

Active Norfolk Year End Directors Report



Year ending March 31st 2025

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Introduction – statement from the Chair:

As with many organisations across the public and charitable sector, Active Norfolk has been contending with numerous challenges in 2024-25. Chief among these are the financial challenges that persist, both for us and our key partners. However, with good planning and decision making from the Board and Senior Management, Active Norfolk are navigating these challenges whilst still delivering against our objectives and identifying opportunities to increase activity levels across Norfolk.

Our primary risks are centred around our long-term financial position. It was evident that our current structure was not financially sustainable given anticipated income so a full restructure of the organisation was undertaken. This was completed under the excellent leadership of Director, Eve Dewsnap with Board support and has delivered a structure that clearly categorises a core funded structure by known income from Sport England alongside fixed term roles funded by specific project income. Additionally, the number of teams was reduced from five to three to improve clarity and connection between thematic and programme areas. The Senior Management Team has been reduced from seven to four which has already produced a more streamlined approach to decision making. We are confident that this new structure is fit for purpose, but a structural deficit remains in place which the Board have agreed to support for the medium term with reserves while further opportunities are sought for income generation. We hope that these opportunities will be greater with the creation of the new Active Norfolk Foundation, a charity that will aim to diversify income streams for the enabling of physical activity opportunities.

Active Norfolk continues to deliver a high social impact and return on investment across the range of programmes delivered and supported. One of our flagship programmes, Active NoW (exercise referral) has dealt with nearly 4700 referrals and delivers a social return on investment of £24 for every £1 spent. All of our work is rooted in ensuring a significant return on investment in our communities and giving high value for money for funders across the thousands of people that we reach, most of whom are affected by inequalities in some way. Given the increased need for prevention of a multitude of health conditions the value of



investing in physical activity becomes clear. Detailed reports on our array of programmes and impact can be found in our impact report on our website. www.activenorfolk.org but in particular I am keen to highlight:

- **Over £3 million** in funding delivered across Norfolk
- **£357,745** allocated in year 3 of the [Opening Schools Facilities](#) programme (**£845,679** funding in total)
- **£208,201** funded referrals through the [Active NoW](#) programme, wherein 202 organisations supported 4694 people on a pathway to activity by 1011 referrers across Norfolk
- **261 participants** supported through the [All To Play For](#) campaign, including 86 new participants
- The [Big Norfolk Holiday Fun](#) programme:
 - **6,701 children** attended the Big Norfolk Holiday Fun (BNHF) sessions, of whom:
 - **1,931 (29%)** had Special Educational Needs and Disabilities (SEND)
 - **5,758 (86%)** were eligible for Free School Meals (FSM)
- **Active Futures**: **10 early years settings** received training, supporting **50 staff** and reaching **over 300 children**, embedding more physical activity into everyday routines.
- **Inclusion programmes**: We've been working with partners to create environments where more disabled people can be active. Through programmes like [Special Olympics](#) and [DRAGONS On The Move](#), we've engaged **258 unique participants** through direct delivery and environment reviews.
- **28 National Governing Bodies (NGBs)** engaged, and over **100 clubs** have been supported through our [Sports Welfare Officer](#)'s work to create more welcoming, inclusive spaces.

This is also an opportunity to recognise the significant contributions of the Board in the last 12 months as well as the team of committed staff, ably lead by Eve Dewsnap, our Director, all of whom have made great strides in developing physical activity opportunities across the county of Norfolk.

Kevin Revell
Chair, Active Norfolk
July 2025

1. Organisational Information

Principal activities:

Active Norfolk is part of a network of 43 Active Partnerships across England. The organisation is the key conduit for Sport England investment to implement the aims of their strategy 'Uniting the Movement' at a local level in Norfolk. Additionally Active Norfolk have their own strategy aiming to 'Get Norfolk Moving' which seeks to influence and support a range of system partners to improve physical activity outcomes, especially for those affected the most by a range of inequalities.

Director's listing:

The following Directors held office during the year represented by these statements

Kevin Revell	(Chair)
Bob Rose	Term expired 11.06.2024
Hayley Mace	(Senior Independent Director)
Ian Roberts	Term expired 11.06.2024
James Heale	(Vice Chair)
Phil McSweeney	
Margaret Dewsbury	
Sadie Parker	
Natasha Hayes	Resigned 21.10.2024
James Hale	
Annie Hawkes	
Ian Castle	Appointed 11.06.2024
Mark Madden	Appointed 11.06.2024
Andrew Summers	Appointed 11.09.2024

Structure, governance & management

Active Norfolk is hosted by Norfolk County Council under an agency agreement that was renewed on 17th June 2024 for a period of 3 years. The organisation operates with its own independent Board of Directors and Governing Framework document. The Board and organisation are also required to be compliant with DCMS Tier 3 Code for Sports Governance requirements relating to organisations in receipt of public money through Sport England and / or UK Sport.

The aims and objectives of the organisation are set out in the Governing Framework, and in more detail in the organisation's strategy 'Getting Norfolk Moving 2021-2026'.

Management of the organisation is the responsibility of the Board of Non-Executive Directors who are appointed under the terms of the governance framework and meet four times per year as a minimum to conduct the business of the board and organisation. The board delegate day to day operational control of the organisation to the Director, Senior Management Team and staff of Active Norfolk.

Active Norfolk also operates three sub-committees of the board covering essential business of as well as having board representation on staff led Continuous Improvement Groups.

2. Governance statement

Governance framework

Active Norfolk continues to operate its own Governance Framework to shape, direct and control the operation of the Board and organisational governance. This framework is regularly updated and reviewed by the Head of Operations, Nominations Committee and the Board. Ongoing changes are designed to ensure compliance with the DCMS Tier 3 Code for Sports Governance. It is also designed to be in line with essential governance of the organisation and the relationship with Norfolk County Council as host agency.

Governance code compliance

As a body in receipt of funds from Sport England, Active Norfolk is required to comply with the DCMS Tier 3 code for sports governance, covering five key areas: Structure; People; Communication; Standards & Conduct; Policy & Process.

Active Norfolk were assessed by Sport England in line with this code and their governance assurance process in 2023. Sport England introduced a new process for reviewing compliance with the code in 2024 and Active Norfolk were officially recognised as fully compliant by Sport England on 22nd November 2024.

Audit

In line with the DCMS Tier 3 Code for Sports Governance, no further external governance audit is required until 2027.

Board performance

Ongoing improvements have been made in this area with a robust process of Business Planning now in place involving SMT, Staff and Board. The Business Plan in place is aligned to Sport England requirements and provides the driving focus behind subsequent team planning and individual work plans to deliver against agreed organisational KPIs. Future plans will be based on key objectives across the organisation as opposed to project and thematic descriptions. This also links strongly with the Impact Report for Active Norfolk which is available in digital form on our website.

The Board continues to conduct an annual internal self-assessment review of performance involving all NEDs. Additionally, a full raft of individual annual reviews for NEDs takes place, conducted by the Chair. The Chair also receives a review conducted by the Senior Independent Director. These reviews enable an ongoing picture of Board and NED performance and an opportunity to ensure that Active Norfolk is getting the best from all Directors as well as Directors getting the most from their role. Combined with Equality & Diversity Monitoring and Skills Audits this provides a comprehensive picture of Board performance for Active Norfolk and will drive ongoing focus going forward.

Equality, Diversity & Inclusion

The Board retains oversight of the Active Norfolk Diversity & Inclusion Action Plan (DIAP) that is required by Sport England and DCMS has been signed off by Sport England and their appointed consultants as a 'Good' Plan. The plan is regularly reviewed by the EDI working group and has had recommendations added on the back of the use of the new sector wide 'Moving to Inclusion' self-assessment tool. The Board and organisation will continue to deliver and review this plan in the year ahead.

3. Financial Statements

Financial governance

As with overall governance, Active Norfolk adheres to all requirements around financial procedure and policy relating to the DCMS Tier 3 Code for Sports governance. The organisation continues to uphold the improvements made to financial governance in the last 3 years and keeps this under review with the help of the Finance, Risk & Audit Committee.

The year 2024-25 has seen further improvements in the MyOracle (EPM) financial system along with an improved year end process from Norfolk County Council which simplified much of the previously complex processes. There has also been a notable improvement in the service received from NCC Finance support although checks by Active Norfolk staff remain regular and robust to ensure the validity and accuracy of financial data. This information is shared and discussed quarterly with SMT, committee level and the Board.

During the year it was agreed to restructure reserves for the year end. In this process any reserves that had been protected historically for work that has finished more than 3 years previously and for projects that have been fully reconciled was moved to general reserves. Additionally contingency reserves (designed to cover run down costs) have also been reclassified and are now accurately aligned to staff redundancy liabilities and the required workforce to oversee any closure of the organisation. This full restructure has led to an accurate and current representation of protected and contingency reserves and a subsequent increase in general reserves.

The Board and the Finance, Risk & Audit Committee have also been delighted to welcome Ian Castle and Mark Madden to Active Norfolk. Both Ian and Mark have contributed significantly to the financial operations and monitoring in their relatively short tenure thus far, as well as important contributions to other key decision making such as the 2024 restructure.

Active Norfolk also continues to engage with central finance support from Active Partnerships National. This work brings together the network of finance officers across the country to share best practice as well as providing a detailed financial survey of all Active Partnerships to assist with decision making. This group is also investigating a range of potential cost saving options for items that could be procured on a group basis. Active Norfolk remain open to these options where appropriate.

Financial position & context

Active Norfolk ended the previous financial year (2023-24) with a trading surplus of £99,667 (which included some deferred grants) and reserves at £1,143,815.

The budget for 2024-25 was constructed as a deficit budget of £242k. A detailed financial action plan was put in place to explore the full range of opportunities to reduce this deficit. This had considerable success in 2024-25 with a reduction of the operating deficit to £127,121. The Board agreed to use reserves to continue to fund the organisational structure in 2024-25 and in 2025-26 following the restructure on the conditional delivery of the financial action plan.

The outlook for 2025-26 and beyond continues to be challenging. Whilst HAF funding was extended by DfE until March 2026, at the time of writing the future of this programme remains uncertain. HAF provides significant capacity resource as well as meeting many of our strategic objectives. There remain ongoing difficulties within the public and VCSE sectors, where the majority of Active Norfolk's partners are from. This is being further



clouded by uncertainty being created by Local Government Reorganisation and also devolution. In time these may present opportunities but currently they are adding to the challenge. Significant time and resource is being expended on tackling these challenges, both through securing new funding and cost savings.

End of Year Finances 2024-25

A summary of the year end accounts is provided below. This is a format required by Sport England and in turn DCMS (as Active Norfolk is an organisation in receipt of public money through DCMS and Sport England). For the year 2024-25 the operational deficit was £127,121 but reserves increased to £1,294,013 with the inclusion of a total of £277,599 of deferred grants that have been added to Restricted Reserves. The breakdown of current reserves is below:

Contingency Reserve: £410,694
Sport England Restricted Reserve: £121,430
Partner Restricted Reserve: £156,169
General Reserve: £605,720

Payroll continues to make up the largest part of Active Norfolk's cost base (2024-25 was £1,280,361), with another above budget pay rise being incurred through Norfolk County Council and agreement with national unions which added £6k to the budgeted payroll for the year. Further pressure on budgets is expected on payroll in 2025-26 with the increase to National Insurance Employer contributions adding approximately £23k.

4. Income and expenditure accounts summary

See page 7 for the summary.

Active Norfolk Year End Financial Summary

2024-25



INCOME

	Sport England	Local Authority	Other Public Sector	Non-Public Sector / other	Total	(2023-24 total)
Revenue Grants	£885,916	£206,000	£3,032,867	£14,508	£4,139,291	£4,255,108
Sponsorship	£0	£0	£0	£750	£750	£0
Other income	£0	£0	£0	£200	£200	£41,691
TOTAL INCOME	£885,916	£206,000	£3,032,867	£15,458	£4,140,241	£4,296,799

EXPENDITURE

	Sport England	Local Authority	Other Public Sector	Non-Public Sector / other	Total	(2023-24 total)
Core staff costs	£303,832	£50,000	£225,690	£0	£579,522	£752,196
Overheads, equipment & expenses	£37,000	£4,759	£1,805	£19,586	£55,252	£56,830
Marketing, Communication & Digital	£45,000	£0	£0	£46,636	£91,636	£98,090
Project & thematic Delivery (see below)	£401,823	£223,806	£2,569,935	£67,819	£3,263,383	£3,290,016
Active NoW (NHS)	£20,000	£0	£74,829	£0	£94,829	£316,769
HAF	£0	£0	£2,495,106	£0	£2,495,106	£2,464,528
School Games	£49,169	£0	£0	£0	£49,169	£51,593
Localities / Communities	£60,000	£223,806	£0	£0	£283,806	£231,644
Sport Welfare	£44,390	£0	£0	£0	£44,390	£4,102
CYP	£76,750	£0	£0	£0	£76,750	£72,750
All to Play For / Mental Health	£25,000	£0	£0	£40,544	£65,544	£0
On the Move	£15,000	£0	£0	£27,275	£42,275	£37,975
Place Partnerships (Pex)	£111,514	£0	£0	£0	£111,514	
TOTAL EXPENDITURE	£787,655	£278,565	£2,797,430	£134,041	£3,989,793	£4,197,132
Net Income / Expenditure	£98,261	-£72,565	£235,437	-£118,583	£150,448	

Deferred income (Sport England & Partner Restricted Reserves)	£277,599	£79,138
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Operational surplus / deficit	-£127,151	£20,529
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Final Reserve balance, Year End 2024-25:	£1,294,013	£1,143,815
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Deferred Grant Reconciliation

	Sport England	Other	Total
Opening Balance	£23,169	£54,932	£78,101
Cash received	£885,916	£3,254,325	£4,140,241
Net commitment from reserves	£0	£56,948	£56,948
Released to P&L	-£787,655	-£3,210,036	-£3,997,691
Closing Balance	£121,430	£156,169	£277,599

This figure to equal partner and SE protected reserves

Notes:

Reserves restructured in 2024-25 - historical Sport England and Partner reserves removed and added to general reserves. Opening balance reduced accordingly

Active NoW grant underspend now in reserves and deferred grants (not accrued within budget) - full reconciliation and recalculation of liabilities and drawdown from reserves

Deferred grants note. Total of £277,599 comprises:

Place Expansion (LS3000)	£8,065
SWO (LS2016)	£33,379
Place Expansion – Dev Award GY (LS2049)	£36,228
Place Expansion – Dev Award KL (LS2050)	£43,758
Active NoW grants (LS2005)	£143,909
GY Better Care Funding (LS2049)	£9,000
All to Play For (National Lottery) (LS2045)	£3,260