

ANNUAL REPORT

For year ending 31 December 2019



premierfoundation.org.uk

Foreword

Since 2016 Premier Foundation has delivered life changing work to many children, young people and those who require our expertise. To ensure our vital work continues, 2019 has been a year of strengthening leadership, strategic direction, governance and partnerships.

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

Our leadership team is now in place. We now have the ability to draw on a range of diverse skills and expertise that will benefit the organisation and our beneficiaries. Although early 2020 will be a period of planning and consolidation, real progression and expansion is planned for the remainder of the year and beyond.

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

Mark Ellery
Interim Chair of the Board of Trustees

Premier Foundation Mission, Vision, Values and Core Work

Our Work

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

In 2019 a review of the current Business Plan took place. The exercise was done with the Board of Trustees input. The biggest change in this work comes from reviewing our beneficiaries. Under our memorandum and article of association, Premier Foundation was originally set up to serve individuals in communities. Since beginning our operations, our work has principally focused on children and young people, although opportunities have arisen with a wider audience. This review has led Premier Foundation to have two distinct strands of beneficiaries;

- Children and Young People
- Individuals
- Hard to reach beneficiaries
 - Substance Misuse and Ex Offenders
 - Disability/learning disability
 - High BAME groups
- Adults
- Families
- Older people

The primary focus is to concentrate on projects impacting children and young people. This strand is clearly mutually beneficial with our founding partner, Premier Education. Over the year further opportunities were explored as Premier Foundation continued to evolve, with more hard-to-reach groups expand delivery to the harder hitting programmes that make a difference to societal issues.

Vision

To engage and inspire individuals and communities to actively change lives.

Mission

To empower individuals and to develop communities in the most economically deprived areas of England through sport, physical activity and performing arts

Our Pathways

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

Health and wellbeing

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

Inactivity

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

Mental Health

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

Our Values

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

Inclusion

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

Empowerment

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

Collaboration

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

Aims

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



Premier Foundation work to engage individuals in sport, physical activity and performing arts projects.

Premier Foundation does not receive any statutory funding and fundraises to enable us to continue the vital work we do (receiving funding from charitable organisations, trusts, lottery-funded bodies, commercial organisations and private donors). Premier Education provides much-needed financial support to cover our administrative and organisational expenses.

The current aims and objectives have been reviewed and Premier Foundation's work will encompass this new direction.

Strategic Overview

The strategic focus for 2019 has been the development of an effective structure, leadership and governance of the charity. Following on from 2018, Premier Foundation has cemented the organisation's future position by undergoing structural changes and establishing solid foundations. This work has spanned across the year and has achieved its goal.

Governance, Structure, Management

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

It was established in 2014, with active operations beginning in 2016. Premier Foundation is governed by its Memorandum and Articles of Association.

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

The charity's structure has undergone changes in 2018. There has continued to be one full time member of staff (CEO) and the Board has expanded to 6 Trustees. The day to day operations are led by the CEO who is accountable to the Board of Trustees.

Trustees deploy a wide range of skills, knowledge and experience essential to good governance and the balance of expertise is kept under review. Collectively the Board of Trustees must demonstrate responsible leadership and judgement.

The Trustees meet 4 times a year for quarterly board meetings, reviewing performance and strategically planning for the future.

Further recruitment for gaps in the board skill set began in quarter 4 of 2019 and interviews will be conducted in January 2020.

Premier Foundation Volunteers

Continuing from 2018, 2019 focus on maintaining and developing new volunteer positions to assist the core functions of the charity. Due to the transient nature of volunteering there have been some short-term support and departures from the charity. Premier Foundation are also experience some consistent volunteerships, where solid work has been able to be completed. In particular focus has been on the Funding team where Researcher and Bid Writers are now producing a consistent flow of

high standard applications which can be seen by several successful applications. New positions have been created due to the need highlighted through the ongoing work the charity does. The recruitment of all new volunteers is overseen by a Volunteer Co-Ordinator.

Policy Development

Over the course of 2019 to embed the structural and leadership changes that have been carried out, the development and review of policies have created strength in the foundations of the charity. A set of Employee and HR policies have been written alongside Organisational policies. In total 38 policies have been drafted.

Key Governance, Structure and Management Stats

- Strong governance
- Revised Business Plan
- A more diverse Board
- A growing volunteer structure
- Policy development

Achievement and Performance

With the focus on structural and governance changes in 2018 and 2019, Premier Foundation were committed to the existing work but has not taken on significant amount of new work until the charity has undergone its transition and has better foundations in place.

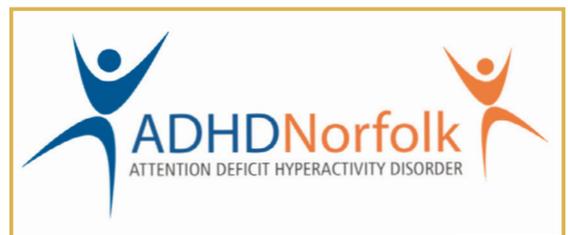
In 2019, our work has been focused on hard-to-reach groups in targeted areas of deprivation. There has been successful execution of programmes and new partnerships formed. Some programmes have remained consistent from delivery in prior years, and this year some new pilot projects have been delivered to establish new services.

Mental Health - All to Play For

The All to Play For Mental Health programme has continued its delivery again this year. The programme continues to go from strength to strength. Three locations are operating in Norwich and one in Great Yarmouth. The relationship that has been built up with the NHS Mental Health Team has allowed the project to excel. Participants have provided positive feedback that the sessions have significantly improved their mental health.

ADHD Norfolk

Premier Foundation has partnered with ADHD Norfolk this year which has allowed the two charities to work together to alleviate lower attainment levels and high exclusion rates associated with children who have ADHD. Funding was secured via the Awards For All programme to help with this project.



Norman Lamb, MP for North Norfolk and ADHD Norfolk Patron endorse the programme “I am very excited by the collaboration between the Premier Foundation and ADHD Norfolk and it presents an enormous opportunity to really make a difference to children who too often get completely neglected. There are too many children who are very badly let down by the system and then don’t get the life opportunities that the rest of us take for granted and that could be theirs with a little help and support.”

The programme has been delivered to enhance the understanding of ADHD amongst staff at Bignold Primary School and Angel Road Infant and Junior School in Norwich as well as enabling them to be more confident in managing ADHD in the classroom. Throughout the 12-week programme young people gained the right skills to take responsibility over their condition, developing an understanding of their neurodiversity enabling them to feel included.

Premier Foundation delivered the ADHD and Sport programme, as studies have shown that children with ADHD can benefit from taking part in regular physical activity. Research has indicated that children with ADHD need time to relax their mind in the school situation so sport will be used as an intervention tool to help those who struggle cope with the school day.

Feedback from a teacher on the programme;

“It’s been great to have the sports sessions as I think this has really benefited my pupils who have taken part and been a good start to the day to help them come in to the class calmer and remain calmer and less distracted, and less disruptive for longer.”

The case study video of the programme

https://drive.google.com/open?id=1Uf-wQN6KS_tplw_Pzm4I29x6Acn7Mh_K

Fit and Fed Summer Programme

This summer we worked in association with Suffolk County Council this summer to help deliver the multi-sport portion of their ‘Fit & Fed’ programme in Stowmarket and Great Cornard, Suffolk.

This programme come about from the ukactive Research Institute study alongside Premier Sport showed that school summer holidays are driving ‘a major class divide’ in children’s fitness levels, with the poorest children seeing fitness fall 18x faster than their more affluent counterparts.

YMCA

Sessions continue this year for the YMCA and sport project. The project ran in Norwich and Acle. These sessions in particular were aimed at adolescents with minor behavioural issues linked with a youth club.

One participant commented that before he came to these sessions he “used to just sit inside in the dark and play video games”.

Activity professional Ben Allen who ran these particular multi sports sessions, noticed a marked improvement in the children’s behaviour and that they are working much more as a team. Their health and fitness has also picked up as a result of these weekly gatherings.



It was noted that the Ben the Activity Professional passion for sport shone through in these sessions and the youngsters who not only respect him but fed off his love for living an active life. One teen even commented that he wanted to be like Ben when he grows up, but only if he can't make it as a footballer first!

Funding, Fundraising and Donations

Funding

22 funding applications have been submitted in 2019 for different locations geographically spread across England. The total amount Premier Foundation has applied for is £403,55.90 and a further £381,493 has been applied for in partner applications.

The biggest achievement was the successful application to Sport England for a new 2 year family project. The project secured funding for £249,971. The programme will see parents (predominantly mothers) and their children enjoying physical activity, sustainable wellbeing and nutritional knowledge interventions;

developing confidence; and experiencing a deep understanding of why taking part in such activities and integrating them consistently into their families lives in the long-term is absolutely paramount for their futures.



This work was a major focus point for Premier Foundation in our journey to grow into a larger and more robust organisation. With a lucrative opportunity given to apply for a solicited bid work started in Quarter 3 with the bid development. The scale of the bid meant much research, consultation and empirical evidence needed to be collected to make a base for the proposal. The work spanned across over Quarter with the submission being early in Quarter 4. From the point of submission further information was requested and the delivery model went through some remodelling before the award was granted late October. The project will commence in April 2020.

Over the last year a concentrated effort has been to secure a Funding Team with volunteers who can take ownership of writing bids, and spending the appropriate amount of time in the bid development phase, working with Premier's Franchises to scope out the need for work in local community areas. The last year has seen the funding team come together and excel in their work. For much of the year there has been a Researcher and Bid Writer working together making great progress with sourcing the evidence of need and compiling the applications therefore the standard of the bids being produced this year is of a much higher quality with feedback from a funder recently commenting on the standard of the work being produced. Both Volunteers in the Funding Team have helped to support the Sport England Bid with their input which has been invaluable.

A concerted decision this year was made to terminate the contract with GrantFinder. As a cost cutting decision it has resulted in a more manual approach to searching and finding funds. Although much more time consuming, with the Funding Team being able to take ownership of compiling their own funding bids it has allowed the redistribution of the CEO's time to help find funds and therefore have good oversight, ensuring progression in this area.

Fundraising

This year the focus on fundraising was to build on corporate relationships and running some fundraising events where not only donations could be raised but increased awareness of Premier Foundation could be gained.

Two corporate fundraising days have taken place this year.

NR Fitness Fundraising Event



NR Fitness, local gym in Norfolk ran an event on Pancake day. The day was a great success with £416.10 raised on the day. 31 people took part in Tabata for 8 hours with further people eating pancakes, having haircuts and drinking coffee for donations. The story was run in the regional news EDP.

Nottingham Building Society Fundraising Event

Nottingham Building Society who have 60 branches over the country ran an event. Their 3 Norfolk branches came together to support Premier Foundation. On Sunday 15th September they hosted a family fun day and charity football match. There was a raffle, tombola and some donations were taken from the stall providers who are selling items on the day raising £475. Their support and creation awareness of the charity was not only on the day, but they promoted the charity in their branches in the lead up to the event.

Financial review

The focus for finance this year was to get the Premier Foundation's accounts into a positive position. After much work in the 4 prior years this year has led to the loan which has been given by Premier Education Group to be written off. The negative effect of the loan over the years with funders had impeded the drawing down of large funds. This move was a hugely successful one for Premier Foundation as it shortly proceeded with the securing of the Sport England funding. This funding will be seen in 2020 accounts.

Cost saving have been made this year by cancelling the contract with GrantFinder.

Premier Foundation Limited

Balance Sheet as at 31 December

	2018	2017
	£	£
Fixed assets	191	983
Current Assets	11,308	7,110
Creditors: amounts falling due within one year	(96)	(166,904)
	11,212	(159,794)
Total assets less current liabilities	11,403	(158,811)
Net Liabilities	11,403	(158,811)
Reserves	11,403	(158,811)

Balance Sheet

31st December 2019

Fixed Assets - Website	Cost	Deprn	Net	Adjustments	Final
Opening Balance	4,750	-3,767	983		983
Additions			0		0
Charges for period		-792	-792		-792
Closing Balance	4,750	-4,559	191		191
Current Assets					
Due from Clients	4,283				
Bank Balance	7,025				
		11,308			11,308
Current Liabilities					
Due to Suppliers					
Loans from PEG group Cos					
B11	-11,200		11,200		0
PPA	-2,299		2,299		-0
PEG	119,791		119,791		0
PSL	-66,230		-66,230		-0
	199,521				-1

Other creditors	-95		-95
		-199,616	-96
Net Current (Liabilities)/Assets	188,308		11,212
Net Fixed Assets above	191		191
Net Liabilities	188,116		11,404
Reserves			
Brought forward	158,811		-158,811
Surplus year to date	29,305	199,520	170,215
	188,116		11,404

**Income & Expenditure
Year to 31st Decembert 2019**

	£	Adjustments	£
Income			
Active Norfolk	13,029		13,029
Donations - restricted	2,500		2,500
Donations - unrestricted	589		589
Suffolk CC	3,364		3,364
	19,482		19,482
Direct Costs			
Delivery Costs	9,174		9,174
	9,174		9,174
Gross Profit	10,308		10,308
Other income			
Write off of intercompany loan with Premier		199,520	199,520
Expenditure			
Annual Confirmation Fee		13	13
Bank Charges		55	55
Data Protection Fee		35	35
Depreciation		792	792
Design		1,140	1,140
Insurance		45	45
Licence fees		20	20

Pension	1,050	1,050
Raffle Proze	6	6
Salaries - Co Nic	668	668
Salaries - Gross	35,000	35,000
UNKNOWN PAYMENTS	225	225
Travel	564	564
	39,613	39,613
Net Deficit -	29,305	170,215

Future Strategic Plans

The focus moving forward in 2020 is to develop a new strategic direction based on how the organisation has changed in the last year. The continued growth and the securing sustainability in future years is paramount. Integral to this is building capacity in new staff to further the organisation. More focus needs to be committed at strategic level to ensure future longevity of the organisation. To enhance work around strategy, available to the charity sector are organisations who conduct consultancy work deploying professionals in their industries to work with charities. Premier Foundation can benefit from pro bono work and free services to help build a solid future.

In addition to working with Consultants, and to fast track the development work, making full use of The Charity Excellence Framework is key. The Charity Excellence Framework is a free online site which has a pre-set framework for charities to assess their current performance in different areas via self assessment. Last year saw the assessment completed for Premier Foundation and the overall score has been rated at 57%, this has allowed the securing of a quality mark logo which they distribute. Work needs to be carried out in the framework to aim to increase the score in follow up assessments. This framework should be the highest priority for good governance for Premier Foundation.

Not only is this a focus for Premier Foundation strategically, it can tactically enhance funding applications by making reference to it depicts the charities robustness and commitment to ensuring the charity is operating at a quality standard.

Build brand awareness needs to continue in 2020. The platform of the Sport England funding will alleviate this but momentum with this is needed to enhance opportunities and secure future income.

Website, social media and digital platforms is a high priority for 2020 and beyond. Online platforms are the preferred method for marketing for the Premier Foundation and have seen great improvements in engagement. Messages from social platforms and the website are being worked on to inter-link the communications methods to ensure multiple channel exposure. This will demonstrate a coherent and consistent approach for potential donors to get the information they need about our work before deciding to donate. We will be exploring the use of Instagram as a new marketing platform to drive donations from. Premier Foundation need to keep up with advances in social media. According to a report from Locowise, organic follower growth for Instagram averaged 1.48%, compared to 0.2% on Facebook. Organic engagement per post was 2.61% of the total audience, compared to 0.55% for Facebook. In addition to the high engagement rate and increased visibility, the platform is also a great way to reach younger users, with half of internet users between 18-29 on

the platform. The Fundraising institute recommend this platform where charities have the most success in drawing in donations as it has the ability to allow users to get a better understanding of your work, stories and processes. The platform is more familiar to frequent posting and it has been indicated that this is how to generate a strong emotional connection, thus leading to donations. More than 71% of businesses are on Instagram making it a suited environment for pleas. Only 30% of charities are using this platform, but the charities who have good insight into working the platform to a charities advantage do particularly well.

Funding remains a consistent priority for Premier Foundation. The approach has been set to look at applying to all relevant smaller local grants to get projects running and impact generated. Running projects is key to allowing the vital delivery to continue. It also will support medium/large grants, and corporate donations establishing a stronger track record. In addition to this core grant funding is being applied for now the charity can evidence the impact it's had. Funding for restricted projects enables Premier Foundation to build up a small amount of income to cover workforce and therefore core costs. 10% for all projects in the year has budgeted to go against core costs. Other partnership working options are continued to be worked on for joint funding, whilst our track record is increasing larger robust charities which we can collaborate with to lead funding applications is still a strong avenue. The Forward Trust and Children's Society are two examples of this.

Core funding will become a focus in 2020. There are fewer opportunities available to be applied to but researching and compiling a strong evidence base for our work is integral. Now the Sport England bid has been granted successful it allows the income in the accounts to be elevated which open doors to core funding opportunities which are calculated based on a percentage of the income, therefore a large sum of money could be applied for. Therefore by receiving the Sport England funding or indeed have Premier Education Loan turned into a donation and allowing there to be evidence of substantial income into the charity, this could affect the amount of money which can be applied for

Case studies will continue to be a strong evaluative method for the Premier Foundation. The method for evaluation used this year has been effective not only to assess the impact from the programmes, but it has also been portrayed in an easy format for stakeholders, supporters, and donors to understand. This allows for a connection, especially when depicting the changes that have occurred in a powerful emotive way. In 2020 this work will continue to be a strong element and will be backed up with harder statistics from projects. Showcasing impact will sit alongside the strategy to get donations. These impactful videos have a call to action which will in time lead to donations. Not only will this have an impact on donors and supporters, it will have a positive impact on Funders who will be able to see the good work we are doing in their due diligence process. This should lead to more grants being successful.

Future Delivery Plans

The future for Premier Foundation is one of great potential. Premier Foundation is on an upward trajectory and with the charity still being in its infancy, there is potential for significant growth in 2020.

Premier Foundation will be able to continue the quality of work seen in the last 4 years, using sport and physical activity for individual and social change.