

Company Registration No. 06859894 (England and Wales)

Charity No. 1159832

**Active Lancashire Limited**  
**(A Charitable Company Limited by Guarantee)**  
**Trustees' Report and Financial Statements**  
**For The Year Ended 31 March 2021**

**Active Lancashire Limited**  
**(A Charitable Company Limited by Guarantee)**

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**Active Lancashire Limited**  
**(A Charitable Company Limited by Guarantee)**

COMPANY INFORMATION

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**Key management personnel:**

**Directors and trustees**

Mrs L Lloyd	-	Chair (resigned 30 September 2021)
Mr M B Cookson	-	Appointed as Chair (30 September 2021)
Mr C G Bean	-	Resigned 24 November 2021
Mrs J Bell	-	Chair of Human Resources and Remuneration Committee
Mr S L Burnett		
Ms Z Coupland	-	Resigned 15 April 2021
Mr R Davies		
Mrs R E Lowry	-	Chair of Audit and Finance Committee
Mrs A J Parker		
Ms C E Platt	-	Resigned 31 December 2020
Mr R Richardson	-	Appointed 26 May 2020
Mrs A Smith	-	Appointed 1 January 2021
Mr C G Standish	-	Resigned 30 September 2021
Mr D Clarke	-	Appointed 24 <sup>th</sup> November 2021
Mrs Z Chikh	-	Appointed 24 <sup>th</sup> November 2021
Mrs L Horner	-	Appointed 24 <sup>th</sup> November 2021
Mr K Masser	-	Appointed 24 <sup>th</sup> November 2021
Mrs S Kothari	-	Appointed 24 <sup>th</sup> November 2021

**Committees**

Human Resources and Remuneration Committee	Mrs J. Bell Mr B Cookson Mrs L. Lloyd Mr C. Standish	- Chair - Resigned 30 <sup>th</sup> September 2021
Audit and Finance Committee	Mrs R. Lowry Mr G. Bean Mrs A. Parker Mr R. Richardson	- Chair - Resigned 24 November 2021

**Key management personnel:**

**Senior leadership team**

Mr A Leather	-	Chief Executive
Mr S Oliver	-	Finance Manager
Mrs S Walton	-	Business Development Manager
Mr M Stevenson	-	Operations Manager
Mrs B Kay	-	Operations Manager
Ms C Ross	-	People Development Manager

**Registered office**

3 & 4 Farington House  
Lancashire Enterprise Business Park  
Leyland  
Lancashire  
PR26 6TW

**Company secretary**

Mr W D Owen	-	Appointed 1 October 2020 and resigned 10 February 2021
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**Company number**

06859894

**Registered charity number**

1159832

**Active Lancashire Limited**  
**(A Charitable Company Limited by Guarantee)**

COMPANY INFORMATION

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**Auditor**

MHA Moore and Smalley  
Chartered Accountants and Statutory Auditor  
Richard House  
Winckley Square  
Preston  
PR1 3HP

## **Active Lancashire Limited (A Charitable Company Limited by Guarantee)**

### **DIRECTORS' AND TRUSTEES' REPORT**

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Active Lancashire Ltd is a charitable company limited by guarantee. The trustees, who are also the directors of the company, are pleased to present their annual report together with the financial statements of the charitable company for the year ended 31 March 2021. This report serves the purpose of both a directors' report under company law and trustees' report under charity law.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, 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 published in October 2019.

#### **Structure, governance and management**

The charitable company is limited by guarantee, registered in England and does not have a share capital. It became a registered charity on 7 January 2015. It is governed under its Articles of Association which sets out its objectives.

Lancashire County Council, as the sole guarantor of the charitable company, is entitled to appoint up to a maximum of 25% of the total number of trustees. The charitable company has formally adopted a target that the representation of directors will be diverse and will, where possible have a minimum of 30% of each gender serving as trustees. The Board of Trustees meets to take decisions relating to every-day matters. Each trustee has one vote and decisions are made by numbers of votes at meetings of the trustees as necessary. The Financial Controls Manual authorises the Chief Executive and other employees to take decisions within approved limits.

In appointing new trustees and replacing trustees who have completed their term of office, the Board, supported by the Chief Executive, considers its skills and any gaps. The appointment of a new trustee is then ratified by Lancashire County Council. New trustees receive an induction pack and training in the role and responsibilities of a trustee.

The trustees have considered the major strategic, business and operational risks which the charitable company faces and systems have been established to support regular reporting of the steps taken to manage and mitigate these risks.

#### ***Pay policy for senior staff***

The trustees consider that they, with the senior management team, direct, control, and operate the organisation on a day-to-day basis. All trustees give of their time freely and none received remuneration in the year. Details of trustees' expenses and related party transactions are disclosed in the notes to the accounts.

The pay of the senior staff is based on National Joint Council pay scales with the Chief Executive on an individual pay scale benchmarked against other voluntary sector executive salary levels. The senior staff are reviewed annually through an appraisal process and incremental increases on the relevant pay scale awarded based on satisfactory performance. The Chief Executive receives an annual appraisal by the Chair of the Board who reports accordingly to the HR & Remuneration Committee of the Board and can recommend an incremental rise on the Chief Executive's pay scale.

## **Active Lancashire Limited (A Charitable Company Limited by Guarantee)**

### **DIRECTORS' AND TRUSTEES' REPORT (continued)**

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#### **Objects and activities of the charitable company**

Active Lancashire is the leading sport and physical activity charity which supports the Lancashire sub region. Our aim is to increase and sustain participation in, and widen access to, sport and physical activity across the county with particular focus on reducing inequalities and improving opportunities. As the Active Partnership for Lancashire, we are an integral part of the Government's drive to increase levels of movement and engagement in physical activity and sport across England in line with Sport England's strategy: we are the key bridge between local and regional networks.

Our vision for 2021-31 is to create and embed a culture of health and wellbeing for everyone, through enabling individuals, empowering communities, and encouraging a whole-system approach. Our mission is to work in partnership to tackle inequalities and help people enjoy active lives.

We are committed to increasing participation in Lancashire's communities where typically only half of adults are active, particularly in disadvantaged areas.

To deliver our strategy we will continue to engage with and develop the quality of provision within the county's clubs, coaches and volunteer infrastructure, which provide the core of the grassroots sports offer in our communities. The majority of this provision takes place within the voluntary sector, alongside schools, further and higher education institutions and local authorities. Lancashire has a long and successful grassroots offer but needs longer term investment and development, and Active Lancashire is well placed to support this.

#### ***Our team***

As a team we have a set of values which we work to and promote through our activities and our behaviour, our culture and morals:

- Working Together
- Everyone Counts
- Forward Thinking
- Influencing Change
- People First
- Passion

#### ***Impact of COVID***

As a result of the pandemic during 2020/21, Active Lancashire had to quickly reassess our business model, team leadership and partner operational model. We were quickly able to pivot to home working as the team was Windows 365 enabled prior to the pandemic and the transition for most staff to remote or home working was relatively straight forward. As an organisation we supported our staff well during the period, maintaining positive working practices and supporting staff wellbeing.

We were able to effectively develop and negotiate with both funders and delivery partners to modify our contracts, models of delivery and profiles to maintain momentum and improve focus, using largely digital delivery of our products and services. The result of this is that we have met our intended project outputs and performance. This is a reflection of the outstanding energy and commitment of the staff, which the trustees recognise and are extremely grateful for.

Furthermore, the pandemic increased the requirement for our services and our leadership role with our partners. This created additional workloads and required the team to be highly flexible in delivering more activity across a wider range of partners. The whole team has performed exceptionally in meeting these challenges.

## **Active Lancashire Limited (A Charitable Company Limited by Guarantee)**

### **DIRECTORS' AND TRUSTEES' REPORT (continued)**

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#### ***Partnership activity***

We are committed to providing strong and consistent leadership to our partnership networks, enabling them to develop the quality and sustainability of their provision at a cluster and neighbourhood level. We are committed to enabling our partners to deliver high quality local provision and to securing the opportunities and resources that enable them to contribute effectively to supporting our strategy. We continue to develop and innovate in the scope and scale of our partnership activity and to maintain a focus on sport and physical activity which reflects our strategic and charitable aims.

Our current portfolio of work includes:

#### ***Business Health Matters***

We have been working with business partners and networks including the Lancashire Enterprise Partnership (LEP) and Chambers of Commerce to identify opportunities for our sport and leisure networks to improve levels of health and wellbeing in the working age population with the aim of improving business productivity. This development work has been in part supported by a grant from UK Research and Investment (UKRI) as part of the National Industrial Strategy Trailblazer programme. Through this initial investment we have been able to develop a business model and proposals for further investment from both European Structural and Investment Funds (ESIF) and UKRI which should see the development of a three-year “test and learn” project, supporting 15,000 people to access opportunities to improve their health as employees and improve productivity for their businesses. This work will be key to the recovery of businesses from the pandemic.

#### ***Services to clubs, coaches and volunteers***

Research evidence indicates that a quality experience of sport, combined with positive and motivational support helps people get into active lifestyles, sport and helps maintain their participation. Active Lancashire focuses on supporting our workforce, including coaches and volunteers, and organisations such as sports clubs and community centres to provide a quality offer, which is inclusive and reflects the needs of our communities.

During the pandemic we continued to provide on-line training and limited face to face development where possible, including training in coaching, safeguarding young people and adults, first aid, club development funding and how to support individuals with additional needs including mental health challenges. Specific support for coach development across all sports can be found at [coachinglancashire.org.uk](http://coachinglancashire.org.uk) and coaches at all levels can register for up-to-date information and training dates.

#### ***School Games***

During the pandemic the traditional School Games were cancelled and a series of on-line opportunities introduced. A series of on-line School Games challenges and festivals took place and this on-line work was recognised nationally by an award from the Youth Sport Trust. We continue to be supported by our long-term sponsor and supporter James Hall (SPAR Ltd) which enables the project to reach more young people from disadvantaged backgrounds.

#### ***More Positive Together***

More Positive Together started in April 2017 and is an employability and skills project funded by ESIF through which we work in partnership with organisations including local authorities, housing associations, the Prince's Trust, Groundwork, and with the continued support of Sport England and the Police Commissioner. This project aims to encourage people in disadvantaged areas and communities to engage in sporting and practical activities to reach their potential and make a positive contribution to their local communities and economy. We have recently secured a second phase of funding extending the project to December 2021.

## **Active Lancashire Limited (A Charitable Company Limited by Guarantee)**

### **DIRECTORS' AND TRUSTEES' REPORT (continued)**

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#### ***Cycle Recycle***

As part of the More Positive Together project and with funding from Lancashire County Council this cycling engagement programme trains cycle repair workshop leaders and others to maintain donated cycles. Its activities include cycle recycling work-shops, learn to ride sessions, road confidence sessions and guided rides.

#### ***Challenge through Sport Initiative***

Our Challenge Through Sport Initiative is a substance misuse recovery project for adult offenders funded by Lancashire County Council and Pendle and Rossendale Borough Councils as well as the Community Rehabilitation Company. It enables us provide advice and guidance through support workers with lived experience, using sport and physical activity to enhance the recovery of adults with drug and alcohol problems. It has developed from its pilot and is now evolving to work with participants on Employment and Support Allowance to enhance their employability. This initiative is now also supported by a community hub and charity shop in Accrington, which provides meeting and training space as well as income.

#### ***Satellite Clubs***

Satellite clubs are extensions of community sports clubs specifically targeted at 11 to 25 year olds (mainly focussed on 14 to 19 year olds). They make it easy for young people to start playing sport for the first time or to stay in sport. They provide a stepping-stone for young people to access local community clubs, helping to make participating in sport a lifelong habit.

We will be working with national governing bodies of sport, schools, colleges and local sports clubs to establish new satellite clubs in Lancashire with a focus on under-represented groups including young people from Black, Asian and Minority Ethnic groups, young women with emotional wellbeing challenges and young people in care.

#### ***Primary School Sport Premium***

We have been commissioned by Sport England to help strengthen the links between primary schools and organisations working in sport both locally and nationally, including the Youth Sport Trust and the Association for Physical Education. Key to this task is working with those primary schools that want or need help to make the most effective use of the additional funding and available support. This work has developed positively over the past 12 months and we have received additional investment to extend our offer to primary schools and school games organisers through additional survey work and funding to open up school facilities and sports provision.

#### ***Public benefit***

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our objectives and activities and in planning our future activities. In particular, the trustees consider how planned activities will contribute to the charitable company's aims and objectives.

#### ***Achievements during the year***

During the past year we have a number of significant achievements:

- Active Lancashire has led the More Positive Together partnership to successfully deliver the first stage of the project and has been awarded further funding to extend the project to December 2021. Satisfaction from partners, funders and beneficiaries is high, and our evaluation of beneficiary outcomes shows positive changes in terms of employability and health.
- Our governance standards and delivery role (our core purpose) are continually reviewed and developed to achieve the Sport England standard of UK Code of Sport Tier 3 standard. Our leadership and operational status has been reviewed by Sport England and found to be positive and impactful; a message which has been reflected in our QUEST service review status of "Very good".

## **Active Lancashire Limited (A Charitable Company Limited by Guarantee)**

### **DIRECTORS' AND TRUSTEES' REPORT (continued)**

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- We have continued to pursue our Health and Wealth partnerships with the NHS Integrated Care System and the LEP. Our relationships are gaining traction and starting to create opportunities including the work we are undertaking on digital health readiness for the wider voluntary sector.

#### **Financial review**

The statement of financial activities for the year is set out on page 15. The charitable company's net expenditure before transfers and other recognised gains and losses was £74,061 (2020: £173,101). There are total reserves as at 31 March 2021 of £981,707 (2020: £876,768), of which £454,072 are unrestricted reserves, and £527,635 are restricted reserves.

The funding from Sport England to support the core infrastructure remained consistent at £319,163 in 2020/21 and is used to support Sport England's Primary Purpose requirements of working toward an active nation.

The development of projects under the More Positive Together programme that use sport and physical activity to support the public health and social well-being agenda has been further enhanced with the award of £7 million of ESIF funding over a further five years. This will continue to help individuals achieve their potential and benefit their communities through sport and physical activity. In addition, a further £5 million of ESIF funding and £1.2 million of Industrial Strategy Challenge funding (ISCF) has been awarded to support the development and delivery of a workplace health and wellbeing programme of projects, again with a strong partner network across Lancashire.

#### **Reserves policy**

The trustees review the charitable company's requirements for reserves annually in the light of its main risks. The current policy is to hold sufficient unrestricted reserves to cover its statutory obligations in the event that it is wound up, being three months' staff costs, redundancy and the obligations associated with its office lease. The amount required as at 31 March 2021 was estimated to be £303,000 and this was met.

#### **Plans for future periods**

The organisation plans to continue to deliver and develop its own strategy to support the new strategy announced by Sport England: to use sport and physical activity to increase participation levels, reduce inactivity and support the health and wellbeing, social cohesion, and community development agenda.

Through the United Together (Tackling Reoffending) project we work in partnership with other organisations to enable young people at risk of offending to engage in sporting and practical activities, to reach their potential and make a positive contribution to their local communities, as well as supporting young people to gain qualifications and engage in sporting and physical activities. We intend to use the successful award of future phases of ESIF funding to further develop this successful programme on a wider scale with a wider partnership across the county aimed at disadvantaged communities.

The organisation also intends to further develop its partnerships, research and evaluation of digital technology and its use and effectiveness in increasing activity in physical activity.

The organisation is working closely with the NHS networks and continuing to help develop strategies that include sport and physical activity that support the health and wellbeing agendas, for example the Physical Activity Strategy and Walking and Cycling Strategy.

#### **Risk management**

The organisation maintains a risk register that is reported to and discussed by trustees at each quarterly Board meeting and reviewed at regular Audit & Finance Committee meetings. This register reports on the predicted impact of the risk and actions required to mitigate the risks.

**Active Lancashire Limited**  
**(A Charitable Company Limited by Guarantee)**

**DIRECTORS' AND TRUSTEES' REPORT (continued)**

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The key risks are perceived currently to be:

- The level of continuing core and project funding levels from Sport England and how this may develop under the new Department for Digital, Culture, Media and Sport and Sport England strategies. Whilst the organisation is very well positioned to deliver its new strategy, funding from Sport England is falling. Major variances from our core funding are not expected but any significant changes will impact the resource and capacity of the organisation and will be considered by the Audit and Finance Committee.
- Projects supporting the health, social and well-being agenda often involve working with vulnerable adults. The Children Safeguarding Policy has been extended to cover safeguarding of vulnerable adults and has been reviewed by the HR & Remuneration Committee, and a Board safeguarding lead has been appointed to support the executive team and particularly the officers with safeguarding responsibilities.
- The More Positive Together project funded by the European Social Fund is a significant part of the overall activity of the organisation. The end of the current funding agreement is approaching, though further funding has been made available.

**Fundraising**

We have considered the requirements of the Charities (Protection and Social Investment) Act 2016 regarding disclosures concerning fundraising and fundraising standards and confirm that these do not apply.

**Statement of trustees' responsibilities**

The trustees (who are also directors of Active Lancashire Limited for the purposes 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 period. 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 2019 (FRS 102);
- 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;
- 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 proper 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

**Active Lancashire Limited**  
**(A Charitable Company Limited by Guarantee)**

**DIRECTORS' AND TRUSTEES' REPORT (continued)**

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**Auditor**

This report has been prepared in accordance with the provisions applicable to companies entitled to adopt the small companies' exemption.

This report was approved by the Board on 24 November 2021 and signed on its behalf.



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**Mr M B Cookson - Chair**

**Active Lancashire Limited**  
**(A Charitable Company Limited by Guarantee)**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS**

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**Opinion**

We have audited the financial statements of Active Lancashire Limited ('charitable company') for the year ended 31 March 2021, which comprise Statement of Financial Activities, Balance Sheet, Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 2021, and of group's incoming resources and application of resources, including its income and expenditure, 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 group and parent 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**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

**Active Lancashire Limited**  
**(A Charitable Company Limited by Guarantee)**

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS (continued)

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**Other information**

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

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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

**Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report have been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of our 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 trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption in preparing the trustees' report and from the requirement to prepare a strategic report.

**Active Lancashire Limited**  
**(A Charitable Company Limited by Guarantee)**

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS (continued)

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**Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 9, the trustees (who are also the directors of the charitable company for the purposes 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**

We have been appointed auditor under the Companies Act 2006 and report in accordance with this Act.

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiries with management about any known or suspected instances of non-compliance with laws and regulations;
- Enquires with management about any known or suspected instances of fraud;
- Review of minutes of board meetings;
- Examination of journal entries and other adjustments to test for appropriateness and identify any instances of management override of controls;
- Review of legal and professional expenditure to identify any evidence of ongoing litigation or enquiries.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

**Active Lancashire Limited  
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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS (continued)

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**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Nicola Mason (Senior Statutory Auditor)  
For and on behalf of  
MHA Moore and Smalley  
Chartered Accountants and Statutory Auditor**

Richard House  
9 Winckley Square  
Preston  
PR1 3HP

Date: .....

**Active Lancashire Limited**  
**(A Charitable Company Limited by Guarantee)**

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2021

	Note	Unrestricted Funds £	Restricted Funds £	2021 Total £	2020 Total £
<b>Income from:</b>					
Donations and legacies	3	-	11,229	11,229	38,226
Charitable activities	4	368,655	2,716,032	3,084,687	2,894,976
Investments	5	42	-	42	1,315
<b>Total income</b>		<b>368,697</b>	<b>2,727,261</b>	<b>3,095,958</b>	<b>2,934,517</b>
<b>Expenditure on:</b>					
Charitable activities	6	478,398	2,691,621	3,170,019	3,107,618
<b>Total expenditure</b>		<b>478,398</b>	<b>2,691,621</b>	<b>3,170,019</b>	<b>3,107,618</b>
<b>Net (expenditure)/ income for the year</b>		<b>(109,701)</b>	<b>35,640</b>	<b>(74,061)</b>	<b>(173,101)</b>
Transfers between funds		(46,199)	46,199	-	-
<b>Net movement in funds before other recognised gains and losses</b>		<b>(155,900)</b>	<b>81,839</b>	<b>(74,061)</b>	<b>(173,101)</b>
Actuarial gain/ (loss) in respect of defined benefit pension scheme	12	(602,000)	-	(602,000)	136,000
Change in value of reimbursement asset	12	781,000	-	781,000	139,000
<b>Net movement in funds</b>		<b>23,100</b>	<b>81,839</b>	<b>104,939</b>	<b>101,899</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		430,972	445,796	876,768	774,869
<b>Total funds carried forward</b>		<b>454,072</b>	<b>527,635</b>	<b>981,707</b>	<b>876,768</b>

All of the above results are derived from activities which are continuing.

All gains and losses in the periods are included above.

**Active Lancashire Limited**  
**(A Charitable Company Limited by Guarantee)**

BALANCE SHEET

AS AT 31 MARCH 2021

		Unrestricted Funds £	Restricted Funds £	Total funds 2021 £	Total funds 2020 £
<b>Tangible fixed assets</b>	13	4,687	-	4,687	2,434
<b>Current assets</b>					
Debtors	14	7,765	973,366	981,131	396,548
Cash at bank and in hand		474,300	234,696	708,996	1,081,025
		482,065	1,208,062	1,690,127	1,477,573
<b>Creditors: amounts falling due within one year</b>	15	(32,680)	(680,427)	(713,107)	(603,239)
<b>Net current assets</b>		449,385	527,635	977,020	874,334
<b>Total assets less current liabilities</b>		454,072	527,635	981,707	876,768
<b>Net assets excluding pension liability</b>		454,072	527,635	981,707	876,768
Defined benefit pension scheme liability	12	(2,092,000)	-	(2,092,000)	(1,311,000)
Reimbursement of pension scheme liability	12	2,092,000	-	2,092,000	1,311,000
<b>Net assets including pension liability</b>		454,072	527,635	981,707	876,768
<b>Represented by:</b>					
Total funds	16	454,072	527,635	981,707	876,768

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

These accounts were approved by the Board and authorised for issue on 24 November 2021 and are signed on their behalf by:



.....  
Mrs R E Lowry – Chair of Audit and Finance Committee

Company No: 06859894

**Active Lancashire Limited**  
**(A Charitable Company Limited by Guarantee)**

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2021

	2021 Total £	2020 Total £
<b>Cash generated by/ (used in) operating activities</b>	<b>(366,868)</b>	482,195
<b>Cash flows from investing activities</b>		
Investment income	42	1,315
Purchase of tangible fixed assets	<b>(5,203)</b>	<b>(3,652)</b>
<b>Cash used in investing activities</b>	<b>(5,161)</b>	<b>(2,337)</b>
<b>Increase/ (decrease) in cash and cash equivalents in the year</b>	<b>(372,029)</b>	479,858
Cash and cash equivalents at the beginning of the year	<b>1,081,025</b>	601,167
<b>Cash and cash equivalents at the end of the year</b>	<b>708,996</b>	1,081,025
<b>(a) Reconciliation of net movement in funds to net cash flow from operating activities</b>		
Net movement in funds	<b>104,939</b>	101,899
Investment income received	<b>(42)</b>	(1,315)
Depreciation	<b>2,950</b>	1,429
Increase/ (decrease) in debtors	<b>(584,583)</b>	506,685
(Increase)/ decrease in creditors	<b>109,868</b>	<b>(126,503)</b>
<b>Net cash generated by/ (used in) operating activities</b>	<b>(366,868)</b>	482,195

Of the cash and cash equivalents and the end of the year, £474,300 relates to unrestricted funds (2020: £441,846) and £234,696 relates to restricted funds (2020: £639,179).

**Active Lancashire Limited**  
**(A Charitable Company Limited by Guarantee)**

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

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**1 Accounting policies**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

**Basis of preparation**

The financial statements have been prepared in accordance with 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) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice. The financial statements have been prepared under the historical cost convention.

Active Lancashire Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

**Going concern**

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charitable company to continue as a going concern. The trustees have considered, the impact of the Covid-19 pandemic and make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that there are adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the charitable company ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

**Income**

Income is recognised when the charitable company has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

**Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charitable company and which have not been designated for other purposes. Designated funds are set aside by the trustees out of unrestricted general funds for specific purposes or projects.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

**Active Lancashire Limited**  
**(A Charitable Company Limited by Guarantee)**

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

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1 **Accounting policies** (continued)

**Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Detailed analyses of the expenditure, including irrecoverable VAT, are provided in the notes to the accounts.

**Operating leases**

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the SOFA on a straight line basis over the period of the lease.

**Fixed assets and depreciation**

Fixed assets greater than £250 are included at cost. Depreciation is provided on all tangible fixed assets calculated to write off the cost over its expected useful life as follows:

Equipment - 33.3% on cost

**Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**Creditors**

Creditors are recognised where there is a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

**Financial instruments**

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

**Pension costs**

The company operates a defined benefit pension scheme for employees. The assets of the scheme are held separately from those of the charitable company. Contributions payable by the charitable company during the year are included within wages and salaries. Any additional current service costs and finance costs over the contributions payable are included separately within costs of charitable activities as an exceptional item. Actuarial gains and losses are recognised immediately.

Although this does not meet the presentational requirements of FRS 102, the trustees believe this provides a better understanding of the impact on the result for the year than accounting for pension costs under FRS 102.

**Active Lancashire Limited**  
**(A Charitable Company Limited by Guarantee)**

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

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**1 Accounting policies (continued)**

**Pension costs (continued)**

Pension scheme assets are valued at fair value at the balance sheet date. Fair value is based on market price information and in the case of quoted securities is the published bid price. Pension scheme liabilities are measured on an actuarial basis using the projected unit method and are discounted to their present value using a rate equivalent to the current rate of return on a high quality corporate bond of equivalent currency and term to the scheme liabilities. Pension scheme deficits are recognised in full on the balance sheet.

Lancashire County Council has provided an indemnity to the trustees of the pension scheme guaranteeing that the scheme will not suffer any loss or damage as a result of the charitable company participation in the scheme. The intention of this guarantee is that, should the charitable company cease in operational existence and the pension deficit crystallise, this liability would be met by Lancashire County Council under the guarantee. A corresponding reimbursement of the pension scheme deficit is included in the charitable company's balance sheet and has been deducted from the pension scheme deficit to show an overall neutral position in order to present a true and fair view. Whilst the charitable company continues as a going concern it will make deficit contributions if these are required and it is able to pay them, but no liability is recognised in the charitable company's balance sheet in respect of such payments.

Changes in the value of the reimbursement asset are included in the Statement of Financial Activities.

**Taxation**

As a registered charity, the company is exempt from taxation on its income and gains, provided they are used for its charitable purposes.

**Judgements and key sources of estimation uncertainty**

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.

The present value of the defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. Any changes in these assumptions, which are disclosed in note 12, will impact the carrying amount of the pension liability.

The trustees do not believe that there are any other estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities.

**Active Lancashire Limited**  
**(A Charitable Company Limited by Guarantee)**

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

**2 Company status**

The charitable company is a company limited by guarantee and became a registered charity on 7 January 2015. The sole member of the company is Lancashire County Council and in the event of the company being wound up, the liability in respect of the guarantee is limited to £1.

**3 Income from donations and legacies**

	Unrestricted funds £	Restricted funds £	2021 Total £	2020 Total £
Sponsorship income	-	8,750	8,750	38,226
Donations	-	2,479	2,479	-
	-	11,229	11,229	-
	-	-	-	-
<u>Prior year</u>	-	-	-	-
	Unrestricted funds £	Restricted funds £	2020 Total £	2019 Total £
Sponsorship income	13,226	25,000	38,226	61,950

**4 Income from charitable activities**

	Unrestricted funds £	Restricted funds £	2021 Total £	2020 Total £
Sport England Funding	319,164	578,200	897,364	836,783
ESIF Funding	-	1,705,188	1,705,188	1,667,328
Other Project Funding	5,800	338,304	344,104	218,438
Local Authority Funding	34,000	94,080	128,080	141,091
Course Fees	7,884	-	7,884	30,855
Hosting, Management & National Governing Bodies income	-	260	260	481
Coronavirus job retention scheme grant	1,807	-	1,807	-
	368,655	2,716,032	3,084,687	2,894,976

**Active Lancashire Limited**  
**(A Charitable Company Limited by Guarantee)**

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

**4 Income from charitable activities (continued)**

Prior Year	Unrestricted funds £	Restricted funds £	2020 Total £
Sport England Funding	319,163	517,620	836,783
ESIF Funding	-	1,667,328	1,667,328
Other Project Funding	11,584	206,854	218,438
Local Authority Funding	32,500	108,591	141,091
Course Fees	30,855	-	30,855
Hosting, Management & National Governing Bodies income	-	481	481
	<u>394,102</u>	<u>2,500,874</u>	<u>2,894,976</u>

**5 Investment income**

	Unrestricted funds £	Restricted funds £	2021 Total £	2020 Total £
Bank interest	<u>42</u>	<u>-</u>	<u>42</u>	<u>1,315</u>

The total of £1,315 in the previous year was all unrestricted income.

**6 Analysis of expenditure on charitable activities**

	2021 Total £	2020 Total £
<b>Direct costs</b>		
Wages and salaries	1,092,382	1,006,669
Premises and office costs	47,489	43,832
Rent and rates	29,512	30,001
Depreciation	2,950	1,429
Staff training	24,575	13,712
Travel expenses	10,219	40,732
Project delivery costs	1,702,538	1,540,796
Research, marketing & promotion	33,125	114,801
Exceptional pension adjustment (note 12)	179,000	275,000
Governance costs (note 6)	48,229	40,646
	<u>3,170,019</u>	<u>3,107,618</u>

All of the above expenditure is directly attributable to the promotion of sport.

Expenditure on charitable activities was £3,170,019 (2020: £3,107,618) of which £478,398 was unrestricted (2020: £597,412) and £2,691,621 was restricted (2020: £2,510,206).

**Active Lancashire Limited**  
**(A Charitable Company Limited by Guarantee)**

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

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**6 Analysis of expenditure on charitable activities (Continued)**

**Governance costs**

	<b>2021</b>	<b>2020</b>
	<b>Total</b>	<b>Total</b>
	<b>£</b>	<b>£</b>
Audit and accountancy	<b>6,180</b>	5,875
Legal and professional fees	<b>42,049</b>	34,771
	<b>48,229</b>	40,646

**7 Net income/ (expenditure) for the year**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
This is stated after charging:		
Auditor's fees (exclusive of VAT)	<b>5,150</b>	4,896
Depreciation of owned fixed assets	<b>2,950</b>	1,429
Operating lease rentals	<b>14,745</b>	14,745

**Active Lancashire Limited**  
**(A Charitable Company Limited by Guarantee)**

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

**8 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Salaries	<b>903,615</b>	851,375
National Insurance	<b>84,076</b>	75,727
Pensions	<b>104,691</b>	79,567
	<b>1,092,382</b>	1,006,669

The number of employees whose remuneration for the year exceeded £60,000 was:

	<b>2021</b>	<b>2020</b>
	<b>Number</b>	<b>Number</b>
£60,000 to £69,999		<b>1</b>
£70,000 to £79,999	<b>1</b>	

Of the employees whose remuneration exceeded £60,000, there is one employee (2020: one) accruing benefits under defined benefit pension schemes.

The trustees were not paid and did not receive any other benefits from employment with the charitable company in the year (2020: £nil). No trustees were reimbursed out of pocket expenses during the year (2019: £526 reimbursed to two trustees). No trustee received payment for professional or other services supplied to the charitable company (2020: £nil).

The key management personnel comprise the trustees, the Chief Executive, the Business Development Manager, the Operations Managers, the People Development Manager and the Finance Manager. The total employee benefits of the key management personnel, including National Insurance and pension contributions, were £480,021 (2020: £331,624).

**9 Staff numbers**

	<b>2021</b>	<b>2020</b>
	<b>No</b>	<b>No</b>
The average number of employees during the year was as follows:	<b>39</b>	35
The average number of full time equivalent employees during the year was as follows:	<b>31</b>	28

**Active Lancashire Limited**  
**(A Charitable Company Limited by Guarantee)**

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

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**10 Related party transactions**

During the year, the charitable company received funding of £64,999 (2020: £26,200) from Lancashire County Council, and paid £10,819 (2020: £19,714) to Lancashire County Council for the use of conference facilities and other services.

Directors C G Standish and S Burnett hold management positions at Regenda Homes and West Lancashire Borough Council respectively: both organisations are partners in the More Positive Together project. During the year amounts totalling £47,055 (2020: £57,880) were payable to Regenda Homes, of which £57,249 (2020: £83,498) was in relation to this project.

Director Z Coupland is a Manager at Sahara Women's Charity which was awarded grants totalling £6,738 (2020: £5,198) as part of the Satellite Clubs Delivery project.

All project-related payments were at arm's length and the same processes and checks were applied prior to the payments as for any other organisation.

At the year end the charitable company owed £26,115 and £27,472 to Regenda Homes and West Lancashire Borough Council respectively (2020: £21,341 and £16,800). There were no other outstanding balances with related parties as at 31 March 2021 (2020: £nil).

**Active Lancashire Limited**  
**(A Charitable Company Limited by Guarantee)**

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

**11 Pension scheme**

On 1 April 2010 the charitable company was admitted into a multi-employer defined benefit scheme, operated through Lancashire County Council. The assets of the scheme are administered by trustees in a fund independent from the charitable company.

FRS 102 Section 28 Employee Benefits requires the use of actuarial techniques to assess the present value of future pension liabilities. In accordance with FRS 102, the charge for the scheme has been calculated on the sum of the cost of benefits accruing in the year, the increase in the value of benefits already accrued and the expected return on net assets. The charitable company's contribution to the scheme during the year amounted to 10.4% of pensionable salaries and its expected contribution to the scheme for the year ending 31 March 2021 is £97,000. At the year-end £14,399 (2020: £10,550) was owed to the scheme in respect of contributions.

Lancashire County Council guarantees any pension scheme deficit crystallising if the charitable company is wound up or leaves the scheme. The deficit has increased by £781,000 in the year and an increase of £781,000 in the corresponding reimbursement asset has therefore also been recognised. An analysis of the movements in the deficit during the year is shown below:

	2021 £	2020 £
At 1 April	<b>(1,311,000)</b>	(1,172,000)
Total operating charge: current service cost	<b>(248,000)</b>	(232,000)
Total operating charge: part service cost	-	(86,000)
Total other finance costs: interest costs	<b>(28,000)</b>	(31,000)
Actuarial gain/ (loss)	<b>(602,000)</b>	136,000
Employer contributions (less admin expenses)	<b>97,000</b>	74,000
At 31 March	<b>(2,092,000)</b>	(1,311,000)

Analysis of the amount recognised as the actuarial gain/ (loss) in the statement of financial activities:

	2021 £	2020 £
Difference between expected and actual return on assets	<b>(602,000)</b>	136,000
Actuarial gains/ (losses)	<b>(602,000)</b>	136,000

Analysis of the amount recognised as an exceptional item within the expenditure on charitable activities in the statement of financial activities:

	2021 £	2020 £
Total operating charge: current service cost	<b>(248,000)</b>	(232,000)
Total operating charge: part service cost	-	(86,000)
Total other finance costs: interest costs	<b>(28,000)</b>	(31,000)
Employer contributions (less admin expenses)	<b>97,000</b>	74,000
At 31 March	<b>(179,000)</b>	(275,000)

**Active Lancashire Limited**  
**(A Charitable Company Limited by Guarantee)**

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

**12 Pension scheme (continued)**

The amounts included in the balance sheet arising from obligations in respect of defined benefit pension plans are as follows:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Fair value of plan assets	<b>2,677,000</b>	2,271,000
Present value of defined benefit obligations	<b>(4,769,000)</b>	(3,582,000)
Deficit in scheme	<b>(2,092,000)</b>	(1,311,000)

An analysis of the movement in the present value of defined benefit obligations:

	<b>2021</b>
	<b>£</b>
At 1 April 2020	(3,582,000)
Current service cost	<b>(248,000)</b>
Past service cost	-
Benefits paid	<b>1,000</b>
Actuarial gains/ (losses)	<b>(803,000)</b>
Contributions from scheme members	<b>(55,000)</b>
Interest cost	<b>(82,000)</b>
At 31 March 2021	<b>(4,769,000)</b>

An analysis of the movement in the fair value of plan assets:

	<b>2021</b>
	<b>£</b>
At 1 April 2020	2,271,000
Interest income	<b>54,000</b>
Return on plan assets	<b>201,000</b>
Benefits paid	<b>(1,000)</b>
Contributions by the employer (less admin expenses)	<b>97,000</b>
Contributions from scheme members	<b>55,000</b>
At 31 March 2021	<b>2,677,000</b>

The fair value of plan assets at the reporting period end was as follows:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Equities	<b>1,256,000</b>	1,203,000
Government & other bonds	-	57,000
Property	<b>380,000</b>	193,000
Cash/ liquidity	<b>59,000</b>	64,000
Other	<b>982,000</b>	754,000
	<b>2,677,000</b>	2,271,000

**Active Lancashire Limited**  
**(A Charitable Company Limited by Guarantee)**

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

**12 Pension scheme (continued)**

The principal assumptions used for the actuarial valuation were:

	<b>2021</b>	<b>2020</b>
	%	%
Rate of increase in salaries	4.2	3.6
Rate of increase in pensions in payment	2.8	2.2
Discount rate	2.2	2.3
Inflation assumption	2.7	2.1

*Mortality assumptions*

The assumed life expectations on retirement at age 65 are:

	<b>2021</b>	<b>2020</b>
	Years	Years
Retiring today		
- Males	22.4	22.3
- Females	25.1	25.0
Retiring in 20 years		
- Males	23.9	23.8
- Females	26.9	26.8

**12 Tangible fixed assets**

	<b>Equipment</b>
	£
<b>Cost</b>	
At 1 April 2020	33,897
Additions	5,203
Disposals	-
<b>At 31 March 2021</b>	<b>39,100</b>
<b>Depreciation</b>	
At 1 April 2020	31,463
Charge for the year	2,950
Eliminated on disposals	-
<b>At 31 March 2021</b>	<b>34,413</b>
<b>Net book value</b>	
<b>At 31 March 2021</b>	<b>4,687</b>
At 31 March 2020	2,434

**Active Lancashire Limited**  
**(A Charitable Company Limited by Guarantee)**

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

**13 Debtors: Amounts falling due within one year**

	<b>2021</b>	<b>2020</b>
	£	£
Trade debtors	<b>36,019</b>	43,738
Prepayments and accrued income	<b>945,112</b>	352,811
	<b>981,131</b>	396,549

**14 Creditors: Amounts falling due within one year**

	<b>2021</b>	<b>2020</b>
	£	£
Trade creditors	<b>36,046</b>	33,627
PAYE and social security	<b>25,883</b>	18,529
Other creditors	<b>20,053</b>	16,208
Accruals and deferred income	<b>631,125</b>	534,875
	<b>713,107</b>	603,239

Accruals and deferred income includes deferred income as shown below.

	<b>2021</b>	<b>2020</b>
	£	£
Balance as at 1 April 2020	<b>9,375</b>	50,000
Amounts written back from income earned from charitable activities	<b>(9,375)</b>	(50,000)
Amount deferred in year	<b>1,500</b>	9,375
Balance as at 31 March 2021	<b>1,500</b>	9,375

**Active Lancashire Limited**  
**(A Charitable Company Limited by Guarantee)**

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

**15 Funds**

	Fund balances at 1 April 2020	Income received this year	Expenditure	Transfers between funds	Fund balances at 31 March 2021
	£	£	£	£	£
<b>Restricted funds</b>					
Coach Development Manager	4,174	42,500	(39,301)	(5,781)	1,592
Tackling Inequalities Funding	-	226,250	(173,992)	-	52,258
ESIF 2.1 Business Health Matters	-	98,334	(102,005)	43,500	39,829
Hub / Charity Shop Accrington	-	56,059	(30,099)	12,031	37,991
Youth Homelessness Project	-	32,330	(12,195)	(664)	19,471
Rossendale Youth Works	-	14,658	(8,572)	5,275	11,361
Digital MarComms	-	-	(12,020)	22,168	10,148
Regional Social Prescribing	-	10,973	(5,008)	-	5,965
Pendle Project New 2021	-	5,800	(11,078)	6,000	722
LCC Healthy Weight Service	-	9,999	(9,999)	-	-
Club Link Makers – Capacity	-	66,699	(66,545)	-	154
Club Link Makers – Delivery	114,396	87,110	(84,829)	(22,471)	94,206
Positive Together	23,124	70,000	(69,742)	(3,062)	20,320
School Games – Capacity	10,150	14,583	(24,724)	-	9
School Games – Delivery	18,307	20,417	(17,796)	-	20,928
Primary School Funding	37,475	39,693	(64,927)	(550)	11,691
Volunteer Coaching	12,990	8,000	(15,269)	(420)	5,301
Insight	9,078	1,125	(9,014)	10,110	11,299
Communications & Marketing	4,645	-	294	1,078	6,017
Get Healthy Get Active	26,866	21,669	(12,603)	667	36,599
Sports Leaders	3,677	-	(490)	500	3,687
More Positive Together	58,210	1,627,291	(1,598,653)	(638)	86,210
Active Lives Survey	11,529	11,754	(15,724)	(500)	7,059
Digital Maturity Voluntary Sector	652	-	(652)	-	-
Workforce Development Innov	1,589	13,950	(8,453)	(150)	6,936
Opening Up Schools Facilities	74,758	-	(69,758)	(5,000)	-
VCFS Chair	119	21,000	(20,671)	-	448
Healthy Ageing Trailblazer	-	48,918	(39,314)	(9,604)	-
Rossendale Works	(274)	80,890	(63,798)	(1,631)	15,187
Satellite Clubs Innovation	13,026	4,941	(167)	-	17,800
Substance Misuse Project	21,305	92,318	(104,517)	(4,659)	4,447
<b>Total restricted funds</b>	<b>445,796</b>	<b>2,727,261</b>	<b>(2,691,621)</b>	<b>46,199</b>	<b>527,635</b>
<b>Unrestricted funds</b>	<b>430,972</b>	<b>368,697</b>	<b>(299,398)</b>	<b>(46,199)</b>	<b>454,072</b>
<b>Total funds</b>	<b>876,768</b>	<b>3,095,958</b>	<b>(2,991,019)</b>	<b>-</b>	<b>981,707</b>

**Active Lancashire Limited**  
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NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

**16 Funds (continued)**

Prior year	Fund balances at 1 April 2019 £	Income received this year £	Expenditure £	Transfers between funds £	Fund balances at 31 Mar 2020 £
<b>Restricted funds</b>					
Coach Development Manager	-	42,781	(32,620)	(5,987)	4,174
Club Link Makers – Capacity	-	66,699	(66,699)	-	-
Club Link Makers – Delivery	72,606	154,820	(103,270)	(9,760)	114,396
Positive Together	14,455	42,350	(33,681)	-	23,124
School Games – Capacity	10,680	20,000	(25,530)	5,000	10,150
School Games – Delivery	27,762	50,000	(54,456)	(4,999)	18,307
Beginner Running Project	8,200	400	(2,719)	(5,881)	-
Disability Development	3,033	-	(898)	(2,135)	-
Primary School Funding	38,739	71,744	(73,008)	-	37,475
Volunteer Coaching	8,552	14,600	(9,102)	(1,060)	12,990
Insight	6,175	1,500	(5,597)	7,000	9,078
Communications & Marketing	10,267	457	(19,046)	12,967	4,645
Bursary Fund	1,650	-	-	(1,650)	-
Get Healthy Get Active	8,770	1,230	(1,997)	18,863	26,866
Sports Leaders	1,992	-	(1,465)	3,150	3,677
More Positive Together	129,841	1,684,293	(1,815,266)	59,342	58,210
Pendle CSI Project	5,662	14,583	(15,109)	(5,136)	-
Active Lives Survey	15,203	20,150	(19,424)	(4,400)	11,529
Digital Maturity Voluntary Sector	-	23,000	(22,348)	-	652
Regent Park Morecambe CSI	-	5,000	(530)	(4,470)	-
Workforce Development Innov	-	11,650	(8,816)	(1,245)	1,589
Lancaster West End CSI project	-	24,350	(15,018)	(9,332)	-
Opening Up Schools Facilities	-	98,642	(23,884)	-	74,758
VCFS Chair	-	2,200	(2,081)	-	119
Healthy Ageing Trailblazer	-	3,680	(4,000)	320	-
Rosendale Works	-	47,578	(47,852)	-	(274)
Satellite Clubs Innovation	10,810	3,205	(989)	-	13,026
Substance Misuse Project	21,447	120,962	(104,801)	(16,303)	21,305
<b>Total restricted funds</b>	<b>395,844</b>	<b>2,525,874</b>	<b>(2,510,206)</b>	<b>34,284</b>	<b>445,796</b>
<b>Unrestricted funds</b>	<b>379,025</b>	<b>408,643</b>	<b>(322,412)</b>	<b>(34,284)</b>	<b>430,972</b>
<b>Total funds</b>	<b>774,869</b>	<b>2,934,517</b>	<b>(2,832,618)</b>	<b>-</b>	<b>876,768</b>

**Active Lancashire Limited**  
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NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

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16 **Funds** (continued)

**Purpose of the restricted funds**

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor or by the terms of an appeal for particular projects. Notes:

- **Coach Development Manager** – Sport England project that supports the Coach Development Manager's salary and resources.
- **Club Link Makers – Capacity** – Sport England project to pay for the resources and salary of the Club Link Maker post.
- **Club Link Makers – Delivery** – Sport England project to pay for the delivery of the Satellite Clubs project to start up and sustain new clubs.
- **Positive Together** – Project funded by the Police and Crime Commissioner and supported by other partners providing resource and other capacity to enable young people at risk of offending, to engage in sporting and practical activities to reach their potential and make a positive contribution to their local communities. The transfer out reflects that the funds are being used as match funding for the More Positive Together project.
- **School Games – Capacity** – Sport England project to pay for the salary costs of the Events and Marketing Officer.
- **School Games – Delivery** – Sport England project and sponsorship to pay for the resources, promotion and delivery of the School Games Events.
- **Beginner Running Project** – NGB-funded project which provides bursaries to upskill people to become run leaders to set up beginner running groups.
- **Disability Development** – Disability coaching and event bursary.
- **Primary School Funding** – Sport England funded project to strengthen the links between primary schools and those organisations working in sport locally and nationally and help make effective use of the funding and support.
- **Volunteer Coaching** – Sport England funded project. Volunteer Leadership and Coaching Bursary to support volunteers at Level 2 of the School Games.
- **Insight** – Research and Insight budget supporting the training and research projects of the Research & Insight officer and contributes towards student assistants for research projects. Funded by commissioned work for partners and projects.
- **Communications & Marketing** – The fund represents the marketing and communications elements of a number of projects. Marketing budgets have been pooled from across a number of projects to pay for marketing and communication and its activities with promotional products, training, equipment and research. Bringing together these allocated funds allows for transparency of spend and efficiency of resources. Transfers have therefore been made from various other restricted funds to reflect this.
- **Bursary Fund** – Fund to promote National Governing Body priorities for coaching and volunteering.
- **Get Healthy Get Active Project** – Sport England funded project supported by other partners to pay for support workers and project officer, using sport and physical activity to enhance recovery of adults with drug and alcohol problems.

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NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

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16 **Funds** (continued)

**Purpose of the restricted funds** (continued)

- **Sports Leaders** – Themed project to develop volunteering support and engagement.
- **More Positive Together** – European funding (ESIF) targeting IMD areas in Lancashire – hardest to reach inactive/ unemployed, help towards employment.
- **Pendle CSI Project** – A two-year employment initiative to target Employment Support Allowance claimants in Pendle, in conjunction with our recovery programme (the Challenge through Sport Initiative – CSI), our ESIF funded More Positive Together programme and to foster links with the DWP. The pilot, using sport and physical activity will establish linkages and targeted work with economically and physically inactive residents from the private rented sector, who are ESA claimants working with DWP colleagues and community partners in delivering employability and improved health for this target group.
- **Active Lives Survey** – Sport England funding to facilitate a new school-based Active Lives Survey for Children and Young People to measure participation in sport and physical activity among children in school years 1 to 11.
- **Satellite Clubs Innovation** – Support the innovation and administration of satellite clubs.
- **CSI North & Central Substance Misuse Project** – This is part of the Challenge Through Sport Initiative work engaging people in physical activities over the next year and referring into other support services.
- **Digital Maturity Voluntary Sector Research** – These funds were provided to conduct a piece of research work into the digital maturity and social prescribing readiness of Voluntary, Community, Faith and Social Enterprise sector organisations across Lancashire and South Cumbria. The work involved a large scale survey, focus groups and the production of a final report for Healthier Lancashire and South Cumbria.
- **Healthy Ageing Trailblazer** – The purpose of these funds is related to the Healthy Ageing Industrial Strategy Challenge Fund Competition. Initial funding from UCLan was provided to secure consultancy support for the submission of a stage 1 application, including drafting of the application form and preparation sessions for the formal interview which was part of the application process.
- **Lancaster West End** – The project will target residents of West End, Morecambe who live in private rented accommodation, and who are currently claiming Employment Support Allowance due to their health status. This will be achieved through a peer mentor model which engages participants in a range of sport and physical activity opportunities to support them on their employment journey. The project will establish links with the local Job Centre and a variety of health and wellbeing services to engage those currently unemployed. The project will also link with Lancaster City Council's Sport and Leisure Department to develop a wide range of provision that is tailored to, and reflective of, the health profile of the target group, but which is also sustainable through the current Lancaster City Council sport and physical activity offer.

16 **Funds** (continued)

**Purpose of the restricted funds** (continued)

- **Regent Park** – The project aims address the need for health and exercise opportunities supporting activities for all ages and abilities as well improve general mental well-being through the creation of a tranquil wildlife area and overall lifting the visual appearance of the park. The park plays an important role, in an area of large terrace houses many of multiple occupancy; this is the only access many residents have to a green space, wildlife and recreation within the neighbourhood. Following a decline in the area in line with other British seaside resorts, the park also fell into decline. With the play area removed, the tennis courts no longer being used and fencing removed, the demand for four bowling green's dwindling and the pavilion facilities closing. Initial head counts at the start of improvements regularly saw no park users to the point where one counter decide to count a local cat as a user on a visit! There is potential for Regent Park to be developed as a local location for healthy activities and physical exercise.
- **Rosendale Works CSI** – An employment project focussed purely on the Local Authority district of Rosendale. The Economic Development Team at Rosendale Borough Council provides funding to Active Lancashire to employ support workers who provide support for local businesses to engage new employees via trial work placements. These are supplemented by a range of positive engagement and training activities delivered locally.
- **Opening Schools Facilities** – This is a Sport England funded programme which supports schools in any issues they have with making the best use of their facilities. The work involves researching the most common issues and providing a range of support to help schools maximise the use of their facilities. This could include help with business planning or staffing so that facilities can be used in the evenings/ weekends for example.
- **Workforce Development Innovation** – Sport England funding to support our work in prisons and with Lancashire United – the football trust consortium. The innovation is working to develop staff within the prison so that they can provide a wider range of activities; development for those in prison so that some of them can achieve basic qualifications before leaving prison and finally to develop Football Community Trust staff so that they are better equipped to engage with those in prison and when they come back into the community.
- **Voluntary Sector Lead** – Active Lancashire have agreed to provide administration which enables payments to be made to the Voluntary, Care, Faith and Social Enterprise (VCFS) Chair role on behalf of the wider voluntary sector in Lancashire using funding provided by the NHS in the county. We provide this service on a cost neutral basis to proceed wider benefit to the voluntary sector.
- **Tackling Inequalities Funding** - The Tackling Inequalities Fund exists to reduce the negative impact of coronavirus and the widening inequalities in sport and physical activity. It focuses on under-represented groups, particularly - Lower socio-economic groups; Black, Asian and Minority Ethnic communities; Disabled people and People with long-term health conditions. This National Lottery money will enable community groups to continue to exist and engage with their communities, with a view to keeping them active during both the lockdown and early recovery stages. The fund is designed to deal with the 'here and now' issues caused as a result of coronavirus and aims to support community organisations working with priority audiences so they have a future to plan for. In Lancashire we are identifying and supporting community groups who can reach out and support those with immediate need, and who may not be reached through traditional channels. They put together a short proposal regarding identified need, activities, costs and impact, which are assessed by Active Lancashire staff and submitted to Sport England for approval. Once approved we distribute 50% of the agreed funding and with good progress the second instalment is paid to the community group. They in turn provide feedback, information for case studies and shared learning.

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NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

16 Funds (continued)

**Purpose of the restricted funds** (continued)

- **ESIF 2.1 Business Health Matters** - This is a project designed to improve the skills of people in employment across Lancashire and help them retain employment. The project will provide basic skills, level 2 and level 3 qualifications to participants. These qualifications will be delivered by project partners and a big focus of the project will be the delivery of level 2 and level 3 Workplace Health Champion qualifications. Active Lancashire is the project lead.
- **Rosendale Youth Works** - A project in Partnership with Rosendale Borough Council supporting the Economic Growth of the borough with a specific focus on Young People age 18-25. The project works with Local Businesses to provide work experience placements of 4 weeks to those participants who have been supported towards the labour market. Referrals come direct from the Local Job Centre Plus and all participants are supported with Health & Wellbeing by support officers.
- **Pendle Project New 2021** - A project in Partnership with Pendle Borough Council to establish a Youth Employment Hub working alongside DWP Colleagues. Young People will be referred from the work coaches and supported in depth with a range of local opportunities and services that support Young People age 16-25 on that employment journey. The YES Hub has recently opened its doors on Scotland Road in Nelson working along Lancashire Adult Learning (Nelson Group) and a range of local delivery partners.
- **LCC Healthy Weight Service** - The Healthy Weight Service is a service funded by Lancashire County Council and delivered by local authorities or leisure trusts in the 12 local authority areas of the county. The service provides support to people with a Body Mass Index of 30 to 39.9, to help them achieve sustained behaviour change and lose weight. Active Lancashire performs the monitoring function for the service.

16 Fund balances represented by

	General Unrestricted Funds £'000	Designated Funds £'000	Restricted Funds £'000	Balance at 31 March 2021 £'000
Tangible fixed assets	4,687	-	-	4,687
Current assets	482,065	-	1,208,062	1,690,127
Creditors falling within one year	(32,680)	-	(680,427)	(713,107)
	<b>454,072</b>	<b>-</b>	<b>527,635</b>	<b>981,707</b>
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Prior year</b>	General Unrestricted Funds £'000	Designated Funds £'000	Restricted Funds £'000	Balance at 31 March 2020 £'000
Tangible fixed assets	2,434	-	-	2,434
Current assets	457,156	-	1,020,417	1,477,573
Creditors falling within one year	(28,618)	-	(574,621)	(603,239)
	<b>430,972</b>	<b>-</b>	<b>445,796</b>	<b>876,768</b>
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NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

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**17 Operating lease commitments**

At the year end, the total of future minimum lease payments under non-cancellable operating leases was:

	<b>2021</b>		<b>2020</b>	
	<b>Land and</b>	<b>2021</b>	<b>Land and</b>	<b>2020</b>
	<b>buildings</b>	<b>Other</b>	<b>buildings</b>	<b>Other</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Amounts due within one year	<b>13,000</b>	<b>1,745</b>	13,000	1,745
Amounts due between one and five years	<u>-</u>	<u>-</u>	<u>13,000</u>	<u>1,745</u>
	<b>13,000</b>	<b>1,745</b>	<u>26,000</u>	<u>3,490</u>