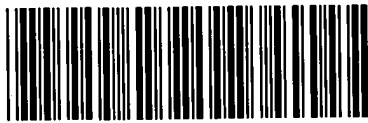


Charity Registration No. 1144600

Company Registration No. 07800542 (England and Wales)

**ACTIVE PARTNERSHIPS**  
**(FORMERLY COUNTY SPORTS PARTNERSHIP NETWORK)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**ACTIVE PARTNERSHIPS  
(FORMERLY COUNTY SPORTS PARTNERSHIP NETWORK)  
LEGAL AND ADMINISTRATIVE INFORMATION**

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<b>Trustees</b>	D F Patterson (Chairman) S J Imbriano A R Leather E P O'Rourke S Storey A J Walker N P Harrison A C Shipway I Hacon M Sandys A Pearce Higgins D Fedorcio	(Appointed 12 September 2019) (Appointed 12 September 2019) (Appointed 11 June 2020) (Appointed 11 June 2020)
<b>Secretary</b>	L S Mason	
<b>Key management personnel</b>	L S Mason A Ledbury	
<b>Charity number</b>	1144600	
<b>Company number</b>	07800542	
<b>Registered office</b>	Sport Park Loughborough University 3 Oakwood Drive Loughborough United Kingdom LE11 3QF	
<b>Auditor</b>	Haines Watts Sterling House 5 Buckingham Place Bellfield Road West High Wycombe Buckinghamshire United Kingdom HP13 5HQ	

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**ACTIVE PARTNERSHIPS  
(FORMERLY COUNTY SPORTS PARTNERSHIP NETWORK)  
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# **ACTIVE PARTNERSHIPS (FORMERLY COUNTY SPORTS PARTNERSHIP NETWORK) TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2020**

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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 2020.

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).

## **Change of name**

The charity changed its name from County Sports Partnerships Network to Active Partnerships on 12 November 2019.

## **About us**

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

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

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

Established 20 years ago as a nationwide network of local partnerships, our network has become a significant part of the sport and physical activity landscape across England. We have successfully delivered a number of high impact programmes, built strong local networks and adopted the highest standards of governance.

This experience has built our understanding that activity levels are affected by a complex system of influences and no single organisation or programme can create sustainable change at scale. This has led to a shift in emphasis from programme delivery to a place-based, collaborative whole system approach where we seek to create the following conditions in every locality;

- an in-depth understanding of the needs of the local community built on robust data and insight.
- cross-sector partnerships with a shared understanding and commitment to the benefits of an active lifestyle.
- a vibrant, inclusive, customer focussed sport and physical activity sector with a skilled, welcoming and diverse workforce.
- communities engaged in codesigning the delivery of impactful behaviour change interventions.
- shared learning of what works locally to get people active and compelling evidence of the impact that sport and physical activity can have on a range of outcomes.

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

# **ACTIVE PARTNERSHIPS (FORMERLY COUNTY SPORTS PARTNERSHIP NETWORK) TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT)**

**FOR THE YEAR ENDED 31 MARCH 2020**

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## **Aims and Objectives**

The Active Partnerships national team and Board is focused on learning what works locally and driving collaboration and impact across the network. During the year, we have reviewed and refined our operating model and objectives for the National Board and Team to add value in the network as follows:

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

## **ACHIEVEMENT AND PERFORMANCE**

During the last year we continued to enhance the impact of our network through the following activities:

### **Member Engagement & Understanding**

At the start of the year we established a new operating model and 1-1 relationship management approach between the national Board / Team and each Partnership Chair/CEO to strengthen relationships. This has helped us build a better understanding of individual Active Partnership learning, opportunities and challenges and we have been able to share this experience, offer advice, make connections with other Partnerships and national stakeholders.

We also developed a new 'local priorities matrix' providing a platform to share intelligence between Active Partnerships, Sport England and wider stakeholders.

We held a 2-day Network Development event for Chairs and CEOs to discuss and agree shared priorities and help shape the next Sport England national strategy.

Following a review of our Board and network sub groups, we established a new Network Development Group to engage a wider group of colleagues in future planning for the network, and sought to better utilise the expertise in the network to progress some of our key collective challenges.

### **Collaboration & Improvement**

We worked intensively with a small number of Active Partnerships going through major transition of governance and leadership, with several more Partnerships on a journey to become independent charities.

We developed 'Learning Community' platforms for key network priorities including long term health conditions, community safety, children and young people and economic development.

To help Active Partnerships achieve the Sports Governance Code, we brokered the provision of external Board Evaluations with 10 Partnerships, in doing so creating a maturity matrix and shared learning for the network.

We worked with a number of Partnerships to explore new approaches to measurement of impact in the context of whole system approaches, creating thought-piece blogs to explain the measurement journey and highlight to think about, as well as supporting the development of a comprehensive, low cost tool to support a more consistent approach to the measurement of delivery programme outcomes, with the Sport for Development Coalition.

# **ACTIVE PARTNERSHIPS (FORMERLY COUNTY SPORTS PARTNERSHIP NETWORK) TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2020**

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## **ACHIEVEMENT AND PERFORMANCE (CONTINUED)**

### **Collaboration & Improvement (continued)**

We worked closely with Sport England, the Department for Education and 19 Partnerships to initiate and lead a new project to open up school facilities. The national team then played a key role in supporting the Partnerships with implementation and collating and sharing learning.

We maintained our peer mentoring and coaching programme, introducing peer support for the challenging Active Lives Children Survey which supported over half of the network.

Unfortunately we had to cancel our flagship national Convention at short notice due to the Covid-19 'lockdown'. However we quickly re-presented a lot of the content virtually as an 'e-convention' which was well received and enabled more people to access the learning.

### **Partnerships & Stakeholders**

The year began with the launch of the new branding for the network as Active Partnerships. This proved hugely successful in quickly repositioning the Partnerships and building stakeholder understanding of the evolving role of the network.

We used this to build new or strengthened partnerships across key national agencies and policies to address local blockages and grasp opportunities within local systems, advocate for Active Partnerships and improve local-national connectivity.

We worked with Public Health England to join up national and local activity, including initiating a joint webinar series; with key national agencies as part of the local government physical activity partnership including a think piece promoting place-based system change; with Government officials and the Local Economic Partnership Network to support Local industrial strategies; with key national partners connected to the School Sport and Activity Action Plan; and with the Richmond Group of charities linked to the 'We are Undefeatable' campaign to engage people with long term health conditions; and with Mind to establish a new regional support network for physical activity and mental health.

### **Implications of Covid-19**

The main implications of the pandemic on our plans during 2019-20, were the cancellation of our Convention which was due to take place as the 'lock-down' commenced in March, and the launch of our Workplace Movement product which had also just commenced at the same time and we had to change our plans as referred to elsewhere in this report.

### **How our activities deliver public benefit**

The trustees have had regard to the Charity Commission guidance on public benefit. The activities of the National Team and our support for our members provides significant public benefit through a range of recreational activities and services for the community, which benefit health and well-being as well as delivering wider economic and community impact.

We support the delivery of national programmes and policies as well as locally developed programmes which provide opportunities for the public to take part in healthy recreation.

We support our members to develop and implement policies to address inequalities in sport and recreation. We have achieved the Foundation Level Equality Standard and the Governance Code for Sport, along with supporting all member Active Partnerships to do the same.

**ACTIVE PARTNERSHIPS  
(FORMERLY COUNTY SPORTS PARTNERSHIP NETWORK)  
TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT)  
FOR THE YEAR ENDED 31 MARCH 2020**

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**FINANCIAL REVIEW**

**Principal funding sources**

Total income for the year totalled £591,005 which was £50,220 down on the prior year. Whilst new project funding of £61,736 was secured, we had a reduction of £25,000 in our core funding from Sport England, other project funding came to an end, as well as a £46,936 reduction in trading activities and sponsorships.

Our main sources of income include membership fees and funding from Sport England. Additional income is from fees from members and third parties for the annual convention, training courses and events. Whilst the Annual Convention had to be cancelled due to Covid-19, we repurposed the event as a virtual learning experience, for which members paid part of the fees, and we managed to recover some costs.

Total expenditure for the year amounted to £571,216 the key expenses being related to those projects highlighted above. This resulted in a surplus for the year of £19,789.

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

**Financial Impact of Covid-19 & Going concern**

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

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

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

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

Our main costs are staff-related and remain unchanged, and so we are forecasting a break-even budget.

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

Based on this assessment, the trustees have concluded that the charity remains a going concern.

**Investment policy**

Aside from the reserves held, most of the charity's funds are to be spent in the short term in accordance with grant aid criteria, so there are few funds available for long term investment. Nevertheless, a savings account has been established and the trustees are currently conducting a review of the options available for future investments in the current year.

**ACTIVE PARTNERSHIPS  
(FORMERLY COUNTY SPORTS PARTNERSHIP NETWORK)  
TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT)  
FOR THE YEAR ENDED 31 MARCH 2020**

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**Reserves policy**

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

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

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

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

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

Our minimum unrestricted target reserves level is £150,000 based on current projected levels of annual core expenditure at around £600,000. We are currently above this level.

The Board is content with the current position with unrestricted reserves at 31 March 2020 being £378,190. This includes some funds designated by the Board for specific purposes and allows scope for investment in future activities. Given anticipated future reductions in some of our funding, to help us deliver greater impact on our mission and objects, and to support income growth across our network, the Trustees have agreed to utilise some of these funds to build a sustainable and effective business development service, which is beginning to generate additional revenues.

**Financial Plan Objectives**

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

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

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

The recently established role of Head of Business Development, underwritten through our reserves, is also beginning to generate new opportunities and over time aims to develop a sustainable business development service.



# **ACTIVE PARTNERSHIPS (FORMERLY COUNTY SPORTS PARTNERSHIP NETWORK) TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2020**

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## **FUTURE PLANS**

Based on local priorities and identification of national opportunities our key priorities for the coming year include:

**Member Engagement & Understanding** – reaffirming our core role as a membership body, continuing to enhance our engagement with the Partnerships and involve them fully in national work, to ensure we have a strong mandate for our national work, and to build our understanding of each Active Partnership context, priorities, strengths, opportunities, expertise and improvement needs.

**Collaboration & Improvement** – building a learning culture and continuing to support Active Partnerships to build key competencies to deliver the core purpose / primary role and prepare for the next phase (eg system leadership, Insight, ABCD, behaviour change, learning, measurement, evidence), aligning with agendas we are seeking to position sport & physical activity within.

**Partnerships & Stakeholders** – developing with Sport England the future role, relationship and funding of Active Partnerships to support a stronger place-based approach in the new strategy, to maximise our collective impact and secure timely funding agreements. Utilising our understanding of Active Partnership priorities and the thematic priorities to build wider relationships across key national agencies and policies to address local blockages, grasp opportunities within local systems and improve local-national connectivity.

**Programmes & Resources** – building our new Business Development Programme including 1:1 support service for Active Partnerships, drawing on the above relationships to create opportunities for the network and wider sector in order to enhance sustainable working practice, secure additional funding and support local priorities.

More detailed priorities and actions for the year ahead are included within our operational plan.

### **Implications of Covid-19**

We have undertaken an initial review of our plans and priorities for the year ahead as a result of the Covid-19 pandemic, and it is clear that due to the level of uncertainty we are going to need to be flexible and responsive as the situation unfolds.

Building on our immediate response to the outbreak and lock-down, we will continue to use on-line tools to heighten our engagement within and across our network to ensure we are able to respond quickly to emerging needs and opportunities and increase connections and learning in real time.

Similarly, our learning & development programme is going to need to adapt to the circumstances. In the medium term we will utilise on-line platforms, with the benefit of more colleagues being able to engage and the creation of a repository of learning webinars which can be used into the future.

A review of emerging needs suggests that the thematic priorities we had set out still stand and, in many cases, will be heightened. We will galvanise our work to tackle inequalities, which have widened as a result of the pandemic; support economic recovery and unemployment; supporting children and young people's well-being and educational catch up; working with health partners to improve public health and tackle health inequalities including our new social prescribing project to support those with long term health conditions; helping communities and community organisations to support local recovery.

We will need to keep under review the implementation of our Workplace Movement project, as Covid-19 has heightened the focus on employee wellbeing and being active.

Finally, the opening school facilities project will be repositioned to support schools in re-opening their facilities in line with Covid-19 guidelines.

# **ACTIVE PARTNERSHIPS (FORMERLY COUNTY SPORTS PARTNERSHIP NETWORK) TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT)**

**FOR THE YEAR ENDED 31 MARCH 2020**

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## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **Governing document**

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

Following our rebrand from County Sports Partnership Network to Active Partnerships in March 2019, at our AGM in November 2019 the legal name of the charity and company was changed accordingly.

The members are the Active Partnerships across England.

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

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

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

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

During the year, the Board undertook an external evaluation of its effectiveness, which explored the Board's maturity against five key themes: governance framework; skills, competence and diversity; strategic role; dynamics and culture; and conduct of meetings. The Board found the review helpful and are working through implementing the recommendations.

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

D F Patterson (Chairman)	
M Crawshaw	(Resigned 23 July 2019)
S J Imbriano	
A R Leather	
M Mayne	(Resigned 11 May 2020)
E P O'Rourke	
S Storey	
A J Walker	
N P Harrison	
A C Shipway	
I Hacon	(Appointed 12 September 2019)
M Sandys	(Appointed 12 September 2019)
A Pearce Higgins	(Appointed 11 June 2020)
D Fedorcio	(Appointed 11 June 2020)

**ACTIVE PARTNERSHIPS  
(FORMERLY COUNTY SPORTS PARTNERSHIP NETWORK)  
TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT)  
FOR THE YEAR ENDED 31 MARCH 2020**

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**Recruitment and appointment of new trustees**

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

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

The Chair of the charity is elected by the Board from candidates nominated by members or the trustees in the course of an open recruitment process. The Chair ordinarily holds office for a term of three years and may stand for re-election for one further consecutive term. Doug Patterson is currently chair for an initial term to April 2021.

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

**Organisational structure**

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

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

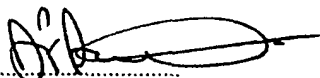
**Induction and training of trustees**

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

**Related parties**

In so far as is complimentary to the charity's objects, the charity is guided by both local and national policy. At the national level Sport England is a key funder and the charity plays a key role in their strategy 2017-21 'Towards an active nation', with a new strategy in development for 2021 onwards. The Active Partnerships national team also work with a range of government departments and national agencies to further our objects. Locally the Active Partnerships work with a range of local agencies and support a range of policies and feedback to inform the work of the charity nationally.

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



D F Patterson (Chairman)

Dated: 15th Oct. 2020.

**ACTIVE PARTNERSHIPS  
(FORMERLY COUNTY SPORTS PARTNERSHIP NETWORK)  
STATEMENT OF TRUSTEES' RESPONSIBILITIES  
FOR THE YEAR ENDED 31 MARCH 2020**

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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  
(FORMERLY COUNTY SPORTS PARTNERSHIP NETWORK)  
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 2020 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 2020 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

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

**Conclusions relating to going concern**

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

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

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

**Other information**

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**ACTIVE PARTNERSHIPS  
(FORMERLY COUNTY SPORTS PARTNERSHIP NETWORK)  
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.

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

**ACTIVE PARTNERSHIPS  
(FORMERLY COUNTY SPORTS PARTNERSHIP NETWORK)  
INDEPENDENT AUDITOR'S REPORT (CONTINUED)  
TO THE MEMBERS OF ACTIVE PARTNERSHIPS**

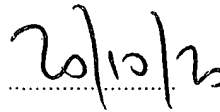
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**Use of our report**

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



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



**Chartered Accountants  
Statutory Auditor**

Sterling House  
5 Buckingham Place  
Bellfield Road West  
High Wycombe  
Buckinghamshire  
United Kingdom  
HP13 5HQ

**ACTIVE PARTNERSHIPS  
(FORMERLY COUNTY SPORTS PARTNERSHIP NETWORK)  
STATEMENT OF FINANCIAL ACTIVITIES  
INCLUDING INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 MARCH 2020**

	Notes	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £	Unrestricted funds 2019 £	Restricted funds 2019 £	Total 2019 £
<b>Income from:</b>							
Grants and donations	3	395,000	41,736	436,736	400,000	40,280	440,280
Other trading activities	4	152,969	-	152,969	199,905	-	199,905
Investments	5	1,300	-	1,300	1,040	-	1,040
<b>Total income</b>		<b>549,269</b>	<b>41,736</b>	<b>591,005</b>	<b>600,945</b>	<b>40,280</b>	<b>641,225</b>
<b>Expenditure on:</b>							
Charitable activities	6	529,480	41,736	571,216	632,651	40,280	672,931
<b>Net income/(expenditure) for the year/ Net movement in funds</b>							
		19,789	-	19,789	(31,706)	-	(31,706)
Fund balances at 1 April 2019							
		358,401	-	358,401	390,107	-	390,107
Fund balances at 31 March 2020							
		378,190	-	378,190	358,401	-	358,401

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.

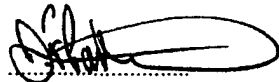


**ACTIVE PARTNERSHIPS  
(FORMERLY COUNTY SPORTS PARTNERSHIP NETWORK)  
BALANCE SHEET  
AS AT 31 MARCH 2020**

	Notes	2020		2019	
		£	£	£	£
<b>Current assets</b>					
Debtors	12	53,777		45,690	
Cash at bank and in hand		450,727		507,633	
		<u>504,504</u>		<u>553,323</u>	
<b>Creditors: amounts falling due within one year</b>	13	(126,314)		(194,922)	
Net current assets			<u>378,190</u>		<u>358,401</u>
<b>Income funds</b>					
Unrestricted funds			<u>378,190</u>		<u>358,401</u>
			<u>378,190</u>		<u>358,401</u>

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

The financial statements were approved by the trustees on 13/10/20



D F Patterson (Chairman)  
Trustee

Company Registration No. 07800542

**ACTIVE PARTNERSHIPS  
(FORMERLY COUNTY SPORTS PARTNERSHIP NETWORK)  
STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 MARCH 2020**

	Notes	2020 £	£	2019 £	£
<b>Cash flows from operating activities</b>					
Cash (absorbed by)/generated from operations	17		(58,206)		75,693
<b>Investing activities</b>					
Interest received		1,300		1,040	
<b>Net cash generated from investing activities</b>			1,300		1,040
<b>Net (decrease)/increase in cash and cash equivalents</b>			(56,906)		76,733
Cash and cash equivalents at beginning of year			507,633		430,900
<b>Cash and cash equivalents at end of year</b>			450,727		507,633

**ACTIVE PARTNERSHIPS  
(FORMERLY COUNTY SPORTS PARTNERSHIP NETWORK)  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2020**

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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 charity changed its name from County Sports Partnership Network to Active Partnerships on 12 November 2019.

**1.1 Accounting convention**

The accounts have been prepared in accordance with the charitable company's Articles of Association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)". The charitable company is a Public Benefit Entity as defined by FRS 102.

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

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

**1.2 Going concern**

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

**1.3 Charitable funds**

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

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

**1.4 Incoming resources**

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

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

**ACTIVE PARTNERSHIPS  
(FORMERLY COUNTY SPORTS PARTNERSHIP NETWORK)  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2020**

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**1 Accounting policies (Continued)**

**1.5 Resources expended**

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

Grants offered subject to conditions which have not been met at the year end are noted as commitment 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 Tangible fixed assets**

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Computer equipment	33% on cost
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The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

**1.7 Cash and cash equivalents**

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, 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  
(FORMERLY COUNTY SPORTS PARTNERSHIP NETWORK)  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2020**

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**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.

**ACTIVE PARTNERSHIPS  
(FORMERLY COUNTY SPORTS PARTNERSHIP NETWORK)  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2020**

**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.

**3 Grants and donations**

	Unrestricted funds	Restricted funds	Total 2020	Total 2019
	£	£	£	£
Grants received	395,000	41,736	436,736	440,280
<b>For the year ended 31 March 2020</b>	<u>395,000</u>	<u>41,736</u>	<u>436,736</u>	<u>          </u>
<b>For the year ended 31 March 2019</b>	<u>400,000</u>	<u>40,280</u>	<u>          </u>	<u>440,280</u>
<b>Grants receivable for core activities</b>				
Sport England Core	275,000	-	275,000	300,000
Primary Premium	100,000	-	100,000	100,000
Durham Project	-	-	-	11,855
External Board Evaluation	-	41,736	41,736	16,875
Chairs Networking Event	-	-	-	11,550
Schools Project	20,000	-	20,000	-
	<u>395,000</u>	<u>41,736</u>	<u>436,736</u>	<u>440,280</u>

**4 Other trading activities**

	Unrestricted funds 2020 £	Unrestricted funds 2019 £
Trading activity income	54,624	72,161
Membership subscriptions and sponsorships which are in substance a payment for goods and services	98,345	127,744
Other trading activities	<u>152,969</u>	<u>199,905</u>

**ACTIVE PARTNERSHIPS  
(FORMERLY COUNTY SPORTS PARTNERSHIP NETWORK)  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2020**

**5 Investments**

	<b>Unrestricted funds</b>	<b>Unrestricted funds</b>
	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Interest receivable	1,300	1,040

**6 Charitable activities**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Staff costs	252,080	225,335
Direct costs	167,700	246,261
	<u>419,780</u>	<u>471,596</u>
Support costs (see note 7)	146,191	196,085
Governance costs (see note 7)	5,245	5,250
	<u>571,216</u>	<u>672,931</u>
<b>Analysis by fund</b>		
Unrestricted funds	529,480	632,651
Restricted funds	41,736	40,280
	<u>571,216</u>	<u>672,931</u>

**ACTIVE PARTNERSHIPS  
(FORMERLY COUNTY SPORTS PARTNERSHIP NETWORK)  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2020**

**7 Support costs**

	Support costs	Governance costs	2020	2019
	£	£	£	£
Staff costs	113,827	-	113,827	111,879
Administrative support	5,262	-	5,262	5,935
Travel expenses	23,668	-	23,668	26,595
Publications and subscriptions	1,506	-	1,506	395
Insurance	4,444	-	4,444	4,252
Software and licence fees	5,731	-	5,731	32,967
Promotional material	2,489	-	2,489	9,459
VAT recovered on support costs	(11,383)	-	(11,383)	(1,242)
Professional fees	298	-	298	5,595
Business development	349	-	349	250
Audit fees	-	5,245	5,245	5,250
	<u>146,191</u>	<u>5,245</u>	<u>151,436</u>	<u>201,335</u>

**8 Trustees**

The Chief Executive incurred expenses of £1,658 (2019: £3,776) for travel and subsistence required to carry out his responsibilities. Additionally, the charity paid other costs on behalf of the Chief Executive amounting to £5,071 (2019: £4,667).

During the year, 4 Trustees (2019: 6) were reimbursed travel and meeting expenses of £3,373 (2019: £2,368). Trustees received no remuneration during the year.

**9 Allocation of income and expenditure**

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



**ACTIVE PARTNERSHIPS  
(FORMERLY COUNTY SPORTS PARTNERSHIP NETWORK)  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2020**

**10 Employees**

**Number of employees**

The average monthly head count was 7 (2019: 7) and the average monthly number of full-time equivalent employees (including casual and part-time staff) during the year was as follows:

	<b>2020</b>	<b>2019</b>
	<b>Number</b>	<b>Number</b>
Direct charitable employees	4	4
Financial	2	2
	<u>6</u>	<u>6</u>

**Employment costs**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Wages and salaries	276,174	251,605
Social security costs	26,594	26,922
Other pension costs	63,139	58,687
	<u>365,907</u>	<u>337,214</u>

Key management personnel received employee benefits totalling £165,672 (2019: £162,876 ).

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

	<b>2020</b>	<b>2019</b>
	<b>Number</b>	<b>Number</b>
£60,000 - £70,000	1	1
£70,000 - £80,000	1	1
	<u>2</u>	<u>2</u>

**ACTIVE PARTNERSHIPS  
(FORMERLY COUNTY SPORTS PARTNERSHIP NETWORK)  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2020**

**11 Tangible fixed assets**

	Computer equipment £
<b>Cost</b>	
At 1 April 2019	484
At 31 March 2020	<u>484</u>
<b>Depreciation and impairment</b>	
At 1 April 2019	484
At 31 March 2020	<u>484</u>
<b>Carrying amount</b>	
At 31 March 2020	<u>-</u>
At 31 March 2019	<u>-</u>

**12 Debtors**

	2020 £	2019 £
<b>Amounts falling due within one year:</b>		
Trade debtors	28,569	29,481
Other debtors	3,942	14,652
Prepayments and accrued income	21,266	1,557
	<u>53,777</u>	<u>45,690</u>

**13 Creditors: amounts falling due within one year**

	2020 £	2019 £
Other taxation and social security	8,159	7,767
Deferred income	43,266	41,666
Trade creditors	67,891	122,184
Other creditors	1,342	9,153
Accruals	5,656	14,152
	<u>126,314</u>	<u>194,922</u>

**ACTIVE PARTNERSHIPS  
(FORMERLY COUNTY SPORTS PARTNERSHIP NETWORK)  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2020**

**14 Analysis of net assets between funds**

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £	Total 2019 £
Fund balances at 31 March 2020 are represented by:				
Current assets	378,190	-	378,190	358,401
	<u>378,190</u>	<u>-</u>	<u>378,190</u>	<u>358,401</u>

**15 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.

**16 Ultimate controlling party**

There is no ultimate controlling party.

**17 Cash generated from operations**

	2020 £	2019 £
Surplus/(deficit) for the year	19,789	(31,706)
Adjustments for:		
Investment income recognised in statement of financial activities	(1,300)	(1,040)
Movements in working capital:		
(Increase)/decrease in debtors	(8,087)	109,122
(Decrease)/increase in creditors	(70,208)	17,343
Increase/(decrease) in deferred income	1,600	(18,026)
<b>Cash (absorbed by)/generated from operations</b>	<u>(58,206)</u>	<u>75,693</u>