS

TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Governing document (continued)

Along with our member Partnerships, we are committed to maintaining compliance with Level 3 of the Code for Sports Governance which we achieved during 2018 and which sets out the levels of transparency, accountability and financial integrity required from those benefiting from Government and National Lottery funding. This Code is consistent with the Charity Governance Code.

Recruitment and appointment of new trustees

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

D F Patterson (Chair)	(Resigned 30 June 2021)
S J Imbriano	(Resigned 31 March 2021)
A R Leather	
M Mayne	(Resigned 21 May 2020)
E P O'Rourke	
S Storey	
A J Walker (Chair)	
N P Harrison	(Resigned 30 June 2021)
A C Shipway	
I Hacon	
M Sandys	
A Pearce Higgins	(Appointed 11 June 2020)
D Fedorcio	(Appointed 11 June 2020)

Recruitment and appointment of new trustees

The directors of the company are also charity trustees for the purposes of charity law and under the company's articles are known as the Board of Trustees.

The Board of Trustees is made up of 6 trustees who are associated with member Active Partnerships, either as Staff or Board members, 4 trustees who are not associated with the members, an additional co-opted trustee and a Chair, 12 in total.

The Chair of the charity is elected by the Board from candidates nominated by members or the trustees in the course of an open recruitment process. The Chair ordinarily holds office for a term of three years and may stand for re-election for one further consecutive term. Doug Patterson was Chair until 30 June 2021 and has now been replaced by Adam Walker.

All other trustees are elected by the Board from candidates nominated by members or the trustees in the course of an open recruitment process. The trustees ordinarily hold office for a term of three years and may stand for re-election for one further term. During the year, two new trustees were recruited to replace retiring trustees. All trustees give their time voluntarily and receive no benefits from the charity for this role.

Organisational structure

The Board of Trustees meet at least quarterly and are responsible for the strategic direction and policy of the charity. The Board of Trustees includes representatives with a variety of skills and backgrounds and any gaps will be identified and new members elected to fill those gaps. The Chief Executive, who also acts as Company Secretary, also attends meetings but has no voting rights.

Day to day responsibility for the provision of the services rests with the Chief Executive who is responsible for ensuring that the charity delivers the services specified and any key performance indicators are met. The Chief Executive is supported by a small team of executive officers, as well other contracted staff.

ACTIVE PARTNERSHIPS

TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

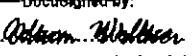
Induction and training of trustees

As part of the recruitment of new Trustees, we have an induction process, incorporating understanding of the work of the charity, the role and responsibilities as a trustee and good governance. An information pack is provided including trustee role description, copies of the Articles of Association, latest financial statements, policies and other guidance.

Related parties

In so far as is complimentary to the charity's objects, the charity is guided by both local and national policy. At the national level Sport England is a key funder and the charity plays a key role in their strategy 2021-31 'Uniting the Movement'. The Active Partnerships national team also work with a range of government departments and national agencies to further our objects. Locally the Active Partnerships work with a range of local agencies and support a range of policies and feedback to inform the work of the charity nationally.

The trustees' report was approved by the Board of Trustees.

DocuSigned by:

A.J. Walker (Chair)
2020.05.19 10:08 AM

Dated: 15/12/21

ACTIVE PARTNERSHIPS

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2021

The trustees, who are also the directors of Active Partnerships for the purpose 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 of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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;
- make judgements and estimates that are reasonable and prudent; 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 hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

ACTIVE PARTNERSHIPS

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ACTIVE PARTNERSHIPS

Opinion

We have audited the financial statements of Active Partnerships (the 'charitable company') for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, 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 charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 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 relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

However, not all future events or conditions can be predicted. The COVID-19 viral pandemic is one of the most significant economic events for the UK with unprecedented levels of uncertainty of outcomes. It is therefore difficult to evaluate all of the potential implications on the charity and wider economy. The trustees' view on the impact of COVID-19 is disclosed in accounting policies note 1.2.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and 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.

ACTIVE PARTNERSHIPS

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF ACTIVE PARTNERSHIPS

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; 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 charitable company for the purpose 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 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 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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

ACTIVE PARTNERSHIPS

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF ACTIVE PARTNERSHIPS

Extent to which the audit was considered capable of detecting irregularities, including fraud

During the audit we identify and assess the risk of material misstatements of the financial statements due to fraud or error; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud and error; and to respond appropriately to those risks.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We obtained an understanding of the legal and regulatory frameworks applicable to the charitable company and the sector in which it operates. We determined that the following laws and regulations were most significant: The Companies Act 2006, UK GAAP and the Data Protection Act.
- We obtained an understanding of how the charitable company are complying with those legal and regulatory frameworks and made enquiries to the management of known or suspected instances of fraud and noncompliance with laws and regulations.
- We corroborated our enquiries through our review of board minutes, other relevant meeting minutes and review of correspondence with regulatory bodies and also obtained management representations regarding compliance with applicable laws and regulations.
- We assessed the susceptibility of the charitable company's financial statements to material misstatement due to fraud or error; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud and error; and to respond appropriately to those risks.

Audit procedures performed by the audit team included:

- Identifying and assessing the controls management has in place to prevent and detect fraud, including the existence of supervisory controls;
- Understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process including the existence of a monthly management accounts review process;
- Challenging assumptions and judgments made by management in its significant accounting estimates and judgments, (in particular in relation to depreciation and bad debt provisions);
- Identifying and testing journal entries, in particular journal entries posted with unusual account combinations; and
- Assessing the extent of compliance with the relevant laws and regulations.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations are from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusions. There is always the unavoidable risk that material misstatements in the financial statements may not be detected despite the audit being properly performed in accordance with UK Auditing standards.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

ACTIVE PARTNERSHIPS

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF ACTIVE PARTNERSHIPS

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Gary A Heywood (Senior Statutory Auditor)
for and on behalf of Haines Watts

Chartered Accountants
Statutory Auditor

17/12/24

Suite G02 Aston Court
Kingsmead Business Park
Frederick Place
High Wycombe
Buckinghamshire
United Kingdom
HP11 1JU

ACTIVE PARTNERSHIPS

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2021

		Unrestricted funds 2021 £	Restricted funds 2021 £	Total Unrestricted funds 2021 £	Restricted funds 2020 £	Total 2020 £
	Notes					
Income from:						
Grants and donations	3	424,999	299,529	724,528	395,000	436,736
Other trading activities	5	139,519	-	139,519	152,969	152,969
Investments	6	511	-	511	1,300	1,300
Total Income		565,029	299,529	864,558	41,736	591,005
Expenditure on:						
Charitable activities	7	461,677	303,857	765,534	41,736	571,216
Net Incoming/ (outgoing) resources before transfers		103,352	(4,328)	99,024	-	19,789
Gross transfers between funds		(6,619)	6,619	-	-	-
Net income for the year/ Net movement in funds		96,733	2,291	99,024	-	19,789
Fund balances at 1 April 2020		378,190	-	378,190	-	358,401
Fund balances at 31 March 2021		474,923	2,291	477,214	-	378,190

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

All income and expenditure derive from continuing activities.

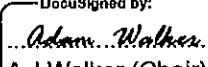
The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

ACTIVE PARTNERSHIPS**BALANCE SHEET****AS AT 31 MARCH 2021**

	Notes	2021 £	£	2020 £	£
Current assets					
Debtors	13	71,821		53,777	
Cash at bank and in hand		548,028		450,727	
		<u>619,849</u>		<u>504,504</u>	
Creditors: amounts falling due within one year	14	(142,635)		(126,314)	
Net current assets			<u>477,214</u>		<u>378,190</u>
Income funds					
Restricted funds			2,291		-
Unrestricted funds			<u>474,923</u>		<u>378,190</u>
			<u>477,214</u>		<u>378,190</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the trustees on 15/12/21

DocuSigned by:

 A.J. Walker (Chair)
 Trustee

Company Registration No. 07800542

ACTIVE PARTNERSHIPS**STATEMENT OF CASH FLOWS****FOR THE YEAR ENDED 31 MARCH 2021**

	Notes	2021 £	£	2020 £	£
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	18		96,790		(58,206)
Investing activities					
Interest received		511		1,300	
Net cash generated from investing activities			511		1,300
Net Increase/(decrease) in cash and cash equivalents			97,301		(56,906)
Cash and cash equivalents at beginning of year			450,727		507,633
Cash and cash equivalents at end of year			548,028		450,727

ACTIVE PARTNERSHIPS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

Charity information

Active Partnerships is a private company limited by guarantee incorporated in England and Wales. The registered office is Sport Park Loughborough University, 3 Oakwood Drive, Loughborough, LE11 3QF, United Kingdom.

1.1 Accounting convention

The accounts have been prepared in accordance with the charitable company's Articles of Association, the Companies Act 2006 and "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)". The charitable company is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charitable company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

The financial statements have been prepared on a going concern basis. The trustees have reviewed and considered relevant information, including the annual budget and future cash flows in making their assessment. In particular, in response to the COVID-19 pandemic, the trustees have reviewed the possible scenarios brought on by the impact of COVID-19, alongside the measures that they can take to mitigate the impact. Based on these assessments, given the measures that could be undertaken to mitigate the current adverse conditions, and the current resources available, the trustees have concluded that they can continue to adopt the going concern basis in preparing the annual report and financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Incoming resources

Income is recognised when the charitable company is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charitable company has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

ACTIVE PARTNERSHIPS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

1.5 Resources expended

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Grants offered subject to conditions which have not been met at the year end are noted as commitments but not accrued as expenditure.

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

1.6 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits with banks, other short-term liquid investments and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.7 Financial instruments

The charitable company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charitable company's balance sheet when the charitable company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charitable company's contractual obligations expire or are discharged or cancelled.

ACTIVE PARTNERSHIPS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

1.8 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charitable company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.9 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.10 Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

1.11 Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2 Critical accounting estimates and judgements

In the application of the charitable company's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

ACTIVE PARTNERSHIPS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

3 Grants and donations

	Unrestricted funds	Restricted funds	Total 2021	Total 2020
	£	£	£	£
Grants received	424,999	299,529	724,528	436,736
For the year ended 31 March 2021	424,999	299,529	724,528	
For the year ended 31 March 2020	395,000	41,736		436,736
Grants receivable for core activities				
Sport England Core	275,000	-	275,000	275,000
Primary Premium	99,999	-	99,999	100,000
External Board Evaluation	-	-	-	41,736
Local Trust	-	6,141	6,141	-
Schools Project	50,000	-	50,000	20,000
The National Lottery Community Fund	-	35,000	35,000	-
London Marathon Charitable Trust	-	258,388	258,388	-
	424,999	299,529	724,528	436,736

4 Restricted Funds

The following paragraphs provide details of each of the restricted funds and a summary of the project and the expenditure criteria for that project.

Local Trust

To work with our Partners to deliver an engaging and impactful learning cluster with the aims and objectives to embed sport and activity as a tool for local communities to deliver health and social outcomes. Using a 'train the trainer' approach we are supporting delegates to embed sport and activity into the work of their Big Local Trust, for community benefit.

The National Lottery Community Fund

A project to deliver a nationwide project leading on Social Prescribing. Working with our 43 local Active Partnerships to enhance capability, capacity and impact of provision in local communities to increase our understanding, use and effectiveness of physical activity as a social prescribing tool embedded within local systems.

London Marathon Charitable Trust

To design and deliver a programme using a sport for development approach to improve physical and mental health, self-efficacy and resilience of 570 young people who are homeless or at risk of homelessness across the North of England and Scotland. Working with specialist community organisations already engaging with the target group to embed sport and physical activity sessions into their programmes alongside additional support to help the young people address the challenges they face and embark on a journey out of homelessness.

ACTIVE PARTNERSHIPS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

5 Other trading activities

	Unrestricted funds	Unrestricted funds
	2021 £	2020 £
Trading activity income	29,182	54,624
Membership subscriptions and sponsorships which are in substance a payment for goods and services	110,337	98,345
Other trading activities	139,519	152,969

6 Investments

	Unrestricted funds	Unrestricted funds
	2021 £	2020 £
Interest receivable	511	1,300

7 Charitable activities

	2021 £	2020 £
Staff costs	248,691	252,080
Direct costs	375,500	167,700
	624,191	419,780
Support costs (see note 8)	136,093	146,191
Governance costs (see note 8)	5,250	5,245
	765,534	571,216
Analysis by fund		
Unrestricted funds	461,677	529,480
Restricted funds	303,857	41,736
	765,534	571,216

ACTIVE PARTNERSHIPS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

8 Support costs

	Support costs	Governance costs	2021	2020
	£	£	£	£
Staff costs	114,945	-	114,945	113,827
Administrative support	3,339	-	3,339	5,262
Travel expenses	226	-	226	23,668
Publications and subscriptions	515	-	515	1,506
Insurance	4,417	-	4,417	4,444
Software and licence fees	7,575	-	7,575	5,731
Promotional material	825	-	825	2,489
VAT paid/ (recovered) on support costs	1,118	-	1,118	(11,383)
Professional fees	3,133	-	3,133	298
Business development	-	-	-	349
Audit fees	-	5,250	5,250	5,245
	<u>136,093</u>	<u>5,250</u>	<u>141,343</u>	<u>151,436</u>

9 Trustees

The Chief Executive incurred expenses of £nil (2020: £1,658) for travel and subsistence required to carry out his responsibilities. Additionally, the charity paid other costs on behalf of the Chief Executive amounting to £342 (2020: £5,071).

During the year, 1 Trustee (2020: 4) was reimbursed travel and meeting expenses of £362 (2020: £3,373). 1 trustee received payment during the year of £6,550 related to project work (2020: £nil).

ACTIVE PARTNERSHIPS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

10 Allocation of income and expenditure

	Sport England	Other public sector income	Non-public sector income	2021 Total
Revenue grants	424,999	35,000	-	459,999
Membership income	-	-	101,295	101,295
Convention	-	-	2,573	2,573
Other income	-	-	300,691	300,691
Total income	424,999	35,000	404,559	864,558
Staff costs (incl travel and training)	313,326	5,984	26,787	346,097
Marketing and communication	2,881	-	2,027	4,908
Improvement and development	55,540	-	-	55,540
Convention	-	-	4,900	4,900
Projects	21,010	29,016	277,381	327,407
Overheads and support costs	24,142	-	2,540	26,682
Total expenditure	416,899	35,000	313,635	765,534
	8,100	-	90,924	99,024

11 Allocation of income and expenditure

	Sport England	Non-public sector Income	2020 Total
Revenue grants	436,736	-	436,736
Membership income	-	98,345	98,345
Convention	-	28,291	28,291
Other income	-	27,633	27,633
Total income	436,736	154,269	591,005
Staff costs (incl travel and training)	289,326	102,199	391,525
Marketing and communication	8,190	2,893	11,083
Improvement and development	21,705	7,667	29,372
Convention	-	53,456	53,456
Projects	45,036	20,507	65,543
Overheads and support costs	14,955	5,282	20,237
Total expenditure	379,212	192,004	571,216
	57,524	(37,735)	19,789

ACTIVE PARTNERSHIPS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

12 Employees

Number of employees

The average monthly head count was 6 (2020: 6) and the average monthly number of full-time equivalent employees (including casual and part-time staff) during the year was as follows:

	2021 Number	2020 Number
Direct charitable employees	4	4
Financial	2	2
	<u>6</u>	<u>6</u>

Employment costs

	2021 £	2020 £
Wages and salaries	277,243	276,174
Social security costs	25,569	26,594
Other pension costs	60,824	63,139
	<u>363,636</u>	<u>365,907</u>

Key management personnel received employee benefits totalling £167,329 (2020: £165,672).

The number of employees whose annual remuneration was £60,000 or more were:

	2021 Number	2020 Number
£60,000 - £70,000	1	1
£70,000 - £80,000	1	1
	<u>2</u>	<u>2</u>

13 Debtors

	2021 £	2020 £
Amounts falling due within one year:		
Trade debtors	6,185	28,569
Other debtors	-	3,942
Prepayments and accrued income	65,636	21,266
	<u>71,821</u>	<u>53,777</u>

ACTIVE PARTNERSHIPS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

14 Creditors: amounts falling due within one year

	2021 £	2020 £
Other taxation and social security	14,633	8,159
Deferred income	77,200	43,266
Trade creditors	15,820	67,891
Other creditors	468	1,342
Accruals	34,514	5,656
	<u>142,635</u>	<u>126,314</u>

15 Analysis of net assets between funds

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Total 2020 £
Fund balances at 31 March 2021 are represented by:				
Current assets	<u>474,923</u>	<u>2,291</u>	<u>477,214</u>	<u>378,190</u>
	<u>474,923</u>	<u>2,291</u>	<u>477,214</u>	<u>378,190</u>

16 Related party transactions

During the year the charity engaged in transactions with the various Active Partnerships who are the members of the charitable company. These include transactions relating to membership fees, convention costs and sporting projects undertaken within the year.

Transactions with trustees are disclosed in note 9.

17 Ultimate controlling party

There is no ultimate controlling party.

18 Cash generated from operations

	2021 £	2020 £
Surplus for the year	99,024	19,789
Adjustments for:		
Investment income recognised in statement of financial activities	(511)	(1,300)
Movements in working capital:		
(Increase) in debtors	(18,044)	(8,087)
(Decrease) in creditors	(17,613)	(70,208)
Increase in deferred income	33,934	1,600
Cash generated from/(absorbed by) operations	<u>96,790</u>	<u>(58,206)</u>