

**Charity registration number 1144600**

**Company registration number 07800542 (England and Wales)**

**ACTIVE PARTNERSHIPS**

**ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2023**

## ACTIVE PARTNERSHIPS

### LEGAL AND ADMINISTRATIVE INFORMATION

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Trustees	D Capper (Chair)	(Appointed 26 January 2023)
	A Shipway	
	M Sandys	
	R Purdie	(Appointed 3 October 2022)
	M Rhodes	(Appointed 3 October 2022)
	Dr. H Pielichaty	(Appointed 20 January 2023)
	B Barikor	(Appointed 22 May 2023)
	J Amies	(Appointed 22 May 2023)
	J Shakespeare	(Appointed 1 July 2023)
	N Fletcher	(Appointed 21 August 2023)
Key management personnel	A Taylor (CEO)	
Charity number	1144600	
Company number	07800542	
Registered office	Sport Park Loughborough University 3 Oakwood Drive Loughborough LE11 3QF	
Auditor	Haines Watts High Wycombe Limited Oakingham House Frederick Place High Wycombe Buckinghamshire HP11 1JU	

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# ACTIVE PARTNERSHIPS

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# ACTIVE PARTNERSHIPS

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

### FOR THE YEAR ENDED 31 MARCH 2023

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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 2023.

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

The Active Partnership National Organisation is the national charity of the Active Partnerships network. As a membership organisation we exist to connect, support and enable our network, and beyond. We do this by influencing and shaping national and local place-based approaches to physical activity and sport as a driver for social change. The opportunity to drive change is significant. We're a small team with bold ambitions, because we know the challenge is big. We see ourselves as part of a greater whole and strive to progress our mission by building strong, trusted relationships with partners across all sectors of society who share a common purpose to improve people's lives.

**Our 2022/23 Vision:** An active lifestyle is the social norm for everyone

**Our 2022/23 Mission:** Transforming lives through sport and physical activity

The ambitions of the Active Partnerships (formerly known as CSPs) have sat at the heart of England's need to create the conditions for an active nation for over twenty years. A network of 43 Active Partnerships who are locally led, non-profit, strategic organisations, have become a significant part of the sport and physical activity landscape across all parts of England. Putting tackling inequalities at the heart of their work helps ensure that everyone can unlock the advantages of an active life. As valued system partners and a central feature of Sport England's 'Uniting the Movement' strategy, they play a pivotal role in driving change in their local place.

2022/23 saw the development and implementation of a new workforce and board structure for the Active Partnership National Organisation. This included the appointment of a new Chief Executive Officer in June 2022 and a new Chair at our 2021/22 AGM in January 2023. These structural developments enabled a focus on building relationships, existing and new, both across the Active Partnership network and wider partners across the sector. This Listening has led to us having a better understanding of where we can add the most value and the role that we can play within the system, supporting Sport England in delivering against their Uniting the Movement Strategy.

Through this engagement across 2022/23, and the feedback from the previous review with the network that took place in 2021/22, our Board has now developed and agreed a new Strategy; 'Creating Momentum'. We have developed 4 key strategic ambitions that we will report back against through our Board and Annual Report from 2023/24, these are: -

1. Be an outstanding performing organisation
2. Have a highly connected network of strong performing Active Partnerships
3. Be valued as leaders creating momentum across places for 'Uniting the Movement' to flourish
4. Evidence change through a robust, meaningful and embedded measurement, evaluation and learning framework

During 2022/23 we continued to work towards our ambitions to help connect, support and enable our network. Listed below are several examples of work that was undertaken:

#### Connect – Bringing people together across organisations and sectors

##### **Opening School Facilities (OSF)**

In June 2022 we submitted a tender application to the Department for Education (DfE) on behalf of a consortia, which included Youth Sport Trust, StreetGames, ukactive and the whole Active Partnership network, for phase 3 of Opening School Facilities (OSF) totaling up to £57m until end of March 2025. We were informed that our tender was their preferred bid, and we signed a contract on behalf of the consortia and network on 22 January 2023. This resulted in a significant business challenge, to connect and mobilise a whole network approach to delivering a significant programme.



## ACTIVE PARTNERSHIPS

### TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2023

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Designed to allow schools to open their sports facilities outside of normal school hours for both school and community use, OSF is committed to help sustainable change in increased physical activity levels in communities in which they are needed most.

Whilst the contract was only signed in January 2023, we were required to complete year 1 by the end of March 2023.

We also delivered an inaugural OSF Conference at Villa Park, Birmingham on 8 February 2023, attended by over 120 delegates. The focus of the conference was on collaborating and sharing ways of working which have had the most sustainable impact on the programme so far.

Moving into the final 2 years of the tender, we have recruited 1477 schools and are working with the network and partners to focus on sustainability and connectivity across the local communities to maximize the impact.

#### **Active Partnership Communities of Practice**

We convened and supported over 20 Active Partnerships Communities of Practice that brought together over 400 members of staff from across the Active Partnership network to share good practice, tackle common challenges and support each other in progressing shared local priorities, to help create and maximise impact within their respective communities.

#### **Integrating physical activity across health and care**

We chaired monthly 'Health Working Group' meetings with our network of Health experts, enhancing collaboration and development opportunities, successfully connecting all 43 Active Partnerships.

In collaboration with the Sport England Insight Team, a Summary Report was produced in the Autumn of 2023, helping us to better understand and improve connections across networks around common health and care priorities, through sharing learning and insight across the Active Partnership network and national partners.

#### **Stakeholder Relationships**

During this financial year, with new leadership, we have worked proactively to identify and strengthen our key strategic relationships, both across the Active Partnerships network and wider outside of the network.

Our relationship across multiple areas of Sport England has continued to develop, we are adding value to discussions and providing an important role in bridging the gap from the Active Partnership network and into central decision making. Our new strategy is unapologetically aligned with Sport England's Uniting the Movement strategy and specifically theirs, and the Government's, focus on place-based working. We are supporting the thinking of further expansion of investment into local places through our Active Partnership network.

Through our role on the National Sectors Partners Group (NSPG) we have connected with the Department for Culture, Media and Sport (DCMS), in supporting the development of their new Physical Activity and Sport Strategy. Connecting them and wider partners into our network Policy Working Group, ensuring that local Active Partnerships and local people's voices are heard at a national level.

#### **Support – We help people to achieve their full potential**

##### **Peer to peer support**

We see peer-to-peer support across the Active Partnership network as a vital ingredient to help develop the whole organisation. Supporting Active Partnership CEOs was a priority and we designed and facilitated the first face-to-face CEO event since 2019 to help re-energize networking and encourage the network to work together on organisational priorities. This work is scheduled to continue in 2023 and beyond.

In addition, we have continued to connect our Chairs with quarterly calls, these provide opportunities for supporting one another and sharing similar challenges that they face on a local level. We are planning on building on this in 2023/24 and evolving further into a more formalised programme of support beyond.

## ACTIVE PARTNERSHIPS

### TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2023

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#### Network Communications

We identified network communications as another key support mechanism for the wider organisation. Structured and regular communications were instigated through regular CEO Updates, both virtually through Microsoft Teams and in writing. We continue to develop the members quarterly newsletter and have reformatted it to align with the Uniting the Movement headings to help provide an overview of the work taking place across the network and helping colleagues how they can connect with the work taking place. Bimonthly induction sessions have been held for all staff new to the network to help create a sense of belonging and understanding of the work and values of the network.

Whilst we have improved how we communicate and share learning; we recognise this is still an area that we can be more innovative around to further enhance the conditions for our members to connect. We are committed to developing a new website in 2023/24 and finalise a review of the best way to share, connect and learn through an online platform that makes it easier for everyone to connect, in whatever role they are in.

Enable – We help create the conditions for great things to happen

#### Good Governance

Our focus is always on playing a key role in assisting our network of Active Partnerships. Through our new leadership team, we recognised the importance of having strong internal governance, to enable us to create the conditions for the great things to happen. During the year we carried out an internal review, looking at our policies, procedures and decision-making flows. This review resulted in a thorough update of all policies and procedures for the staff and board, a new subcommittee structure and, due to the success of the tender for OSF, a full financial procedure review.

This work during this period has enabled us to build strong foundations, which we can now build on and act as a model within our network.

#### Multi-sports facilities

In the summer of 2022, Sport England and partners committed to Multi Sport Facilities being part of new Football Foundation funded facilities and is a key commitment within the Sport England Uniting the Movement strategy. This led to investment into the Active Partnership network to enable the roll out of the priority work and to connect into national partners, specifically the Football Foundation. To assist the work and connecting the work locally and nationally, a Multisport 'Regional Network Leads' team (contracted within local Active Partnerships), have worked collectively to start building the foundations that will enable us to work effectively, with momentum building around this work alongside Sport England. The Regional Network Leads discuss local activity within all Active Partnerships to gain an increased understanding of the work, and to understand key people and local priorities. These insights from across the Active Partnership network feed into a monthly reflection process. This enables us to share impact with more specific examples from the work, learnings that are thematic and consistent across the national network, and to build a picture of how this work interconnects across a place.

Nationally, work is ongoing with Sport England, Football Foundation, and National Governing Bodies (NGBs) to understand and apply new ways of working with the new Multisport policy, adding value to their workstreams and avoiding duplication.

Continuing the momentum of the work and as a result of the initial learnings from the Multi-Sport work outlined above, Sport England will be launching and administering a new 'Multi-Sport Activity and Facilities Fund' available to support the activation of funded sites and the creation of safe spaces around facilities. The fund is due to launch in early 2024, with a total of £6.8m initially available. Active Partnerships will play a pivotal role in identifying potential funding opportunities linked to local outcomes. As this is a large-scale investment, Sport England have recognised a need for additional resource into the Active Partnership network. In addition to the £6.8m available through the fund, Sport England will be investing in additional resource to go into the Active Partnerships National Organisation to support this work and connect to local needs. The fund will be closely aligned to Sport England's Place expansion work to ensure connection to work locally.

## ACTIVE PARTNERSHIPS

### TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2023

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#### National Sectors Partners Group (NSPG)

We continue to be part of the National Sectors Partners Group (NSPG), which has helped enable a more joined-up sector voice into different areas of government, specifically focusing on engagement with the Department for Culture, Media and Sport (DCMS) on the development of their new strategy. The NSPG have developed a plan of engagement across 2023/24 and beyond that will see a collective voice for the network to influence policy making leading up to an expected general election in 2024/25.

In 2023 we see ourselves as being a key partner in the sport, recreation and physical activity sector making a call to action to all political partners and leaders to make the UK the most active nation in Europe.

In partnership with members of the NSPG we have joined voices across various matters, including the Comprehensive Spending Review, PE and School Sport and Public Sector Leisure support. We are also represented on the Sport Environmental Sustainability Group Chaired by Sport England, its remit is to coordinate the efforts of the sports sector around climate change. The initial members are Sport England, UK Sport, SRA, UK Active, ASPE, BASIS and Active Partnership. The group produced a collective sector statement and commitment.

#### FUTURE PLANS

Looking to the year ahead, and having launched our new strategy, *Creating Momentum*, the Board has a framework to ensure that the executive and workforce are delivering against our key ambitions. The Board can also now prioritise its future investment and highlight areas to influence for the benefit of our mission.

Throughout 2023/24 we will operationalise our new strategy, including our people plan, working towards our ambitions and ensuring that we play our role of Connecting, Strengthening and Enabling the network and wider partners. We will continue to work very closely with Sport England in supporting the implementation of key work streams including Multi-Sport Facility Investment, Welfare Officer Network and Place Based working expansion, all of which will see significant investment into our network and the central team.

We will continue to review our role and ensure that we reshape the organisation's structure and ways of working to ensure that we can be flexible and agile in supporting the collective needs of the network and achieve our ambition of an outstanding organisation.

We are also working to develop a meaningful Diversity and Inclusion Action plan, which will align with our strategy and ensure that we are both internally a leader of good practice but externally driving change in this area.

## ACTIVE PARTNERSHIPS

### TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2023

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By the end of the 2023/24 financial year our strategic priorities are:

#### 2027 ambition

#### Operational priorities - By March 2024

##### Outstanding organisation

Our organisation structures and processes are improving our efficiency.

##### Highly connected network

We have maintained and developed strong relationships which are enhancing our strategic ambitions.

We have greater breadth, depth and diversity to our relationships that are enhancing connectivity in service of Uniting The Movement.

##### Evidencing Change

There is consistency across the organisation in how we articulate our role.

We have a clear plan, including resources and staffing, for strengthening our approach to evidencing change.

##### Valued as leaders

There is consistency across the organisation in how we articulate our role.

We are providing strong leadership in the delivery of opening school facilities, multi-sport and welfare officers initiatives.

Our digital and communications approach and platforms are enhancing connectivity across the organisation, network and wider partners.

## FINANCIAL REVIEW

### Overview

As set out above, 2022/23 was a year of transition for the Active Partnership National Organisation. A key financial focus during this time was to ensure that a strong internal control environment was maintained. Alongside this, the decision was taken to defer investment in certain areas until the new workforce and board structure had been embedded. This resulted in a carry forward of funds into 2023/24. As described in the Future Plans section of this report, these funds are being used for investment in areas that support the collective needs of the network and achieve our ambition of being an outstanding organisation. Further details on the planned use of reserves are detailed below.



# ACTIVE PARTNERSHIPS

## TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT)

### FOR THE YEAR ENDED 31 MARCH 2023

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During the year a contract was signed with the Department for Education (see Further Income Streams section below). Active Partnerships is the lead organisation as part of a consortia aiming to support schools to open their facilities for longer to their local community, resulting in more people being more active. Expenditure incurred as part of this programme, including the costs of the local Active Partnership network and of the consortia partners, is recharged to the Department for Education, along with a small management fee which is reinvested into the organisational processes put in place for this programme. This programme has therefore significantly increased both the income and expenditure during the year, with the net surplus of £18k reinvested into the second year of the programme.

#### Principal funding sources

Whilst the contract with the Department for Education has significantly increased the funding into Active Partnerships, the principal sources of income used to fund the core work of the organisation remain grants from Sport England and membership fees from the Active Partnership network.

Total income for the year was £2,417k, an increase of £910k from 2022. This income included funding from Sport England: £410k (2022: £950k) and Membership fees: £103k (2022: £103k). The increase in the total income for the year was due to the new contract with the Department for Education.

Within the funding amounts from Sport England, additional income of £10k was received to support the governance requirements of Chair recruitment. In 2022 additional income of £600k had been received as part of Sport England's investment into the Children and Young People programme.

#### Further Income Sources

Further income was received from the Department for Education's Opening School Facilities programme of £1,834k; this year being the first of a three-year contract.

Live Longer Better programme funding increased to £161k (2022: £86k). Included within the 2023 funding was a grant received from Sport England of £100k.

No funding was received in the year ended March 2023 for two previously funded projects: Big Local Trust (2022: £9k), and the London Marathon Charitable Trust for the Homelessness Project (2022: £342k).

#### Expenditure

Total expenditure for the year amounted to £2,354k, compared to expenditure of £1,465k in 2022. The most significant expenditure related to Project Activities costs of £1,993k (2022: £950k) and Staffing Costs of £259k (2022: £314k). Project Activities include the Opening School Facilities expenditure as detailed below.

#### Additional Expenditure Sources

Expenditure of £1,816k relating to the Department for Education's Opening School Facilities programme was incurred during the year. The net surplus of £18k on this programme is the contractually agreed management fee. Whilst at the time of tender we understood that all money would be distributed directly to schools, it became apparent during the contract finalisation that Active Partnerships National Organisation would be responsible for distributing up to £17.1m each year, with this in mind we are reinvesting the management fee into the financial management of the programme.

Costs of £120k were incurred in relation to the relating to the Live Longer Better programme, with the net surplus in the year of £42k being carried forward as restricted funds.

#### Surplus / Deficit

After accounting for all Income and Expenditure, a net surplus for the year of £64k was reported, comprising of an unrestricted reserve surplus of £79k and a restricted reserve deficit of £16k.

The unrestricted surplus in the year, which includes £28k of Sport England funding, will be carried over and fully utilised within 2023/24, this has been assigned against our communications framework, including a new website and scoping a new digital platform. This will lead to a planned deficit of approximately £100k in the 2023/24 financial year. During the year ended March 2022, unrestricted reserves increased from £462k to £541k.

## ACTIVE PARTNERSHIPS

### TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT)

#### FOR THE YEAR ENDED 31 MARCH 2023

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The movement in restricted reserves of £16k in the year included the full utilisation of the £57k surplus brought forward. The surplus carried forward of £42k relates to the Live Longer Better programme.

#### Reserves

The planned use of reserves has been approved by the Board and is compliant with the Reserves Policy (see below).

As outlined above, the movement in the year resulted in Restricted Reserves decreasing from £57k to £42k. The Restricted Reserves carried forward relate to the Live Longer Better programme and will be used within 2023/24.

The Board recognises that during 2022/23 significant change has occurred to the organisation, as was expected. The organisation now operationalises a significant programme funded by the Department for Education (Opening School Facilities), which resulted in income of £1,834k, with related expenditure of £1,816k. Post year-end, £12.2m of pass-through funding was made to schools across the country relating to the first year of this programme.

We have invested in our policies, processes and systems to ensure that we are fit for purpose to deliver not just this investment but future investments that are in line with ours and our network's vision and mission.

#### Investment policy

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

To manage our financial risk, we have continued a partnership with Flagstone, distributing a proportion of the reserves across 3 different banking institutions to ensure greater coverage 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 as and when required.

#### Reserves policy

As a charity dependent upon member subscriptions and grant aid, Active Partnerships needs 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. To do this, a certain level of financial reserves is required.

As part of the strategic review, the reserves policy has been reviewed by The Board of Trustees, assessing the charity's requirement for reserves in the light of the main risks and opportunities for the organisation.

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 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 therefore £126k based on current projected levels of annual core expenditure at around £500k. The Board is content with the current position with unrestricted reserves on 31 March 2023 being £541k. The Board has agreed to utilise £200k of the reserves over the current funding period up until March 2027, focusing investment in areas that support the network, including investment in digital platforms, increased connectivity across network, and governance support for network trustees.

During the 2023/24 financial year, this will specifically support two network wide surveys; finance and people, we will also be carrying out an external board evaluation by the end of the year to provide insight and intelligence to shape business planning for the 2024/25 financial year. We will be developing a new website, and we will be investing in our infrastructure to ensure we support the network at a critical time.

## ACTIVE PARTNERSHIPS

### TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT)

#### FOR THE YEAR ENDED 31 MARCH 2023

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Following a period of ensuring that our organisation has strong foundations in place and clarity of role and purpose, we have now turned our attention to being intentional with the spend of any reserves. Our focus is on being evidence and insight led. The development of network-wide finance and people surveys supports this focus, and the data and intelligence that this provides during 2023/24 will ensure that robust and fit for purpose business plans are developed for the remainder of the strategic period.

#### Financial Plan Objectives

The Board has reviewed the organisation's financial objectives in line with the new strategy for 2023-27 and have set the following financial objectives during this strategic period:

- To ensure that, through both internal and independent assessment, all financial processes are fit for purpose; safeguarding the organisation and its people.
- With strong governance and effective financial management, the charity will be agile in its approach, not only in its delivery of the strategy, but also in its role to support, strengthen and enable the Active Partnership network.
- Whilst our focus remains on the significant relationships with Sport England and the Active Partnership membership, we are also suitably prepared to consider wider investment into the network, should it support the strategic ambitions of the organisation.
- The charity will be transparent with regards to financial processes and decisions with the member network and across the whole organisation.
- Maintain unrestricted reserves in compliance with the minimum level set within the reserves policy.

### STRUCTURE, GOVERNANCE AND MANAGEMENT

#### Governing document

Good governance is a keystone to our ambition of being 'an outstanding performing organisation'. As a charity and membership organisation we must have effective ways of working in place that enable us to be held to account. We share a brief update on our approach here and more detail can be found in our annual governance statement published on the governance page of our website.

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.

In 2021/22 we carried out a full review of our Memorandum and Articles of Association, this was supported by a legal partner. This led to a number of changes within the Articles and was signed off at the 2021/22 AGM.

We are led by a mainly voluntary Board which is openly recruited, drawn from member Active Partnerships and independent members. Three trustees received contractual benefits as disclosed in Note 8.

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.

Along with our member Partnerships, we are committed to maintaining compliance with the Level 3 Sport England Code for Sports Governance. Where new standards have been introduced, we are working proactively to ensure compliance. To support this, we have:

- Recruited a refreshed team and board
- Redefined our subcommittee and working group structure, including a Governance Subcommittee, People Development Subcommittee and Finance and Risk Subcommittee. These subcommittees have clear terms of reference which will deliver good governance and support the wider network.

## ACTIVE PARTNERSHIPS

### TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT)

#### FOR THE YEAR ENDED 31 MARCH 2023

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- Appointed Board Champions to provide cross cutting focus in key areas including equality, diversity and inclusion; environmental and social governance; and health and welfare.
- Made significant progress in a full update of our plans and policies including launching a People Plan. The focus continues in this area with ongoing policy reviews and updates including the development of our Diversity Inclusion Action Plan.
- Developed improved board support tools including a board dashboard and annual governance schedule.

During the 2023/24 financial year, we will procure a partner to carry out an external board evaluation, this will assist with our board effectiveness and provide an independent review of our current position.

#### 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 Capper (Chair)	Appointed 26 January 2023
A Shipway (Chair 9 September 2022 to 26 January 2023)	
A Walker (Chair from 1 July 2021 to 9 September 2022)	Resigned 9 September 2022
A Leather	Resigned 21 June 2022
E O'Rourke	Resigned 21 June 2022
S Storey	Resigned 21 June 2022
I Hacon	Resigned 9 September 2022
R Fedorcio OBE	Resigned 23 November 2022
A Pearce Higgins	Resigned 22 August 2023
M Sandys	Re-appointed 12 September 2022
T Douglas	Appointed 3 October 2022 and Resigned 17 April 2023
R Purdie	Appointed 3 October 2022
M Rhodes	Appointed 3 October 2022
H Pielichaty	Appointed 20 January 2023
B Barikor	Appointed 22 May 2023
J Amies	Appointed 22 May 2023
J Shakespeare	Appointed 1 July 2023
N Fletcher	Appointed 21 August 2023

#### Recruitment and appointment of new trustees

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

The Articles determine that the Board is made up of at least three and not more than twelve individuals comprising up to six trustees associated with member Active Partnerships either as Staff or Board members, four trustees not associated with the members, an additional co-opted trustee, and a Chair.



## ACTIVE PARTNERSHIPS

### TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2023

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The trustees of the charity are appointed by the Board from candidates recommended in writing to the Board by the Nominations Committee following an open recruitment process determined by the Board.

Trustees ordinarily hold office for a term of three years and may be re-appointed by the Board for further consecutive terms each of up to three years (as determined by the Board). Trustees who have served consecutive terms of office that are equal to (or would if re-appointed) be greater than) nine years in aggregate shall retire and shall not be capable of re-appointment for a minimum period of four years from such retirement.

At the next General Meeting following the appointment of related trustees they shall be ratified by Members by way of an ordinary resolution.

Adam Walker was appointed Interim Executive Chair on 1 July 2022, he resigned on 9 September 2022 at the end of his final term, when Alison Shipway stepped in as acting chair. Dave Capper was appointed Chair on 26 January 2023.

During the year, four new trustees were recruited to replace the three retiring trustees.

In his role as Executive Chair, Adam Walker received remuneration up until his date of resignation. David Capper as Chair received remuneration from his date of appointment. All other trustees give their time voluntarily and received no benefits from the charity for this role.

#### Organisational structure

The Board of Trustees meets at least quarterly and is responsible for the strategic direction and policy of the charity. The Board of Trustees includes representatives with various skills and backgrounds, and any gaps will be identified, and new members recruited to fill them. The Chief Executive, who also acted as Company Secretary, attended meetings but had 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 and other contracted staff.

The new Chief Executive commenced role, following a structural review, in June 2022.

#### Induction and training of trustees

As part of the recruitment of new Trustees, we have an induction process, incorporating an 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

As far as it is complimentary to the charity's objects, the charity is guided by both local and national policy. Nationally, 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 objectives. Locally, Active Partnerships work with a range of local agencies and support a range of policies and feedback to inform the charity's work nationally.

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



D Capper (Chair)

Dated: 14 November 2023

## **ACTIVE PARTNERSHIPS**

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

***FOR THE YEAR ENDED 31 MARCH 2023***

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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;
- 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 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

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### Opinion

We have audited the financial statements of Active Partnerships (the 'charitable company') for the year ended 31 March 2023 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 2023 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.

### 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

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#### **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.

#### **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 is complying with those legal and regulatory frameworks and made enquiries to the management of known or suspected instances of fraud and non-compliance 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.



## ACTIVE PARTNERSHIPS

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

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Audit procedures performed by the audit team included:

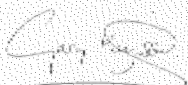
- Identifying and assessing the controls management has in place to prevent and detect fraud, including the existence of supervisory controls;
- Understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial 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.

#### 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 High Wycombe Limited

14/11/2023

**Chartered Accountants**  
**Statutory Auditor**

Oakingham House  
Frederick Place  
High Wycombe  
Buckinghamshire  
HP11 1JU

## ACTIVE PARTNERSHIPS

### STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
<b>Income from:</b>							
Grants and donations	3	300,000	110,000	410,000	350,000	951,024	1,301,024
Other trading activities	5	1,940,116	61,458	2,001,574	120,218	86,112	206,330
Investments	6	5,836	-	5,836	143	-	143
<b>Total income</b>		<b>2,245,952</b>	<b>171,458</b>	<b>2,417,410</b>	<b>470,361</b>	<b>1,037,136</b>	<b>1,507,497</b>
<b>Expenditure on:</b>							
Charitable activities	7	2,166,678	186,993	2,353,671	482,972	982,235	1,465,207
<b>Net movement in funds</b>		<b>79,274</b>	<b>(15,535)</b>	<b>63,739</b>	<b>(12,611)</b>	<b>54,901</b>	<b>42,290</b>
Fund balances at 1 April 2022		462,312	57,192	519,504	474,923	2,291	477,214
<b>Fund balances at 31 March 2023</b>		<b>541,586</b>	<b>41,657</b>	<b>583,243</b>	<b>462,312</b>	<b>57,192</b>	<b>519,504</b>

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 2023

	Notes	2023 £	£	2022 £	£
<b>Fixed assets</b>					
Tangible assets	13		9,793		1,991
<b>Current assets</b>					
Debtors	14	989,886		20,537	
Cash at bank and in hand		636,471		619,113	
		1,626,357		639,650	
<b>Creditors: amounts falling due within one year</b>	15	(1,052,907)		(122,137)	
<b>Net current assets</b>			573,450		517,513
<b>Total assets less current liabilities</b>			583,243		519,504
<b>Income funds</b>					
Restricted funds	17		41,657		57,192
Unrestricted funds	17		541,586		462,312
			583,243		519,504

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

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 14 November 2023

  
D Capper (Chair)  
Trustee

Company registration number 07800542

## ACTIVE PARTNERSHIPS

### STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2023

	Note	2023 £	£	2022 £	£
<b>Cash flows from operating activities</b>					
Cash generated from operations	20		21,835		73,414
<b>Investing activities</b>					
Purchase of tangible fixed assets		(10,313)		(2,472)	
Interest received		5,836		143	
<b>Net cash used in investing activities</b>			(4,477)		(2,329)
<b>Net increase in cash and cash equivalents</b>			17,358		71,085
Cash and cash equivalents at beginning of year			619,113		548,028
<b>Cash and cash equivalents at end of year</b>			636,471		619,113



# ACTIVE PARTNERSHIPS

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

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### 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. The company is also a registered charity; number 1144600.

#### 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.

We have confirmed funding from Sport England as a system partner until March 2027, this provides core support funding and allows the charity to focus on our core purpose, without prioritising additional funding streams.

We continue to consider and monitor, through both our Finance and Risk and People Development Subcommittees, the impact of the Cost-of-Living crisis on both our workforce and our local Active Partnerships, all of which could impact on the impact against our vision.

Based on these assessments, the measures put in place 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 or grantors 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.

# ACTIVE PARTNERSHIPS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2023

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#### 1 Accounting policies

(Continued)

##### 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.

##### 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 Impairment of fixed assets

At each reporting end date, the charitable company reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

##### 1.7 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.

##### 1.8 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.

# ACTIVE PARTNERSHIPS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

### 1 Accounting policies

(Continued)

#### **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.

### 1.9 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.

### 1.10 Retirement benefits

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

### 1.11 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.

### 1.12 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 2023

#### 3 Grants and donations

	Unrestricted funds	Restricted funds	Total 2023	Total 2022
	£	£	£	£
Grants received	300,000	110,000	410,000	1,301,024
<b>For the year ended 31 March 2023</b>	<b>300,000</b>	<b>110,000</b>	<b>410,000</b>	
<b>For the year ended 31 March 2022</b>	<b>350,000</b>	<b>951,024</b>		<b>1,301,024</b>
<b>Grants receivable for core activities</b>				
Sport England Core	300,000	-	300,000	250,000
Sport England Children & Young People	-	-	-	600,000
Sport England - Primary Premium	-	-	-	100,000
Sport England - Additional Funding	-	10,000	10,000	-
Sport England - Live Longer Better	-	100,000	100,000	-
Big Local Trust	-	-	-	9,412
London Marathon Charitable Trust	-	-	-	341,612
	<b>300,000</b>	<b>110,000</b>	<b>410,000</b>	<b>1,301,024</b>



# ACTIVE PARTNERSHIPS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2023

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#### 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.

##### 2023

###### Sport England: Live Longer Better

An award to work with 30 Active Partnerships and national partners to support the development of the LLB Community of Practice and Learning, focusing on the shift from care to enablement using the driver of physical activity to empower people to live longer in good health, thus reducing the dependency on the health and the care system. This aligns to Sport England's mission of creating a more active nation, through strengthening the connection and collaboration between physical activity and local health systems, so that more people can feel the benefits of, and advocate for, an active life as people get older.

###### Sport England: Additional Funding

A one off grant to support the Chair recruitment process for Active Partnerships. In line with the Board Recruitment Policy we ensured a formal, rigorous and transparent procedure was adopted; that the appointment was made on merit in line with the skills required of the Board; used an open, publicly advertised recruitment process; and informed Sport England's of the appointment process, involving a representative of Sport England in the recruitment process.

##### 2022

###### Big 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.

###### Sport England: Children & Young People (CYP)

A national steering group for CYP to support colleagues across the network to share ideas and learnings. Two learning communities were established for Early Years and Maternity, involving Active Partnerships and a wide range of partners. The national team supported the development of the learning communities, connecting national partners and supporting the groups to identify and address priorities.

###### 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 2023

#### 5 Other trading activities

	Unrestricted funds	Restricted funds	Total	Unrestricted funds
	2023 £	2023 £	2023 £	2022 £
Trading activity income	3,200	61,458	64,658	11,639
Membership subscriptions and sponsorships which are in substance a payment for goods and services	103,000	-	103,000	194,691
Opening School Facilities (OSF Income)	1,833,916	-	1,833,916	-
Other trading activities	1,940,116	61,458	2,001,574	206,330

#### 6 Investments

	Unrestricted funds	Unrestricted funds
	2023 £	2022 £
Interest receivable	5,836	143

#### 7 Charitable activities

	2023 £	2022 £
Staff costs	221,614	230,027
Direct costs	2,023,592	1,103,442
	2,245,206	1,333,469
Support costs (see note 9)	87,054	125,300
Governance costs (see note 9)	21,411	6,438
	2,353,671	1,465,207
<b>Analysis by fund</b>		
Unrestricted funds	2,166,678	482,972
Restricted funds	186,993	982,235
	2,353,671	1,465,207

## ACTIVE PARTNERSHIPS

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

#### 8 Trustees

During the year, 4 trustees were reimbursed travel and meeting expenses of £946 (2022: £591, 1 trustee).

In line with the appointment letter, trustee and Chair David Capper received £3,000 remuneration during the year.

On 17 August 2021 trustee and Chair Adam Walker signed a service contract with the organisation to lead the transitional national support project on behalf of the company. The total received for these services in the year to 31st March was £11,500 (2022: £23,000).

Alison Shipway trustee is also a director and trustee of Shipway Consulting, a limited company that provides HR services. Shipway Consulting received payments for professional services provided to the organisation to 31st March that totalled £9,500 (2022: £4,750).

The transactions with Adam Walker and Shipway Consulting were done at arm's length and were approved by the Board.

The Board were aware of the potential conflicts of interest, and it was agreed that either trustee would withdraw from any discussion of the trustees which had any bearing on the terms of the agreement or the acceptability of the standard of service provided.

#### 9 Support costs

	Support costs	Governance costs	2023	2022
	£	£	£	£
Staff costs	37,710	-	37,710	83,585
Depreciation	2,511	-	2,511	481
Seconded and subcontracted staff support	6,389	-	6,389	20,812
Finance charges	1,021	-	1,021	1,325
Administrative support	5,307	-	5,307	3,814
Travel expenses	810	-	810	371
Publications and subscriptions	253	-	253	219
Insurance	3,896	-	3,896	4,876
Software and licence fees	12,739	-	12,739	6,907
Promotional material	1,120	-	1,120	1,031
Professional fees	3,625	-	3,625	1,627
Recruitment	11,673	-	11,673	252
Audit fees	-	7,500	7,500	5,250
Board costs	-	6,911	6,911	591
Legal fees	-	4,000	4,000	597
Chair remuneration	-	3,000	3,000	-
	<u>87,054</u>	<u>21,411</u>	<u>108,465</u>	<u>131,738</u>

# ACTIVE PARTNERSHIPS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

### 10 Allocation of income and expenditure

	Sport England	Other public sector income	Non-public sector income	2023 Total
Revenue grants	410,000	-	-	410,000
Membership income	-	-	103,000	103,000
Other income	-	1,833,916	70,494	1,904,410
<b>Total income</b>	<b>410,000</b>	<b>1,833,916</b>	<b>173,494</b>	<b>2,417,410</b>
Staff costs (incl travel and training)	190,998	-	53,812	244,810
Marketing and communication	3,883	-	113	3,996
Improvement and development	54,133	-	-	54,133
Projects	144,177	1,816,330	32,816	1,993,323
Overheads and support costs	33,464	-	23,945	57,409
<b>Total expenditure</b>	<b>426,655</b>	<b>1,816,330</b>	<b>110,686</b>	<b>2,353,671</b>
	<b>(16,655)</b>	<b>17,586</b>	<b>62,808</b>	<b>63,739</b>

### 11 Allocation of income and expenditure

	Sport England	Non-public sector income	2022 Total
Revenue grants	950,000	341,612	1,291,612
Membership income	-	103,321	103,321
Other income	-	112,564	112,564
<b>Total income</b>	<b>950,000</b>	<b>557,497</b>	<b>1,507,497</b>
Staff costs (incl travel and training)	221,722	95,366	317,088
Marketing and communication	12,018	4,128	16,146
Improvement and development	109,319	37,549	146,868
Convention	9,461	2,664	12,125
Projects	532,809	417,198	950,007
Overheads and support costs	20,090	2,883	22,973
<b>Total expenditure</b>	<b>905,419</b>	<b>559,788</b>	<b>1,465,207</b>
	<b>44,581</b>	<b>(2,291)</b>	<b>42,290</b>



## ACTIVE PARTNERSHIPS

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

#### 12 Employees

##### Number of employees

The average monthly head count was 6 (2022: 5) and the average monthly number of full-time equivalent employees (including casual and part-time staff) during the year was as follows:

	2023 Number	2022 Number
Direct charitable employees	5	4
Financial	1	1
	<u>6</u>	<u>5</u>

##### Employment costs

	2023 £	2022 £
Wages and salaries	222,530	265,624
Social security costs	13,460	17,446
Other pension costs	23,334	30,542
	<u>259,324</u>	<u>313,612</u>

Key management personnel received employee benefits totalling £85,273 (2022: £167,239).

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

	2023 Number	2022 Number
£60,000 - £70,000	1	1
£70,000 - £80,000	-	1
	<u>-</u>	<u>1</u>

## ACTIVE PARTNERSHIPS

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

#### 13 Tangible fixed assets

	Computer equipment £
<b>Cost</b>	
At 1 April 2022	2,956
Additions	10,313
Disposals	(484)
At 31 March 2023	12,785
<b>Depreciation and impairment</b>	
At 1 April 2022	965
Depreciation charged in the year	2,511
Eliminated in respect of disposals	(484)
At 31 March 2023	2,992
<b>Carrying amount</b>	
At 31 March 2023	9,793
At 31 March 2022	1,991

#### 14 Debtors

	2023 £	2022 £
<b>Amounts falling due within one year:</b>		
Trade debtors	983,786	17,481
Prepayments and accrued income	6,100	3,056
	989,886	20,537

#### 15 Creditors: amounts falling due within one year

	2023 £	2022 £
Trade creditors	770,479	31,813
Deferred income	62,500	25,800
Other taxation and social security	165,567	10,570
Other creditors	5,035	-
Accruals	49,326	53,954
	1,052,907	122,137

## ACTIVE PARTNERSHIPS

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

#### 16 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 April 2022 £	Incoming resources £	Resources expended £	At 31 March 2023 £
General funds	462,312	2,245,952	(2,166,678)	541,586
Previous year:	At 1 April 2021 £	Incoming resources £	Resources expended £	At 31 March 2022 £
General funds	474,923	470,361	(482,972)	462,312

#### 17 Analysis of net assets between funds

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Total 2022 £
Fund balances at 31 March are represented by:				
Tangible assets	9,793	-	9,793	1,991
Current assets	531,793	41,657	573,450	517,513
	541,586	41,657	583,243	519,504

#### 18 Ultimate controlling party

There is no ultimate controlling party.

#### 19 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 8.

## ACTIVE PARTNERSHIPS

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

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20	Cash generated from operations	2023 £	2022 £
	Surplus for the year	63,739	42,290
	Adjustments for:		
	Investment income recognised in statement of financial activities	(5,836)	(143)
	Depreciation and impairment of tangible fixed assets	2,511	481
	Movements in working capital:		
	(Increase)/decrease in debtors	(969,349)	51,284
	Increase in creditors	894,070	30,902
	Increase/(decrease) in deferred income	36,700	(51,400)
	<b>Cash generated from operations</b>	<u>21,835</u>	<u>73,414</u>