

Active Norfolk Year End Directors Report



Year ending March 31st 2026

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Introduction – statement from the Chair:

Change has become the new normal for Active Norfolk and the landscape we are operating in. 2025-2026 has seen significant changes to partners that we work with as well as simmering political changes both locally and nationally. One of the most significant challenges will remain the upcoming Local Government Reorganisation (LGR) which raises key questions around our hosting status with the current Norfolk County Council but also how we work in the future with local government regardless of what kind of organisation we are legally. Additionally the Norfolk & Waveney Integrated Care Board (ICB) no longer exists and has been replaced by a new Norfolk & Suffolk ICB with around 50% fewer staff and several other organisations we work with are undergoing their own changes and challenges, not least of which is Sport England who are also restructuring with a new Chief Executive in place in early 2026. However, through the diligence of our Board, the Senior Management Team and Active Norfolk staff as a whole we have managed to navigate the year successfully and actually taken advantage of several opportunities to put Active Norfolk in a stronger position to enable more people in Norfolk to be physically active.

The previous year highlighted our financial risks as one of our most pressing challenges, but we are pleased to report that as a result of a targeted financial action plan and some significant effort we have moved our 25-26 budgeted deficit of £198k to a surplus (as you will see in the accounts) of £48k. This significant swing was driven by the renewal of HAF for a further three years, some increases in capacity funding and grants for existing and new programmes plus the continued growth of our Place Partnerships work with Sport England. Our outlook also remains positive with new grants (such as £385k from the National Lottery for 3 years to support our work in local communities) secured for 2026-27 and beyond which has seen our budget remaining in positive or surplus territory for the year, and potentially until 2029 with the longer-term projections we use. We are also continuing to develop the Active Norfolk Foundation, our charitable arm, in the hope of enabling access to funding that we have previously not been able to apply for.



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 over 4,000 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:

- **Almost £3 million** in funding delivered across Norfolk to support physical activity initiatives
- **£186,981** funded referrals through the [Active NoW](#) programme, wherein nearly 200 organisations supported 4052 people on a pathway to activity across Norfolk
- **63 new participants (and over 250 overall)** supported through the [All To Play For](#) campaign, with 203 sessions delivered across Norfolk to men with mental health issues
- The [Big Norfolk Holiday Fun](#) programme:
 - **6,112 children** attended the Big Norfolk Holiday Fun (BNHF) sessions, of whom:
 - **2,081** had Special Educational Needs and Disabilities (SEND)
 - **5,252** were eligible for Free School Meals (FSM)
 - **52%** of participants were from the **top 40% most deprived areas** of Norfolk
- **Special Olympics: 167 participants with special needs** across 6 main sports taking part in regular sporting activity.
- **Get Out Get Active (GOGA) reaching 497 participants** with special needs across **23 leisure settings**
- **13 schools**, all from the **top 40% most deprived areas** of Norfolk engaged in our Creating Active Schools (CAS) programme, creating a positive daily culture of physical activity in their schools
- **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.
- Confirmation of the securing of **over £4m** to support detailed local initiatives in 'Place' **for the next 2 years**, focusing on **Breckland, Gt Yarmouth and King's Lynn**

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 2026

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	<i>(Chair)</i>
Hayley Mace	<i>(Senior Independent Director)</i>
James Heale	<i>(Vice Chair)</i>
Phil McSweeney	
Margaret Dewsbury	
Sadie Parker	
James Hale	
Annie Hawkes	Resigned 12.03.26
Ian Castle	
Mark Madden	
Andrew Summers	

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'. A new strategy for 2026-2029 is being launched in summer 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 (namely Finance, Risk & Audit, Nominations & Governance and Strategy & Business Planning) 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. The Board continues to be represented on the



EDI working group by the nominated EDI champion, Sadie Parker, and this is backed up by EDI being a standing item on all Board agendas.

Safeguarding

The Board retains an active oversight of safeguarding for the organisation. The Board Safeguarding champion, James Heale, attends the internal Safeguarding working group that is comprised of Active Norfolk's Lead Safeguarding Officer (Rob Whalen), plus the other 6 trained DSOs. Safeguarding is a standing agenda item at all Board meetings. In 2025-26 the focus has been on continuing to refine and deliver the action plans for both Children & Young People, and also Adults. Active Norfolk continues to develop its safeguarding reach and influence beyond direct projects to continue to create a skilled and informed workforce across a range of settings in Norfolk as we aim to ensure that both children and adults have the safest and most inclusive experiences when taking part in sport and physical activity.

Environmental Sustainability

This is a new requirement from Sport England for 2026 and beyond. Like EDI, Safeguarding, and also our principle of working in 'Place', this will be one of our four underpinning strategic principles. During 2025 and early 2026 we worked closely with Sport England, Active Suffolk and Useful Projects to develop a new Environmental Sustainability Plan for Active Norfolk. This 2 year plan launched in March 2026 and will frame our work both internally and also externally with projects and partners to ensure that sport and physical activity is being delivered in as sustainable way as possible and that Active Norfolk are playing their part in advocating for this approach to be part of all planning across our sector in Norfolk. This work will be delivered by the Climate, Environment & Sustainability internal working group, and will benefit from being a standing item at all Board meetings.

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 2025-26 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.

The Finance, Risk & Audit Committee has continued to develop its work with the SMT and Board to ensure appropriate scrutiny is applied to financial operations and reporting. Significant thanks should be placed on record to Mark Madden, Ian Castle and Sadie Parker for their ongoing support of the organisation through this committee. In particular this committee has developed further the management of risk across Active Norfolk and is considering ways to engage expert financial assistance to ensure efficiencies for the ever-increasing complexity of Active Norfolk's Finances. 3-year finance projections have been



completed which show that the organisation could be turning over in excess of £7m by 2028 and this committee are planning for how best to manage this.

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 remains open to these options where appropriate.

Financial position & context

Active Norfolk ended the previous financial year (2024-25) with a trading deficit of £127,151 and reserves at £1,294,013.

The budget for 2025-26 was constructed as a deficit budget of £198k. A detailed financial action plan continued in use to explore the full range of opportunities to reduce this deficit. This had considerable success in 2025-26 with a reduction of the budget deficit to an operational surplus of £48,291.

Challenges remain on the horizon such as LGR, changes to the ICB, and the unknown element of the new Sport England System Partner Award from 2027. However, success in 2025-26 is continually being built on to ensure that Active Norfolk continues to remain strong and deliver significant impact for the people of Norfolk.

End of Year Finances 2025-26

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 surplus was £48,921 and reserves increased to £1,505,896 with the addition of a further £165,222 of deferred grants that have been added to Restricted Reserves. The breakdown of current reserves is below:

Contingency Reserve: £474,919
Sport England Restricted Reserve: £185,622
Partner Restricted Reserve: £257,199
General Reserve: £588,156

Payroll continues to make up the largest part of Active Norfolk's cost base (2025-26 was £1,257,623), This was £23k lower than in 24-25 due to a restructure, although additional FTE through funded project work has raised payroll costs from the restructure point, as well as 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

2025-26



INCOME

	Sport England	Local Authority	Other Public Sector	Non-Public Sector / other	Total	2024-25 total
Revenue Grants	£896,992	£346,820	£2,932,049	£160,353	£4,336,214	£4,139,291
Sponsorship	£0	£0	£0	£0	£0	£750
Other income	£0	£0	£0	£100	£100	£200
TOTAL INCOME	£896,992	£346,820	£2,932,049	£160,453	£4,336,314	£4,140,241

EXPENDITURE

	Sport England	Local Authority	Other Public Sector	Non-Public Sector / other	Total	(2024-25 total)
Core staff costs	£329,446	£50,000	£214,916	£0	£594,362	£579,522
Overheads, equipment & expenses	£43,932	£5,080	£1,710	£17,518	£68,240	£55,252
Marketing, Communication & Digital	£41,167	£0	£61,760	£0	£102,927	£91,636
Project & thematic Delivery (see below)	£418,255	£233,000	£2,621,008	£85,009	£3,357,272	£3,263,383
Active Now (NHS)	£0	£15,000	£186,981	£0	£201,981	£94,829
HAF	£0	£0	£2,345,881	£0	£2,345,881	£2,495,106
School Games	£35,931	£0	£0	£0	£35,931	£49,169
Active Communities	£50,000	£150,000	£65,361	£0	£275,361	£283,806
Sport Welfare	£55,631	£0	£0	£0	£55,631	£44,390
CYP	£16,750	£40,000	£0	£0	£56,750	£76,750
Mental Health	£12,727	£3,000	£0	£44,421	£65,148	£65,544
Disability	£12,727	£3,000	£0	£40,588	£61,315	£42,275
Place	£224,489	£0	£22,785	£0	£247,274	£111,514
Other	£0	£12,000	£0	£0	£12,000	£0
TOTAL EXPENDITURE	£832,800	£288,080	£2,899,394	£102,527	£4,122,801	£4,197,132
Net Income / Expenditure	£64,192	£58,740	£32,655	£57,926	£213,513	

Deferred income (change in Sport England & Partner Restricted Reserves) £165,222 £277,599

Operational surplus / deficit £48,291 -£127,151

Final Reserve balance, Year End 2025-26: £1,505,896 £1,294,013

Deferred Grant Reconciliation

	Sport England	Other	Total
Opening Balance	£121,430	£156,169	£277,599
Cash received	£896,992	£3,439,322	£4,336,314
Net commitment from reserves	£0	-£48,291	-£48,291
Released to P&L	-£832,800	-£3,290,001	-£4,122,801
Closing Balance	£185,622	£257,199	£442,821

This figure to equal partner and SE protected reserves

Final reserves	2025-26	2024-25
Contingency reserve	£474,919	£410,694
Sport England Restricted reserve	£185,622	£121,430
Partner Restricted reserve	£257,199	£156,169
General reserve	£588,156	£605,720
	£1,505,896	£1,294,013

Note: There is a discrepancy of £1,630 between the YOY increase in reserves and the surplus listed. These figures are supplied by NCC and they have not been able to provide an explanation. The Finance committee have agreed to note this as a discrepancy in the accounts as they (including reserve amounts) are now set.