



# **Annual Report**

**For year ending 31 December 2021**

## **Foreword**

Since 2016 Premier Foundation has delivered life changing work to many children, young people and those who require our expertise. To ensure our vital work continues, 2021 has been a year of strengthening leadership, strategic direction, governance and partnerships. It has also been a year of the continuing pandemic with the challenges that has brought for many in the charity sector.

Funding our work remains extremely challenging and addressing this matter continues to be our largest area of focus and development. The board wish to sincerely thank Premier Education Group for their continued support, without it many of the opportunities provided for those we reach would simply not be possible.

Our leadership team is highly effective and we have the ability to draw on a range of diverse skills and expertise that benefit the organisation and our beneficiaries. During the pandemic we have taken advantage of the Government furlough scheme for the CEO and this has enabled us to ride out the difficult period.

This annual report provides an update of our journey so far, our current situation and ambitions. We are committed to our mission and we are determined to continue to support those who are in need of help.

**Mark Ellery**

Chair of the Board of Trustees

# Premier Foundation Mission, Vision, Values and Core Work

## Our Work

Premier Foundation focuses on working within the community to engage with people who are disengaged, disadvantaged or classed as “hard to reach” by providing them with opportunities which they may not have previously had exposure to. These may be materially disadvantaged geographical communities (such as families living in areas of multiple deprivation) or communities of interest facing specific marginalisation, such as mental health issues. They all represent the reality behind research into health inequalities and sports participation rates. Empirical evidence and our own local consultation alike prove clear correlation between deprivation, negative health outcomes and low participation in physical activity, which is where our work aims to focus.



### Vision

We envision a world in which everyone has the opportunity to access physical activity for a healthy life and build upon their strengths to achieve their fullest potential.

### Mission

To bring powerful and practical change to people in deprived or low social-economic areas, by developing, growing and transforming their lives through physical activity and mental wellbeing.



### Our Pathways

Our pathways have been established from evidence of need, and support the current national agenda

### Health and wellbeing

Every engagement with Premier Foundation has this pathway at its heart. From the general to the specific, this is the greatest driver of the charity’s activities.

### Inactivity

Using physical activities to encourage individuals to become more active. To address early on the benefits of an active lifestyle.

### Mental Health

To support our beneficiaries in improving their mental health; to help them build their resilience, encourage self-care and awareness of how physical activity can have a positive impact on their mental health.



### **Our Values**

Every project we deliver will have the following core values at its heart:

#### **Inclusion**

*To provide opportunities for all to participate in physical activity whilst respecting and listening to the opinions of others, treating all individuals as equal.*

#### **Empowerment**

*To empower individuals to acquire the knowledge and information they need to raise aspirations and reach their full potential in a caring, inclusive learning environment.*

#### **Collaboration**

*To work with national bodies, sporting organisations, commercial organisations, local authorities and third sector organisations to supply activities supporting the current national agenda to make a sustainable difference to society*

### **Aims**

- To provide sport and physical activity opportunities with a primary focus on children and young people
- To provide sport and physical activity opportunities to individuals who are in the most economically deprived communities
- To address social issues by being proactive in the fight against the long-term consequences of physical inactivity
- To work in collaboration and build partnerships.

## **How we work?**

Premier Foundation works to engage individuals in sport, physical activity and healthy living empowerment.

Premier Foundation does not receive any statutory funding and fundraises to enable us to continue the vital work we do (receiving funding from charitable organisations, trusts, lottery-funded bodies, commercial organisations and private donors).

## Strategic Overview

The strategic focus for 2021 was the development of five key areas: Governance, People (Volunteers and staffing), Income Generation, Planning, and Programme expansion. Success in all these areas has strengthened the position of Premier Foundation significantly in a short period of time. Despite challenges caused by the Covid-19 pandemic, the charity was able to continue the forward momentum of 2020 and has cemented the organisation's future position by undergoing structural changes and establishing solid foundations. This work has spanned across the year and Premier Foundation has achieved goals in every key area.

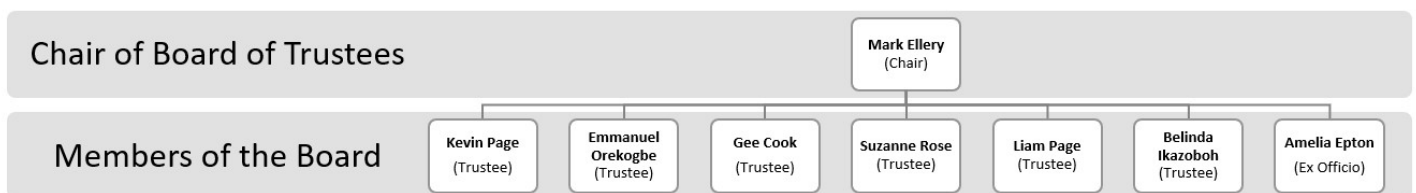
## Governance, Structure, Management

Premier Foundation is a company limited by guarantee and a charity registered in England and Wales.

It was established in 2015, with active operations beginning in 2016. Premier Foundation is governed by its Memorandum and Articles of Association.

The Board of Trustees has responsibility for the governance and strategic direction of Premier Foundation, ensuring that the charity upholds its ethos and values and delivers its key objectives.

The charity's structure has undergone changes since 2020 into 2021. There continues to be one full time member of staff (CEO) who was furloughed and working part time for most of the year. The Board has now expanded and has 7 Trustees. The day-to-day operations are led by the CEO, who is accountable to the Board of Trustees.

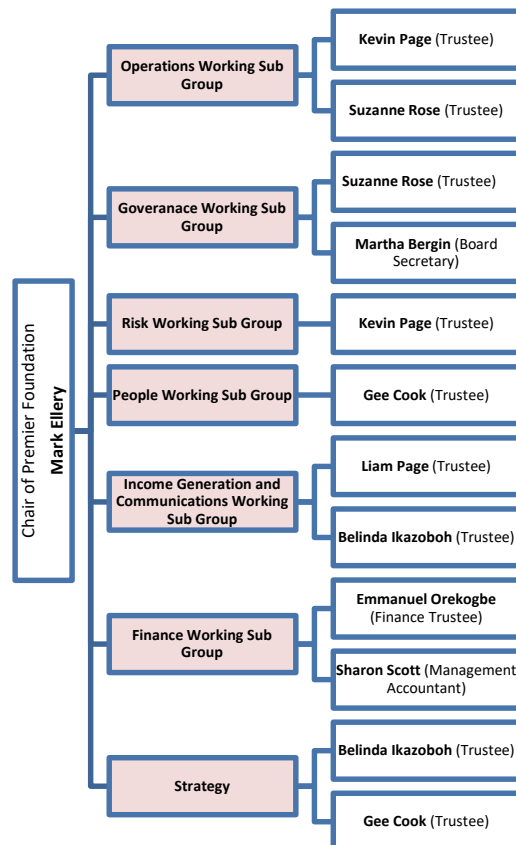


Trustees deploy a wide range of skills, knowledge, and experience essential to good governance and the balance of expertise is kept under review via its Trustee Skill Matrix. These high calibre individuals come with a wealth of knowledge and skill sets to effectively lead Premier Foundation through its growth period. Collectively, the Board of Trustees demonstrate responsible leadership and judgement.

The Trustees meet four times a year for quarterly board meetings, reviewing performance, and strategically planning for the future. In 2021, four Board meetings occurred. Recruitment has been paused as the board is up to capacity with skills and diversity.

One conflict of interest was highlighted by the Chair taking up a position on Premier Foundation's founders/ delivery agents Board; Premier Education Group. Before taking on this position, it was voted on by the Board to be a conflict which could be managed.

Each Trustee took on a role within a new strategic working group framework in 2021. The seven Working Sub-Groups directly support strategic work across every facet of the organisation: Operations, Governance, Risk, People, Income Generation and Communications, Finance, and Strategy.



## Premier Foundation Volunteers

Premier Foundation continued to recruit and place volunteers into roles at a consistent rate through the year. Despite the furlough scheme ending and more people returning to work in 2021, the level of interest in our volunteer roles continued to be high after the huge increase in 2020.

Premier Foundation is now in the enviable position of having a team of 20 regularly active volunteers and is planning to recruit more. All areas of the charity have committed volunteer(s) tackling tasks to aid the growth and development of the charity.

A significant volunteer appointment was made in May 2021. An Operations Manager was taken onboard to help support the volunteer teams and set tasks aligned with the Strategy. This role has shown some proven success within the year, which has led the board to approve the funding and creation of this role as a part-time paid position in 2022. While the CEO was working on limited hours during the pandemic, the support of this position was invaluable to the charity by helping to provide quicker mobilisation of work streams.

In total there were 33 new applications from candidates interested in supporting Premier Foundation in 2021. After screening for suitability, 18 candidates were placed into the team.

The graph below depicts a month-by-month picture on Volunteer Recruitment.

	January	February	March	April	May	June	July	August	September	October	November	December	Total
Volunteer Applications	3	6	3	4	0	6	3	1	1	2	1	3	33
Volunteers Placed	3	4	1	1	0	5	1	0	0	1	0	2	18
% Placed by month	100	67	33	25	0	83	33	0	0	50	0	67	55

Figure1: Volunteer Recruitment 2021

The table below shows a comparison of the volunteers who applied and were placed in 2020 and 2021.

	Total Applications	Total Placed
<b>2020</b>	51	26
<b>2021</b>	33	18
<b>% change</b>	-35.29	-45.45

Figure 2: Volunteer Recruitment 2020 and 2021 a comparison

Although there was a decrease in both applications and volunteers placed in 2021, the level remains higher than pre-COVID levels. There also was a noticeable effect on retention - the length of time that a volunteer stays with Premier Foundation. This meant there were fewer open roles to fill.

### Economic Value of Premier Foundation's Volunteers

Volunteers are an essential part of Premier Foundation. The charity depends on a dedicated and highly skilled team of volunteers to support the day-to-day running of the charity, from marketing to project management to bid writing. There were 33 people, including new and existing volunteers who supported the charity over 2021 and the value of the Foundation's volunteer base was approximately £80,000.

### Volunteer Rewards

In quarter four, Premier Foundation awarded the first Volunteer Recognition Award. The prize was a stay at a hotel for 1-2 nights for free provided by Rooms for Reward. A nomination process has been formed and the People Working Sub-Group decided the winner of the stay. The 2021

Volunteer Recognition Award was given to our Volunteer Co-ordinator, Mo Heard. This will form an annual award.

### **Pro Bono Consultants**

Premier Foundation continued to work with their Pro Bono Consultants to assist in the development and growth of the charity. Mathew Neville is an experienced charity professional with a background in Marketing and Fundraising. Mathew has been assisting Fundraising and Donations, including giving Premier Foundation free access to a CRM system. The agreement was made upon the charity to become a beta tester of the new system, called Kindness of Strangers. It has and will continue to support the fundraising functions.

### **Volunteer Report**

A full report produced from surveys conducted in 2021.

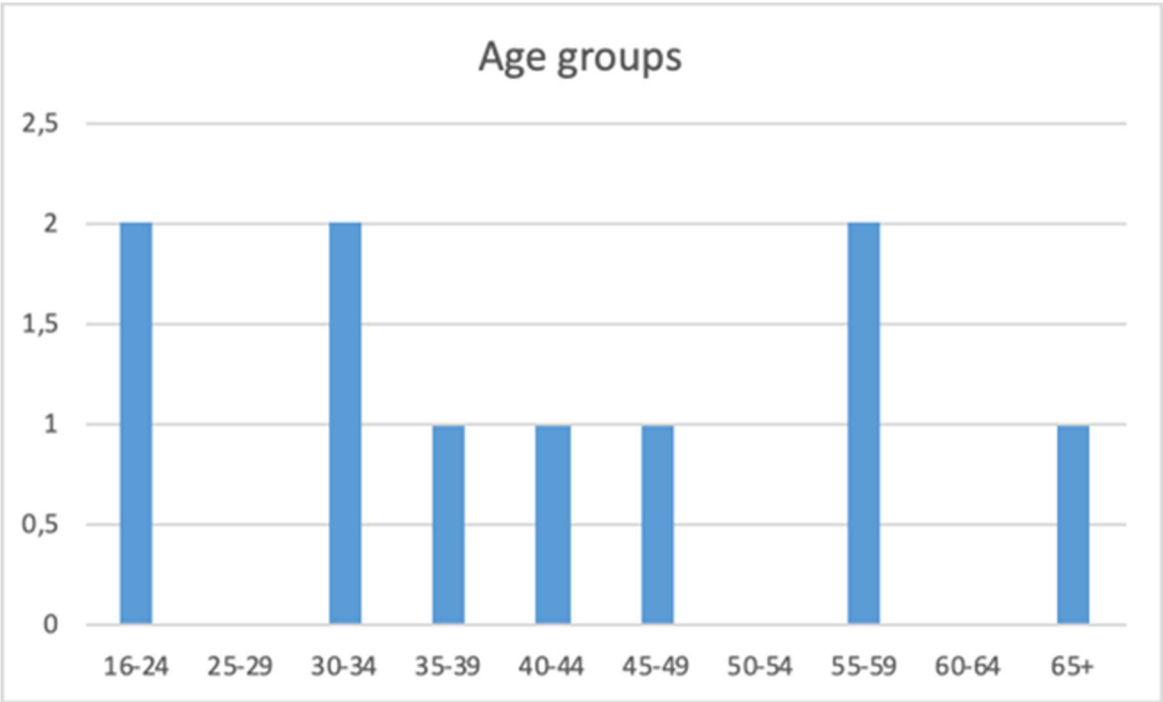
The data for this report was collected and analysed from three sources:

1. The organisation's registration list of all volunteers in each team (including start dates)
2. A Diversity and Equity Monitoring Survey (completed in October 2021)
3. Volunteer Satisfaction Survey (completed in August 2021)

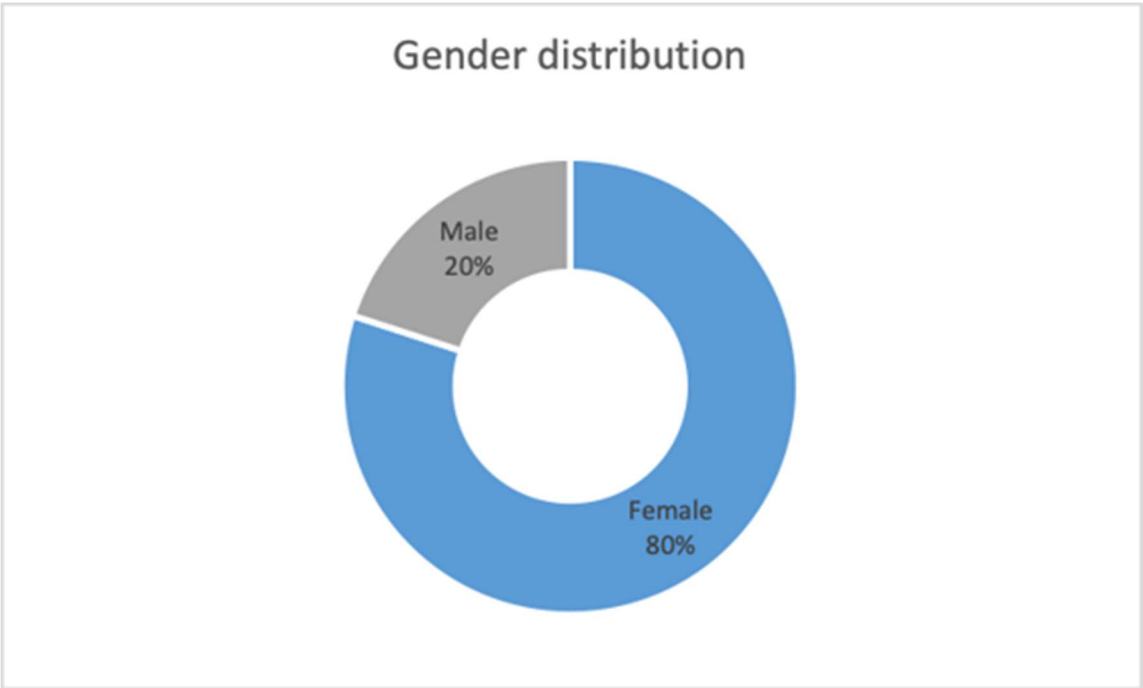
Key findings:



Most volunteers are in the age ranges of 16-24, 30-34, and 55-59. The generations of 35-39, 40-44, 45-49, and after 64 have the second-highest number of people.

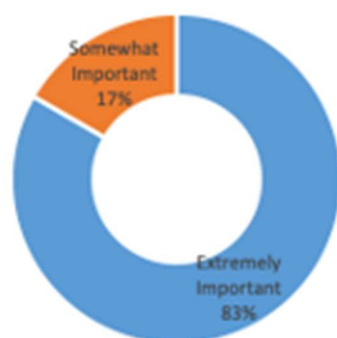


Women represent the majority of our volunteers, with 80%. Men, on the other hand, are one-tenth of the sample

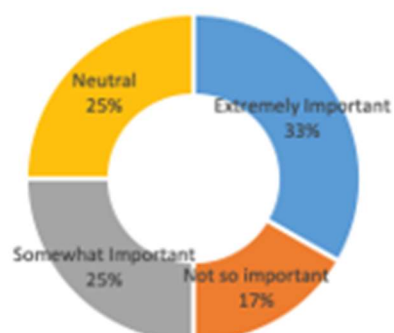


## Reasons for becoming a Volunteer

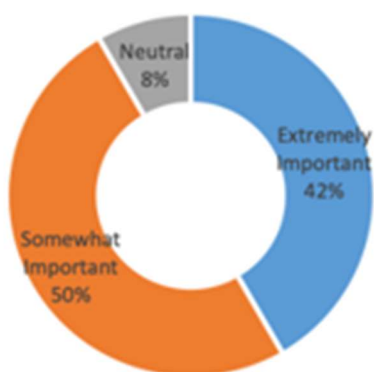
Want to give back/make a difference



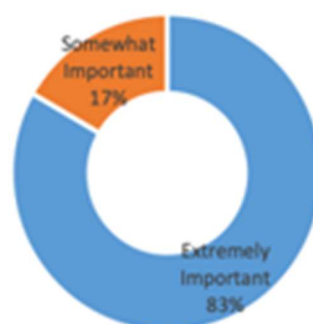
Gain work experience



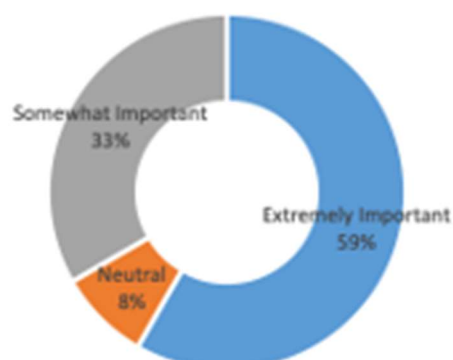
Interested in working with a charity



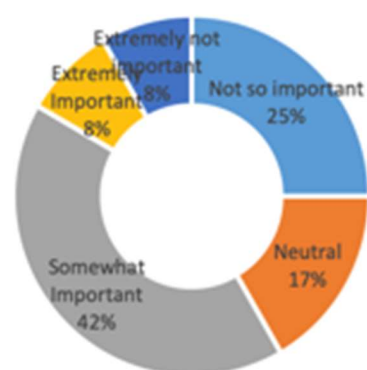
Belief in Premier Foundation's mission



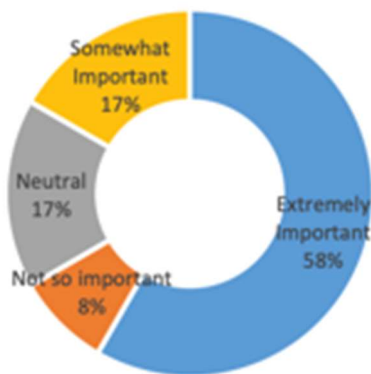
Sense of satisfaction/ personal achievement



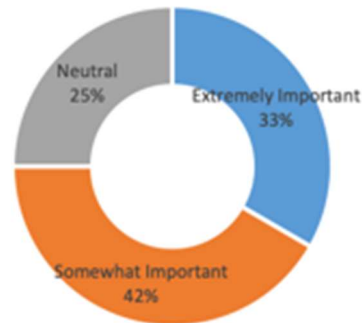
Helps to feel less isolated



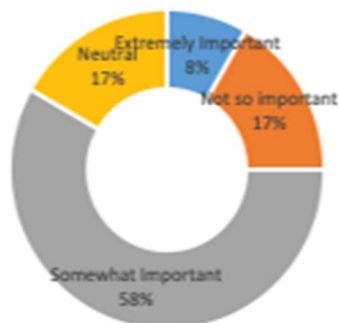
### Develop new skills and experience



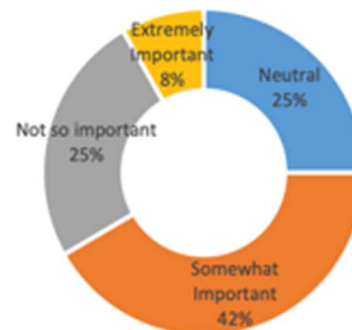
### Maintain or use existing skills and experience



### Meet new people



### Build confidence



### Data Summary:

- Women have a predominant role in Premier Foundation, representing most of our volunteers.
- Most of our volunteers are in between their 30s and 40s. There is high participation of people around 16-24 and 55-59.
- Although our volunteers seek to give back to the community and achieve a sense of satisfaction, religion does not determine those motivations. In effect, only a small percentage of our volunteers sampled identify as Christian or Hindu.
- Also essential for our staff is developing new skills and acquiring new experiences. Premier Foundation should strive to contribute to the human capacities of our team, increasing their impact on the community.

### Featured Volunteer - Volunteer of the Year, 2021



**Mo, Volunteer Co-Ordinator**  
**Volunteer of the Year, 2021**

**Why we love Mo:**

- A wonderful representative of Premier Foundation and its values, Mo recruits amazing new volunteers to build and strengthen our teams.
- She helps to make new recruits feel welcome and ensures a positive start to the volunteer journey.
- She worked through the pandemic to help rebuild our team from 6 volunteers to 22.
- With expertise in charities and volunteer management, Mo provides invaluable support and is a great source of knowledge for the organisation.
- She is a published children's book author who wrote *Leo's Heroes* about a boy who goes back in time and meets real people from history. In 2021, Mo wrote a children's book for Premier Foundation, *Eat Your Peas and Bend Your Knees* to promote healthy habits and literacy to our beneficiaries.

The report will help inform us on how to strengthen the volunteer programme, with recommendations drawn out for the future.

**Strategy Development**

The process of the strategic development started with self-assessment. The Charity Excellence Framework is an online resource to assess the governance, and evaluate efficiency and effectiveness of how the charity is run. Self-Assessments were conducted on the following areas:

- Income Generation
- People
- Communication
- Finance and Resources
- Risks
- Operations
- Strategy

The next stage was to undertake a series of Strategy Development sessions with the Operations Manager, working in a collaborative way to check and challenge the discussions.

The next stage allowed 4 different mission and 3 vision statements to be written, which were circulated with the current mission and vision statements to the wider team (all board members and volunteers) in a survey. This was done to get an understanding of what the team thought Premier Foundation does, and secondly, to get a consensus on what is the strongest mission and vision to take forward in the new strategy.

Results of the survey with Premier Foundation team of Volunteers and Trustees are as follows:

13 people responded and there was one clear preference for both the mission and vision statements. These findings indicated that the mission statement found to best represent Premier Foundation and the work it does is:

**Mission:** *To bring powerful and practical change to people in deprived or low social-economic areas, by developing, growing and transforming their lives through physical activity and mental wellbeing.*

And vision statement that resonated with respondents the most is:

**Vision:** *We envision a nation in which everyone has the opportunity to access physical activity for a healthy life and build upon their strengths to achieve their fullest potential.*

These have been taken forward as the new Mission and Vision for 2021.

The next stage was to identify up to four measurable and achievable strategic goals for the organisation. These were set based on 4 key critical issues that were explored in the Strategy Development sessions. These goals form the objectives of Premier Foundation's current and future work.

**Goal 1:** Broaden our funding base to build 3 months of reserves and cover core costs, including hiring 2 additional staff members.

**Goal 2:** Build business continuity and strength by hiring new staff to align with the current size and needs of the organisation.

**Goal 3:** Develop clarity around project delivery models to align projects with mission and brand, clearly demonstrate impact through planning and evaluation, and communicate our project outcomes internally and externally.

**Goal 4:** Develop the board in areas of governance, friend-raising/fundraising, and external communications.

### **Progress with Strategy**

The current progress with the strategy:

#### Communication

Completion Rate			
	Q3	Q4	↑
	18%	55%	37%
	68%	41%	-27%
	18%	5%	-13%

#### Operations

Completion Rate			
	Q3	Q4	↑
	75%	85%	10%
	20%	20%	0%
	10%	5%	-5%

#### Risk

Completion Rate			
	Q3	Q4	↑
	100%	100%	0%
	0%	0%	0%
	0%	0%	0%

#### Income Generation

Completion Rate			
	Q3	Q4	↑
	29%	40%	11%
	46%	51%	5%
	37%	9%	-28%

#### People

Completion Rate			
	Q3	Q4	↑
	14%	31%	17%
	37%	40%	3%
	43%	23%	-20%

#### Strategy

Completion Rate			
	Q3	Q4	↑
	100%	100%	0%
	0%	0%	0%
	0%	0%	0%

#### Governance

Completion Rate			
	Q3	Q4	↑
	22%	45%	23%
	19%	16%	-3%
	61%	45%	-16%

#### Finance and Resources

Completion Rate			
	Q3	Q4	↑
	100%	100%	0%
	0%	0%	0%
	0%	0%	0%

The milestones for Risk, Strategy, and Finance & Resources are now 100% complete.

The next stage will be to complete a review and undertake the self assessment process again by completing the remaining self-assessment questionnaires within the Working Sub-Groups. This will help to inform the progress and effectiveness of the strategy and overall governance.

### Strategy Effectiveness

The Working Sub-Groups had a focus to review the areas rated as a high priority on the Charity Excellence Framework by the end of the year to reduce the red scoring. These two areas were the Risk and Operations area. A review took place in December 2021 where the self-assessment was undertaken.

Area	Prior Score	Score in December 2021
Risk	32%	63%
Operations	32%	67%

### Policy Development

Policy development has been the major focus in the Governance of Premier Foundation.

The following documents have been created/ reviewed for the organisation in 2021:

- Equality and Diversity Policy

- Complaints Policy
- Volunteer Policy
- Safeguarding interim review
- Whistleblowing policy
- Financial Controls Policy

## **Key Governance, Structure and Management Milestones**

- Strong governance
- Newly appointed Board
- A Board solid in diversity
- A strong diverse volunteer structure
- Policy development
- Strategy milestones being successfully achieved

## **Projects and Operations**

Premier Foundation was able to deliver one programme while the national lockdown was in effect and resumed the rest of its programmes after the lockdown was eased in April 2021. The Covid-19 pandemic, a 3<sup>rd</sup> national lockdown, and necessary safety precautions made every element of project delivery more difficult, however Premier Foundation still made great achievements and vital impact in our service delivery in 2021.

- All to Play For programme continued to run.
- Sport England's Fit Families project has slowly increased numbers with a targeted Christmas challenge with the schools in Birmingham. This delivery style has aided the sign ups and engagement. With the increase in COVID rates, the programme lost some schools and is still facing challenges. A new Key Worker from the Children's Society was recruited and started work supporting family engagement with the families on the programme. In 2022, with the Commonwealth Games the project is looking to capitalise on the event by adding new themes to the programme.
- A Health and Wellbeing project in Redbridge is due to start in 2022 after a successful pilot earlier this year.
- Durham County Council Summer Holiday Camps were successfully delivered in July and August 2021 and led to securing further funding to undertake 8 days of camps in December 2021 over the Christmas holiday, which was also successfully delivered.
- The new programme, Healthy Living Roadshow has secured £10,000 in funding from Awards for All and is in the project development stage due to launch in 2022.

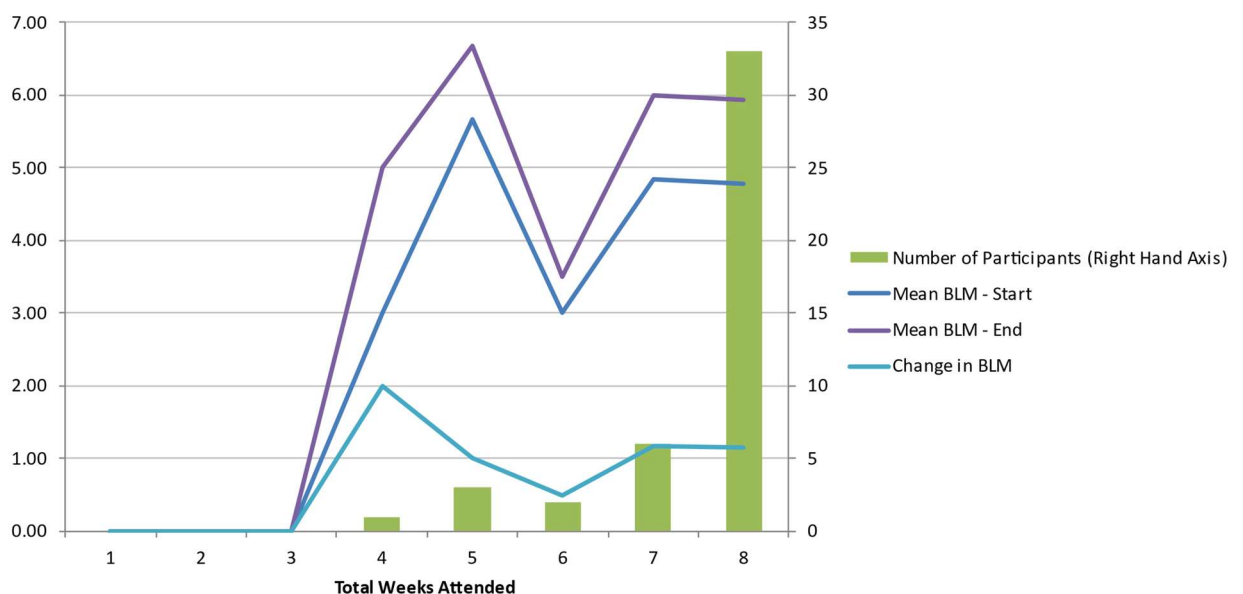
## Redbridge Fitter Together

A pilot programme was delivered at Newbury Park School in the London Borough of Redbridge. At the start of the programme the children felt very disengaged, and many were lacking confidence. Through the course of the programme, the enjoyment of play and fun challenges changed their perception.

84.4% of participants reported improved fitness levels after only 8 sessions in our pilot programme designed to address inactivity and encourage families to engage in fitness activities together in the London borough of Redbridge in February 2021.

It was clear from the feedback given by children at the end of lessons that they were thinking differently, understood the importance and working together and feeling part of a community spirit.

- 45 participants benefited from the programme, which was delivered to School years 1-6
- Fitness testing through “The Golden Mile” was used as an intervention to measure activity levels. The testing allowed us to see how many miles could be achieved before and after the course for each child.
- We measured the number of sessions that the child attended against their fitness measurement score (BLM). The results show that most children's laps recorded did improve from lesson 1 to Lessons 8 and 84.4% saw an improvement in their activity levels in the duration of the programme.



The graphs shows that the more sessions a child attended the higher their fitness level was at the end of the course.



## Durham Holiday Camps

The project took place over 20 working days in July and August 2021, primarily to disadvantaged children ages 5-12 who receive Pupil Premium at school in the Ferryhill area of Durham. Camp capacity was 45 children per day/session or a footfall of 225 children per week. Parents and carers dropped off their children and we provided free, supervised, safe and fun-filled days of activities.

- Female participants attended more sessions, from 18 to 20 sessions on four occasions.
- There is a strong correlation between Deprivation Status and Attendance.
- Children living in the most deprived areas based on postcode (0-3 Deprivation Status) attended significantly more sessions than children living the least deprived areas.



*"As a parent who works full time my kids do not get access to much exercise apart from weekends and Rebecca has sadly put on quite a bit of weight during lockdown and was keen to get back into physical exercise each day to try and get her weight down and attending these camps has helped her achieve this. A massive thank you to all staff who have supported and encouraged my kids to achieve their potential." - Kirsty Graham, Parent*

*"I enjoyed Dramatic Dance because I got to use my imagination and create a story" - J*



*"I enjoyed the holiday camp because it inspired me to get better and learn new*





"Up until recently my son couldn't be parted from his electrical devices. He like every other child has spent a lot of time at home due to the pandemic and he was starting to feel anxious about going out. He has had an amazing time. He has had opportunities to make friends, learn social skills and problem-solving skills. He has built his confidence but most of all he had fun. Thank you so much to Trevor and the team." - Lindsay and Alun Thompson, Parent

"Amazing, kids absolutely loved it and did loads of different things and tried loads of new things they couldn't wait to go back and said all staff was lovely and nice to them. Absolutely brilliant couldn't rate higher as kids were really well entertained and kept really active and tried loads of new things. I would rate \*\*\*\*\* 5 stars kids said best summer camp they've ever been too." - Kelly McGrath, Parent

The success of this programme led onto securing further funds for the Holiday Camp to continue in the Christmas Holidays. This time also providing a healthy meal for children who come from disadvantaged backgrounds to alleviate the effects of food poverty. There was a footfall of 177 children in 8 days.







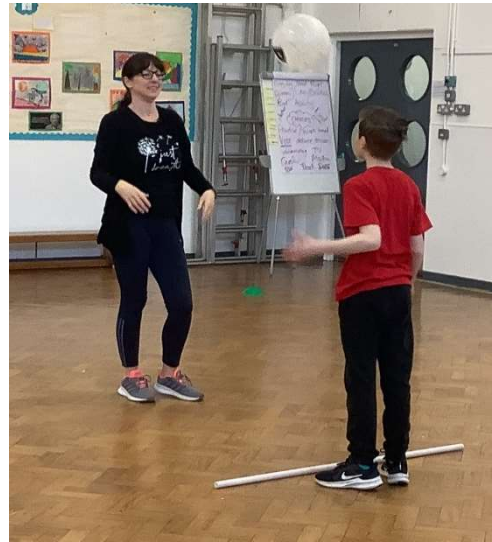
**Trevor Smith, Holiday Camp Lead:**

*"It was great to see so many of the children again, who had attended our summer camp. We had some of the favourite activities again, but we also had new activities as well like Tchoukball, monster ball and some different arts & crafts. I felt it was very beneficial to be able to offer a free packed lunch to the participants every day."*

**Liam Fellows, General Manager of Ferryhill Sport & Education Centre:**

*"Trevor and the team at Premier Education Durham have once again provided our centre and community with an excellent resource and opportunity for young people to stay active, healthy and occupied during the school holidays. The team provide a wonderfully varied program of activities keeping children fully engaged throughout the whole project. We always enjoy working with Premier Education and look forward to doing so again in the future".*





### **Sport England FitFamilies**

FitFamilies is a community based intervention in Birmingham. FitFamilies has been created to be fun and engaging, allowing families to become aware of their levels of activity and starting them on the road to better habits for life. FitFamilies is designed to remove the elements of hassle, effort and stress associated with taking on additional activities by incorporating activities into the school day.

The project delivered virtual sessions over the lockdowns in 2020 and 2021, then converted to face-to-face delivery in the 2021 summer school term. Participation numbers have slowly risen but challenges have remained with engagement due to parents concerns around Covid-19 and mixing with others.



### **Natasha's Story**

Having attended a few sessions, lockdown came as a real blow to Natasha as she was enjoying the live sessions. Fortunately, the online offer was an option that she gladly signed up to.

Natasha not only continued with the online sessions but also got her children on board. Having spoken to her she said, "that in some respects the online offer in lockdown was great as otherwise my children may not have participated in physical activity." Natasha also said having the online sessions was a really good resource as it kept her and her family active both physically and mentally during lockdown.

Natasha's confidence continued to grow over the weeks, and she began losing weight and became fitter. She also felt healthier and started to concentrate on learning more about nutrition following the guidance provided by the coach's online videos. Having learnt more about nutrition she began not only eating healthier herself but also introduced healthier eating to her family. Now that school delivery has commenced again, she has returned to the school and is continuing with participation. She is feeling motivated to build on her success and has signed up to a gym. Natasha is now training three times a week including Mondays at the school with the coaches. She also hopes to become a Premier fitness champion for her local community having attended the programme.

### **Adam & Cody's Story, Rednal Hill Junior School**

Adam decided to join the FitFamilies Programme to see what it was about after his wife told him about it. This is the first time he had signed up for any fitness initiatives and he has never been to any gyms or group fitness activities before.

***Adam enjoys the sessions very much as it has been a great chance for him to do activities with Cody.***







The sessions have brought Adam and Cody closer. Now they feel that there are more types of activities they can do together after school. What is more, Adam is now exercising twice a week and has recently started playing Rugby.

After attending the programme, both of them are fitter and have broadened their knowledge on different kinds of sports. Adam would highly recommend the FitFamilies programme to all families.

## Funding, Fundraising, and Donations

### Funding

This year the grants and funding team has gone from strength to strength establishing themselves as a formidable team. This has been the most successful year for Premier Foundation with the value of secured bids being the highest it has ever seen.

PREMIER FOUNDATION FUNDING BID RECORD SHEET									
Funder	Activity/Project	Amounts				Breakdown			
		Planned	Submitted	Rejected	Approved	PEG Delivery Fee	Delivery (restricted)	Variable costs	Project Management (unrestricted)
Bristol Community Foundation	Supercharged Schools			27600		9000	4500	9000.00	5100.00
East End				£2,950		900.00	£970		£1,080
MK				£9,160		6300.00			£2,860
Durham Holiday Activities Fund				7224		3360	1860.00	300.00	1704.00
Children In Need	Family Based Programme			£19,990		7500	6000.00	840.00	5650.00
All to Play For	q4				£1,200	960			240.00
All to Play For					3325	2660.00			665.00
Durham Together Partnership					£8,883	6695			2188.00
Postcode Trust	Family Based Programme				£19,990	7500	6000.00	840.00	5650.00
Sport England Tranche 2					£60,527	26200	22218.00		12109.00
Sport England Tranche 3	HLR				64,101.35	26200	25792.35		12109.00
Fore Trust	Core Cost			£30,000					
Headley Foundation				£3,288					
Marsh Trust	Volunteers			£500					
Ecclesial				£10,000					
Fore Trust	Staff			£15,000					15000.00
Grocers Hall	Holiday Activities			£5,000					
Awards for All					£9,860		5500.00	3680.00	680.00
Durham Christmas Holiday Camps	Holiday Activities				6292	2,184	3060.00		1,048
Esmee Fairburn	Core funding			£108,000					
Ernest Kleinwort				£5,830.00					
Bolton HAF	Holiday Activities			£14,250		£12,930.00			1320.00
	Amount	£0	£0	£258,792	£167,886	112389.00	75900.35	14660.00	67403.00
	Number	0	0	14	8				

The table below depicts the success of the year and a comparison to the increase in outcome compared to 2020.

Funding	2020	2021	% Increase
Bid applied to	16	21	31.25%
Value (£)	188,276	695, 154	269.22%
Successful bids	7	8	14.28%
Value of successful bids	£145,603	£173,669	19.27%

### Large project proposals:

Scope work for the Commonwealth Games bid was done and submitted in early 2022. This is a large fund in collaboration with the Children's Society, England Athletics and British Gymnastics linked to a learning programme aligned with the Commonwealth Games. Unfortunately, this bid was not awarded. However, the organisation will be focused on using the work, planning and relationship building that occurred during the scope work to seek future large project funding opportunities in 2022.

### Fundraising

A new fundraising team has been developed focusing on generating income through fundraising and donations to build unrestricted funds. These resources allow for the core operations to be in a consistent and stable position. Work is ongoing to build a fundraising strategy with fundraising consultant Mathew Neville.







October 2021 saw the first challenge event being undertaken by Premier Education Group's consultant Roger Pemberton. He climbed up Mount Snowdon three times using a different route each time. Roger successfully achieved his mission and raised **£453.75**. This is the start of a larger campaign to raise a target of £10,000 climbing Mount Kilimanjaro in October 2022. This campaign allowed Premier Foundation to collect email addresses from supporters who have donated and thus create a supporters database, which has gone on to see regular communications being distributed via Mail Chimp email platform.

The Giving Tuesday Campaign saw the delivery of 3 live events and a social campaign through the day. Premier Foundation's work was shared across all social platforms and this year was the most successful to date raising **£502.50**. The event saw a day of fundraising from challenges, yoga, and a live music gig. It generated new supporters, further increasing the number of supporters in our database.





The Christmas campaign raised **£134.15**, the largest amount to date for a Christmas campaign. It saw the raffle for a Christmas hamper, which was secured by fostering a relationship with Tesco to source it. Learning was generated and will be used for the planning of next year's activities and campaigns.

The table below depicts different fundraising platforms and a comparison between 2020 and 2021.

Fundraising	2020	2021	Increase
Donr	351	519.42	47.98%
Virgin/ Wonderful	20	853.75	4168.75%
Monthly Givers	11	13	18.18%
Fundraisers	0	2	200%

## Financial review

The focus for finance in 2021 was to get Premier Foundation's accounts in a position where we could continue to grow and to generate a reserves fund. This year saw the first Independent Examination be conducted after the threshold of income was reached. This process was conducted successfully, and no serious issues were raised. Please see (page 29)

## **Future Strategic Plans**

The focus moving into 2022 is to review the strategic direction and create a new strategic plan for the year and beyond. This will consider how the organisation has changed and grown in the last year and propel us to set more ambitious goals around sustainable growth as Premier Foundation scales up. Integral to this is building capacity by hiring additional staff to further the organisation's aims to increase project delivery, reach more beneficiaries, and increase our fundraising capabilities. With the skills and resources acquired by Premier Foundation recently, a noticeable difference in output is already being achieved. This will be elevated even more with more committed employees coming onboard.

More focus needs to be committed at the strategic level by working alongside the board and working Sub-Groups to ensure future longevity of the organisation. With the appointment of an Operations Manager in February 2022, the CEO will be able to focus more time on guiding the strategy in the short and long-term. As part of this process, making full use of The Charity Excellence Framework is key to evaluating the charity's strengths and areas for improvement. This helps create transparency within the organisation and with key stakeholders. We will continue to use it to show our robustness and commitment to operating at a quality standard, particularly in our bids for funding. This strong measurement tool will help to ensure continued success moving Premier Foundation forward in a positive direction. Building brand awareness needs to continue in 2022. The launch of a short documentary film planned for release mid-year has the aim of building awareness and drawing supporters to donate.

Website, social media and digital platforms are high priorities for 2022 and beyond. Online platforms are the preferred method for marketing for Premier Foundation and saw great improvements in engagement in 2021. Messaging on social platforms and the website will be inter-linked to ensure multiple channel exposure. This will demonstrate a coherent and consistent approach for potential donors to get the information they need about our work before deciding to donate. A new website will be launched in 2022.

Funding remains a consistent priority for Premier Foundation. Running projects is key to allowing our vital delivery to continue so the approach has been to apply to relevant smaller (less than £10,000) local grants to get projects established and impact generated. Additional project delivery also helps demonstrate impact, thus making us more competitive for medium/large grants and attracting corporate donations. Funding for restricted projects enables Premier Foundation to build up a small amount of income to cover workforce and therefore core costs. 10% for all projects in the year are budgeted to go against core costs. Other partnership working options for joint funding are in progress. With strong past partnerships and a record of accomplishment, collaborating with larger robust charities that have the capacity to lead funding applications is a strong avenue.

Core funding is a focus in 2022. There are fewer opportunities available to apply for so researching and compiling a compelling evidence base for our work is integral. This will support the increase of Premier Foundation's workforce.

This year has seen Premier Foundation develop a better impact management system and become more data centric. Not only will this have an impact on donors and supporters, it will have a positive impact on funders who will be able to see the good work we are doing in their due diligence process. This should lead to more grants being successful.

### **Future Delivery Plans**

The future for Premier Foundation is one of great potential. Premier Foundation is on an upward trajectory and with the charity still being in its infancy, there is potential for significant growth in 2022.

Premier Foundation will be able to continue the quality of work seen in the last 6 years, using sport and physical activity for individual and social change.

Company number

08840165

**Premier Foundation Limited**

**Accounts**

**For the Year Ended 31 December 2021**

Charity number

1159095

**Premier Foundation Limited**  
**Report and accounts**  
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**Premier Foundation Limited**  
**Directors' Report**  
**For the year ended 31 December 2021**

The Directors have pleasure in presenting their Accounts for the year ended 31 December 2021.

**Directors**

Andrew Brown – Appointed 8 May 2018, Resigned 22 March 2021  
Gee Cook – Appointed 1 November 2020  
Kerri De Lange – Appointed 1 September 2020, Resigned 5 May 2021  
Mark Ellery – Appointed 9 March 2020  
Belinda Ikazobah – Appointed 26 March 2021  
Emmanuel Orekogbe – Appointed 22 March 2021  
Kevin Page – Appointed 1 September 2020  
Liam Page – Appointed 8 October 2021  
Suzanne Rose – Appointed 22 April 2021

**Registered office**

The Old Apple Store  
Church Road  
Shropham  
Norfolk  
NR17 1EJ

**Registered number**

08840165

**Objectives & Activities**

The charity is set up to work within the community to engage with Young People who are disengaged, disadvantaged or classed as “hard to reach” by providing them with opportunities which they may not have previously had exposure to.

**Achievements & Performance**

The performance of the Charity in the year met the expectations of the Directors.

**Premier Foundation Limited**  
**Directors' Report (cont)**  
**For the year ended 31 December 2021**

**Financial review**

Please refer to the profit and loss account and balance sheet for the detailed results of the year.


**Reserves policy**

The Directors always wish to hold an amount of reserves suitable to continue offering their services for a short time should income cease. The present level of reserves is deemed satisfactory by the Directors.

**Risk policy**

The Directors are aware of their duty to identify and review risks to which the Charity is exposed and to ensure appropriate controls are in place to provide reasonable reassurance against fraud and error.

Approved by the Board on 26<sup>th</sup> April 2022



26<sup>th</sup> April 2022

**Mark Ellery**

Director



**Premier Foundation Limited**  
**Profit and Loss Account**  
**For the year ended 31 December 2021**

	<b>Unrestricted 2021 £</b>	<b>Restricted 2021 £</b>	<b>Total 2021 £</b>	<b>Total 2020 £</b>
<b>Turnover</b>	971	147,402	148,373	101,957
JRS Income	-	8,890	8,890	-
Staff costs	-	(38,114)	(38,114)	(35,649)
Depreciation and other amounts written off assets	-	-	-	(191)
Other charges	(1,562)	(93,475)	(95,037)	(40,268)
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Profit/(Loss) before taxation</b>	(591)	24,703	24,112	25,849
Transfer between funds	(20,316)	20,316	-	-
Total funds brought forward	23,950	13,303	37,253	11,764
<b>Profit/(Loss) for the year</b>	<hr/> 3,043 <hr/>	<hr/> 58,322 <hr/>	<hr/> 61,365 <hr/>	<hr/> 37,253 <hr/>

**Premier Foundation Limited**  
**Registered number: 08840165**  
**Balance Sheet**  
**as at 31 December 2021**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Current assets	119,847	44,634
Creditors: amounts falling due within one year	(58,482)	(7,381)
Net current assets	<u>61,365</u>	<u>37,253</u>
<b>Net assets</b>	<u>61,365</u>	<u>37,253</u>
Unrestricted reserves	3,043	23,950
Restricted reserves	58,322	13,303
<b>Capital and reserves</b>	<u>61,365</u>	<u>37,253</u>


The company is entitled to exemption from the requirement to obtain an audit under section 477 of the Companies Act 2006 for the year ended 31 December 2021.

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

The members have not required the company to obtain an audit in accordance with section 476 of the Act.

The accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

Approved by the board on 26<sup>th</sup> April 2022



26<sup>th</sup> April 2022

Mark Ellery  
 Director

Approved by the board on 26<sup>th</sup> April 2022

## **Independent Examiner's Report to the Trustees of Premier Foundation Limited**

I report to the charity trustees on my examination of the accounts of Premier Foundation Limited ("the company") for the year ended 31 December 2021.

### **Responsibilities and basis of report**

As the charity's trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the company's accounts as carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

### **Independent examiner's statement**

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination;
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

I have no concerns and have come across no other matters in connection with the examination to which your attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Mark Johnstone FCA  
Argents Chartered Accountants  
15 Palace Street  
NORWICH  
Norfolk  
NR3 1RT

15 June 2022