

Company number: 3258930

Charity Number: 1059115

Greater Manchester Sports Partnership

Report and financial statements
For the year ended 31st March 2020



Greater Manchester Sports Partnership
Reference and administrative information
for the year ended 31st March 2020

Company number 3258930

Charity number 1059115

Registered office and operational address National Squash Centre and Regional Centre
Rowsley Street
Manchester
M11 3FF

Management Committee

The Management Committee, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Mike Perls Chair	
Carol Couse (Legal/Private Sector representative)	(resigned July 2019)
Paula Dunn (Sport representative)	
Eamonn O'Rourke (Local Authority representative)	(resigned September 2019)
Richard Roe (Local Authority representative)	
Rob Young (Private Sector representative)	
Jennifer Mossop-Scott (Digital & Commercial/ Data strategy)	
Sarah Brown-Fraser (Disability/ Inclusion/ Marketing)	
Rob Mukherjee (Digital / Data strategy (Private Sector)	
Katy Calvin-Thomas	
Warren Heppollette (Senior Independent Director)	
Sanjay Bhandari	(appointed July 2019)
Daniel Cropper	(appointed July 2019)
Leanne Feeley	(appointed September 2019)

Key management Hayley Lever Chief Executive

Personnel	Eve Holt	Strategic Director
	Matthew Stocks	Strategic Director
	Beth Sutcliffe	Strategic Director
	Richard Davis-Boreham	Strategic Director

Bankers	The Co-operative Bank plc PO Box 101 1 Balloon Street Manchester M60 4EP	CAF Bank Ltd 25 Kings Hill Avenue Kings Hill West Malling Kent, ME19 4JQ
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Auditors	Slade & Cooper Limited Greenfish Resource Centre, 46-50 Oldham St, Manchester, M4 1LE
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Greater Manchester Sports Partnership

Report of the Management Committee

for the year ended 31st March 2020

The Management Committee present their report and the audited financial statements for the year ended 31st March 2020. Included within the trustees' report is the directors' report as required by company law.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and activities

Greater Manchester Sports Partnership (GreaterSport) is the Greater Manchester (GM) charity committed to changing lives by inspiring a healthier future in GM through Sport and Physical Activity.

The objects of the Charity:

- a)! To provide people in GM and surrounding neighbourhood with facilities for recreation or other leisure time occupation, in the interest of social welfare and with the object of improving the conditions of life of such persons without distinction on the grounds of race, gender, ethnic origin or disability;
- b)! To advance the mental and physical health of the community by providing facilities for sport and physical activity.

Strategy

GreaterSport is a high performing Active Partnership, operating as a charity with a unique and trusted strategic partnership with the GM Combined Authority, Health and Social Care Partnership, the 10 local authorities in GM and Sport England.

In November 2017 GreaterSport launched its new strategy Changing Our Lives Together. Which reinforced its vision to change lives through physical activity and sport and help to make GM the most active region in England.

GreaterSport believes that physical activity and sport has a major contribution to make to the health, wealth and wellbeing of GM residents. This is the ambition outlined within GM Moving: The Plan for Physical Activity and Sport (2017-21), which is the comprehensive plan to reduce inactivity and increase participation in physical activity and sport that is aligned to the GM Population Health Plan priority themes and wider reform agenda.

Changing Lives Together drives GreaterSport forward with clarity and purpose, and describes how GreaterSport wholeheartedly commits to working alongside our partners to help achieve life changing outcomes for people across GM.

Activities:

GreaterSport, together with our partners, will work collaboratively to deliver 12 priorities within GM:

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for the year ended 31st March 2020

1. **Lead policy, legislation and system change to support active lives**, ensuring that physical activity becomes a central feature in policy and practice related to planning, transport, health and social care, economic development, education and the environment.
2. **Provide strategic leadership** to secure system change for physical activity and sport across the life course, with person centred, preventative approaches in an integrated system.
3. Ensure that children aged 0-4 have the **best active start** in life with physical literacy prioritised as a central feature of starting well.
4. Make GM the **best place in England for children, young people and young adults aged 5-25 to grow up**, developing their life chances through a more active lifestyle, with a focus on reducing inequalities.
5. **Increase physical activity and sport across the adult population**, reducing inequalities and contributing to health, wealth and wellbeing.
6. **Make active ageing a central pillar within the GM Ageing Hub** supporting the GM ambition for an age friendly city region, which will lead to better health, wellbeing and independence.
7. Develop more **active and sustainable environments** and communities through active design and infrastructure.
8. Maximise the contribution of the physical activity and sport sector to **economic growth** across GM.
9. Build the knowledge, skills and understanding of the workforce across GM to embed physical activity, make every contact count and develop a diverse workforce fit to deliver the ambitions of GM Moving.
10. Ensure that **evidence, data and insight inform the development of policy and practice** to support active lives.
11. **Embed high quality evaluation into all GM Moving work**, developing quality standards, helping to understand impact, learn and improve, and support advocacy.
12. Deliver high quality **marketing and communications** to support messaging and engagement of people from priority audiences in active lives.

In order to achieve these shared priorities GreaterSport will:

- **Provide leadership** within GM to tackle inactivity and engage people in physical activity and sport, championing the contribution that physical activity and sport can have across strategic priorities within GM.
- **Create a united voice, bring coherence, simplicity and connectivity to the physical activity and sport landscape.** We will help to translate and facilitate connections to other sectors and vice versa to support action against the shared priorities. We will keep abreast of and engage with developments and governance structures in GM, representing the sector and keeping our network well informed.
- Support organisations in **bringing the ambitions of GM Moving** to life.
- Help **land the ambitions of Sport England's Strategy**, Towards an Active Nation within GM.

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for the year ended 31st March 2020

- ! Work with our partners to develop a detailed understanding of **people and places in GM** connected to our priorities for physical activity and sport.
- ! **Source and develop products, programmes and interventions** in collaboration with local and national partners.
- ! Help **embed and scale up good practice**, share learning and use it as a catalyst for change.

How our activities deliver public benefit

The trustees have paid due regard to the Charity Commissions guidance on public benefit and Changing Lives remains the overall strategy for GreaterSport. Physical inactivity is a cross cutting issue that concerns the health and wellbeing of all GM residents.

- ! Over a quarter (26.2%) of the GM adult population (16 Years +) is inactive and nearly 4/10 (38%) are not active enough to benefit their health (i.e. not reaching CMO guidelines of 150 minutes a week).
- ! Physical inactivity is the fourth largest cause of disease and disability with 1 in 6 deaths linked to insufficient levels of physical activity. Up to 40% of long term conditions could be prevented by taking more exercise.
- ! Inactivity is estimated to cost the health services in GM £26.7 million per year (2013/14 figures). This figure relates to the main chronic diseases (heart disease, diabetes, CVD and cancer) that could be prevented by exercise.
- ! Over 50% of children and young people in GM are not active enough to benefit their health.
- ! Obesity impairs lives. It raises the risk of serious physical health conditions such as diabetes, heart disease, stroke and cancer. 65% of adults and 28% of children are classified as overweight or obese in GM, which is significantly worse than the UK average.
- ! Inactivity affects an individual's mental health. An active life reduces anxiety, lifts mood, reduces stress, promotes clearer thinking and a greater sense of calm, increases self-esteem and reduces the risk of depression. The social and emotional benefits include helping to make friends and connect with people, having fun, challenging stigma and discrimination.

Outcomes

The outcomes of our work are aligned to contributing to the Governments policy priorities with a strong focus on the broader outcomes of activity:

- ! Physical Wellbeing
- ! Mental Wellbeing
- ! Individual Development
- ! Community Development
- ! Economic Development

These outcomes are measured through the national survey Active Lives and National Health data sets, and are system indicators for change. GreaterSport sets out its priorities and plans each year to ensure our greatest possible contribution to progress.

The trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

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This report will also touch upon the effects of the Covid-19 pandemic whilst reflecting that the full extent of the impact on communities is emerging and therefore the impact on the work of the organisation won't be truly reflected for another 12 months.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

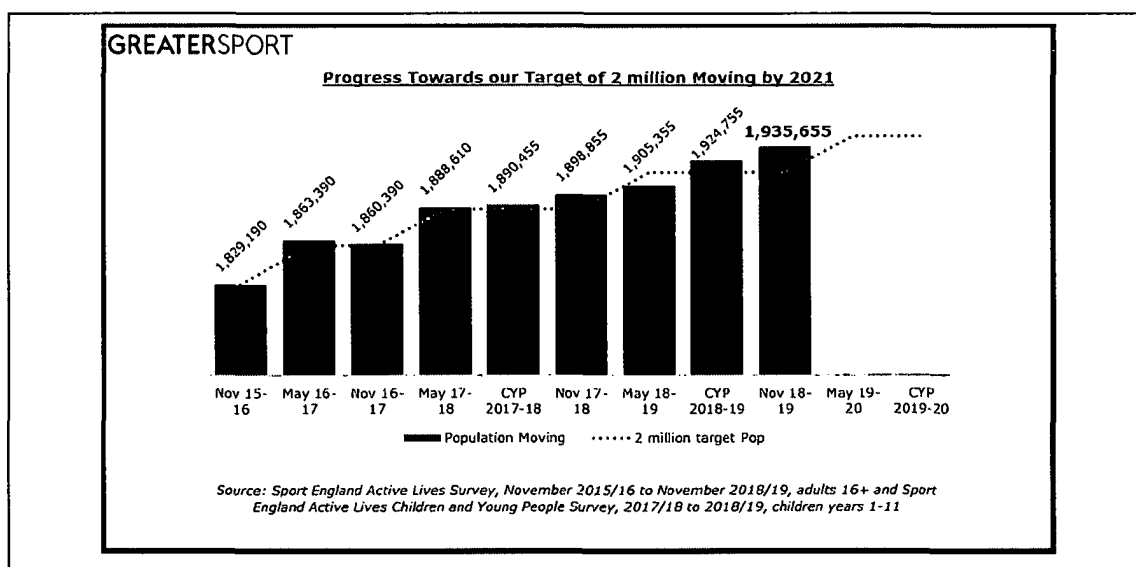
Achievements and performance

The charity's main activities and who it tries to help are described below. All its charitable activities focus on improving people's health and wellbeing through increasing physical activity and are undertaken to further GM Active Partnership's charitable purposes for the public benefit.

Use of Volunteers

Volunteers play a vital role in community sport all across GM and without the time, energy and commitment of these people many clubs, team sport sessions and coaching sessions would not be able to run. Based on the Active Lives data for GM, total volunteering numbers equalled 333,500. (Adults volunteering is 247,400 which is the 11.1%, Children and Young People volunteering is 86,100 which is 35.9%). More information and definitions for volunteering in GM can be found here: <https://www.sportengland.org/know-your-audience/data/active-lives?section=measures#page>

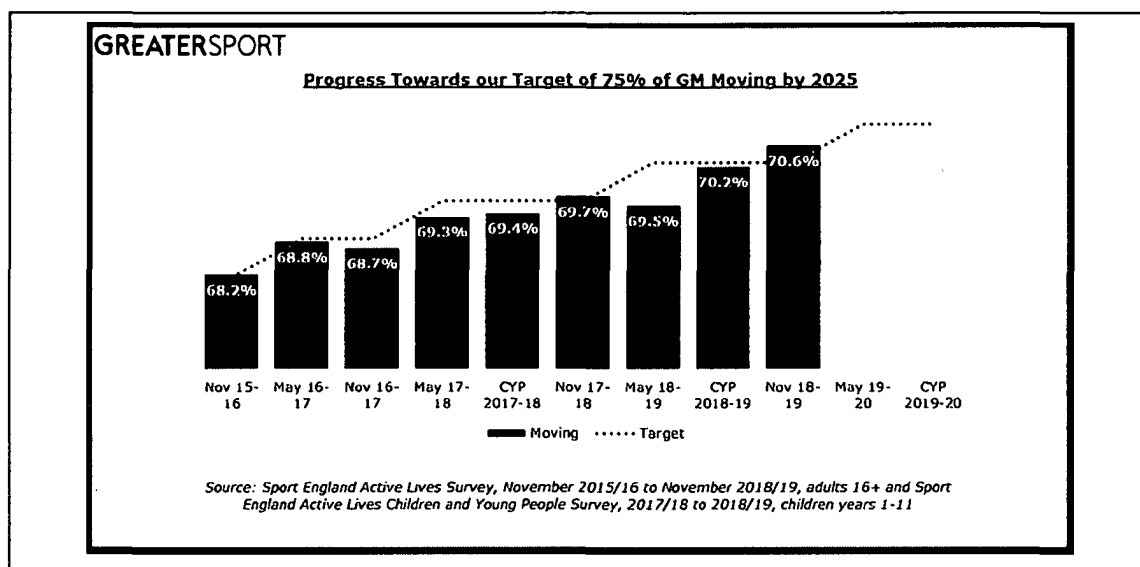
GreaterSport is uniquely positioned to deliver scale & impact across GM. Our success is a result of our strong partners who connect strategy to delivery at a local level. GM has increased the number of active and fairly active people by 36,800 in the last 12 months and is currently on track towards the 2 million target set for 2021 (Graph 1)



1: Progress Towards our Target of 2 million Moving by 2021

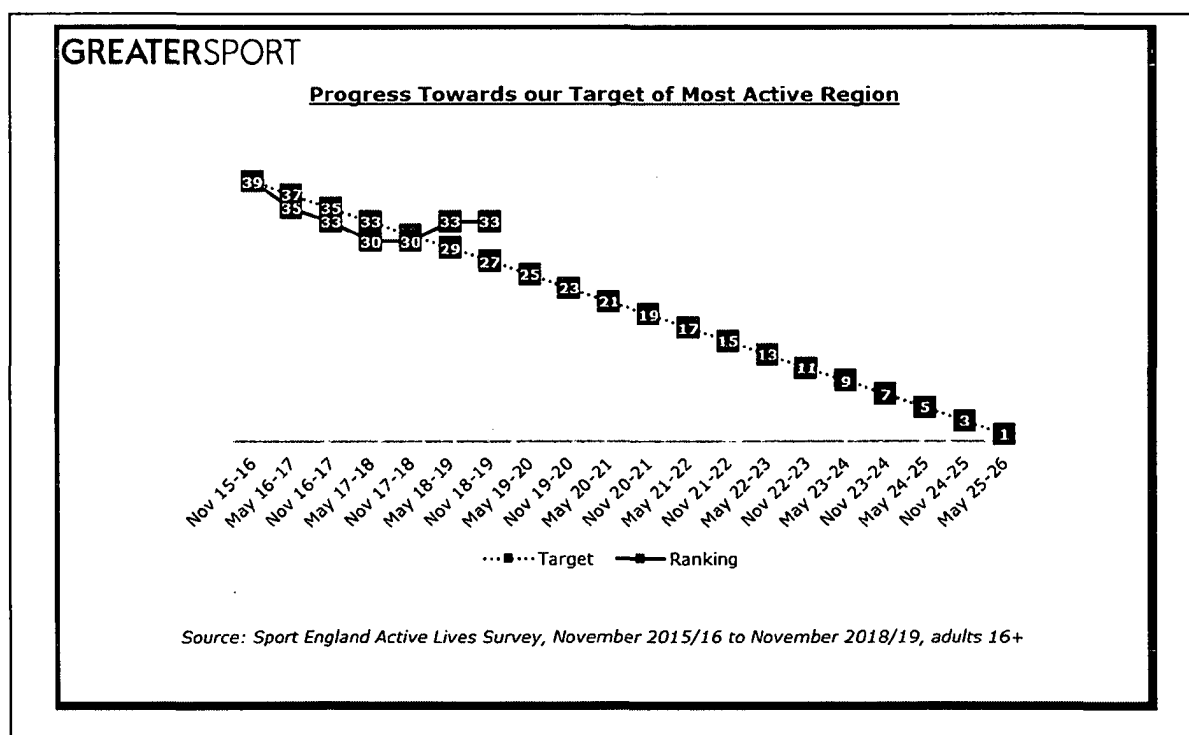
- Currently **70.6%** of the GM population is active an increase from 68.2% in 2015-16. This rate of improvement is on target to meet the GM Moving ambition of 75% by 2025 (Graph 2).

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Graph 2: Progress Towards our Target of 75% of GM Moving by 2025

- In 2015 GM was the 39th most active region (out of 43). In the last 5 years we have improved to **33rd (out of 45) most active region (adults)** (Graph 3)



Graph 3: Progress Towards our Target of Most Active Region

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Key Successes

In 2019-20, GreaterSport continued to deliver on the 12 priorities within our strategy. Significant progress was made in all areas, reported in reports to our Board and shared via our communications team.

Our activities are wide ranging from policy and strategic influence, communications, learning and development, programme development and delivery, research, insight and evaluation. In 2019-20 we made continued progress to adapt and transform our work to respond to the changing world around us. Our areas of particular focus were:

- ! Being a great company to work for
- ! Creating the conditions for digital transformation
- ! Knowing what is working and why (research and evaluation)
- ! Focus on getting the inactive active
- ! Art of Story Telling

All of this provides leadership, support and activity to enable culture change, system change and behaviour change and enable active lives.

Some specific highlights included:

- ! Our strategic influencing and advocacy secured even greater political and senior leadership commitment to the physical activity agenda and helped to shape and influence GM strategy and priorities, and inform the direction of travel nationally.
- ! Research by Britain Thinks was translated into our marketing and communications strategy and campaign, changed the narrative around physical activity across GM and beyond.
- ! Work with the Frameworks Institute on public narrative and framing changed the way people across the system frame the public health and physical activity message, impacting on communications, individual learning and understanding.
- ! Work with our evaluation and learning partners, Substance and Sheffield Hallam University, to translate the learning into a deeper understanding of what makes culture change, system change and behaviour change possible. This started to shape our work and that of our partners locally and nationally.
- ! Improved staff and stakeholder survey results:
 - o! Be a great company to work for - 68% Net Promotor Score (an increase of 43% from 2018-19)
 - o! Be valued by our customers and partners - 74.5% Net promotor Score, an increase of 14.5% from 2018-19)

Specific work strand successes can be seen below:

Moving Forces:

- ! **277 participants signed up** as Moving Forces members (14.4% increase following Covid-19 lockdown)
- ! Participants who have completed a baseline and 6 month questionnaire have seen a **significant increase in activity levels with an average increase from 2.82 days to 3.88 days per week; an increase of 38%.**
- ! Sample of narrative feedback from members surveys:
 - o! **"Extremely positive effect on my personal wellbeing**, positively encouraged and not pressured into getting more active through a large amount of varied activities that are all delivered in an enthusiastic and professional way" – 6month survey

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- o! **"Moving Forces has introduced me to a whole new group of people who I would now consider friends, and given me a means to socialise and exercise on a weekly basis."** 12month survey

Active Ageing

- ! Engaged with **14,451** older adults across GM in terms of consultation/engagement, successful recruited **2666** older adults to the programme.
- ! At 3 months of activity, there was a significant decrease in the frequency of 'inactive' participants from 70% to 13%.
- ! Increase in the wellbeing of older adults from baseline, 3M and increases being maintained at 6 months.
- ! Successfully recruited older adults from lower socio-economic status backgrounds (identified by postcode deprivation indices).

Active Workplaces

- ! **179** businesses from public and private sector registered for the Active Workplace Toolkit in its first 6 months
- ! An employee reach of nearly **330,000** across GM via toolkit registrations
- ! On target to work with **100** Active Workplace Champions before Covid 19 pandemic struck.

Children and Young People

- ! Satellite Clubs – **1663** new participants to Satellite clubs funded this year, exceeding our target of 900.
- ! GM School Games events engaged at county level – **3558** participants (slightly lower due to winter games being cancelled due to Covid-19)
- ! Across the whole of GM in school games inter school level and county level- **171,896** participants

Daily Mile:

- ! **60+** Primary schools, Nurseries, SEN schools and Secondary schools engaged in The Daily Mile initiative
- ! Approximately **10,800** children engaged in The Daily Mile

GM Moving:

- ! GM Moving conference attended by **192 people** (2018 approximately 120 people)
- ! As part of GM Walking city region work:
 - ! Walking Festival May 2019 - **429 Unique walks** (21 Additional events and activities) and **5864 attendances**
 - ! **98** Walking champions trained (Walking for Health and Informal workshops)

Workforce:

- ! **1534** people attended training or development opportunities ran by GreaterSport / GM Moving.
- ! The Volunteer Inspire Programme supported **1601** volunteers to access volunteer opportunities throughout GM contributing **8473** hours.

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Marketing and Communications:

- ! **New GreaterSport website launched** aligned to new brand and focus of the organisation moving from B2C to B2B
- ! **Professionalisation of the marketing team** to provide a more professional, consultancy style support to the wider GreaterSport Team

That Counts!

- ! *That Counts!* is our campaign to help get two million Greater Manchester residents moving by 2021.
- ! Three months into the two-year campaign, research showed it has increased the intention to exercise and self-reported activity levels have risen.
 - o! 26% of people said they were inactive before the campaign; three months later this dropped to 22%
 - o! 82% of people who had seen the campaign said they were doing more activity than the minimum – compared to 76% who were unaware.

Covid response – i.e. #KGMM

- ! In response to the lockdown and restrictions on daily movement, we launched a rapid response communications campaign. The overarching aim and the behaviour we wanted create through the communications is summarised below:
 - o! **Get:** The whole population of GM impacted by the Covid-19 lockdown restrictions
 - o! **To:** Remain motivated to keep active at home
 - o! **By:** Providing supportive and inspiring new content that's relevant to the Covid-19 context to demonstrate how to slot activity into lockdown life.
- ! The campaign has consisted of 4 brand new films and new photography, blog content, PR and paid Social media advertising campaign aimed at broad GM population.

Key Outcomes and Beneficiaries of our Services:

The outcomes of our work are aligned to contributing to the Governments policy priorities with a strong focus on the broader outcomes of activity:

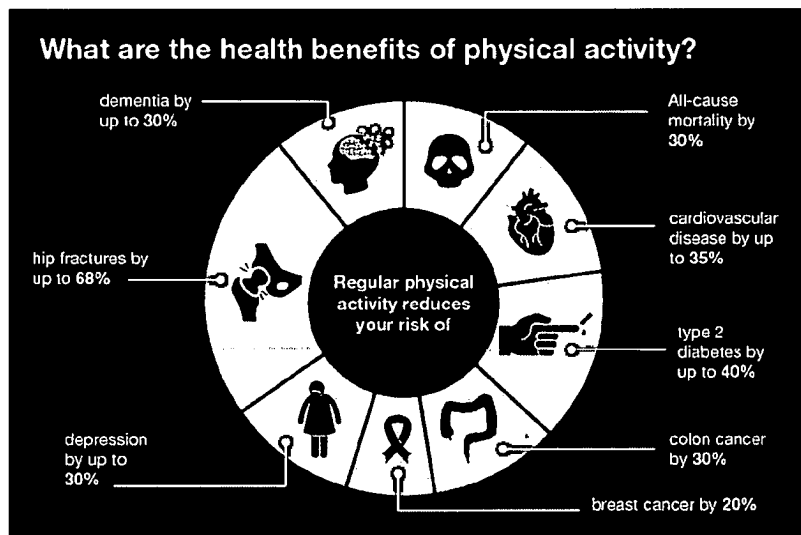
- ! Physical Wellbeing
- ! Mental Wellbeing
- ! Individual Development
- ! Community Development
- ! Economic Development

These outcomes are fundamentally measured through the national survey Active Lives and National Health data sets.

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These are the key derived benefits of being physically active:



Physical Outcomes

- ! More people involved in sport and physical activity and adopting participation as a habit.
- ! Healthier residents especially those from deprived areas.
- ! Improved physical health (reduced obesity, cardiovascular disease, diabetes).
- ! Closing of the equality gap with key audiences and their participation in sport and physical activity.

Mental Outcomes

- ! Improved mental well-being
- ! Improved self-esteem and confidence.

Community Outcomes

- ! Improved quality and number of coaches.
- ! Increased opportunities for people to volunteer in sport, both formally and informally.
- ! Enhanced active citizenship
- ! Parents, and service providers are educated to help families become more active.
- ! GM recognised as the place of high quality sporting events.
- ! More business opportunities and investment created through sport and physical activity
- ! GM's city region work recognised via sport and physical activity.

Individual Outcomes

- ! Increased number of accredited/qualified people in GM.
- ! Increasing the number of people volunteering in sport and physical activity in GM
- ! Developing culture of lifelong learning.
- ! Getting people work ready.

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Economic Outcomes

- ! A more effective and resilient sector
- ! Maximising the economic value and impact of major sporting events
- ! Ensuring continued investment into communities to enable ongoing participation in sport and physical activity.

Financial review

This has been a successful year with a number of new funding streams. At the same time, a number of funding streams also came to an end during the year after successful completion of respective projects.

This has been a successful year with a number of new funding streams. At the same time, a number of funding streams also came to an end during the year after successful completion of respective projects.

Income for the year 2019/20 was approximately £3,470M, compared to £3,043M in 2018/19 (15% increase). This was mainly a result of the GM Moving Local Delivery Pilot capacity funding from Sport England. Sport England was GreaterSport's largest funder, contributing £2,118M in the financial year.

Expenditure for the year 2019/20 was approximately £3,198M, compared to £2,507M in 2018/19 (28% increase).

The total balance sheet equity was £1,856M in 2019/20, compared to £1,584M in 2018/19. As part of the Boards decision to reduce financial risks and also maximise investment income, the charity invested some of its reserves across the following banks; CAF Bank, Yorkshire Bank, & ShawBrook Bank.

Principal funding sources

GreaterSport has two significant funding agencies Sport England and GM Combined Authority (GMCA). Other funding is dependant of a variety of sources and individual applications and relationships.

Sport England Core funding remained at £511K during the year. GMCA funding remained at £175.6K during the year.

Sport England remain committed to funding Active Partnerships up to 2022 in line with their national strategy (Towards an Active Nation). This contract is performance related and will be reviewed on an annual basis.

Reserves policy

We hold reserves for the following purposes:

- ! coverage of our operating expenses in the event of a downturn in income and / or unforeseen increases in costs
- ! to meet the costs of unforeseen liabilities for employment or other legal claims not covered by insurance Trustees have maintained the reserve policy at six months. salary and running costs. Trustees for this reason, have made a provision £491,183 in line with the charity's reserve policy. It is expected that the six months. salary and running costs will be designated beginning next financial year.

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Unrestricted, Restricted and Designated Funds

At 31 March 2020, we held unrestricted funds of £830K (2018/19 - £806K). The following is the breakdown of unrestricted reserve held at the end of the year;

- ! £491,183 towards the six month reserve policy
- ! £2,613 designated for Sport Specific activities.
- ! £332,637 free reserves after removing £4,057 which is the book value of functional fixed assets. This is earmarked to cover projected deficits on core activities for the next three years.

Restricted funds are those funds that have been received for particular purposes and projects. Total restricted fund balance as at 31st March 2020 was £1.026M (2018/19 £778K). The increased restricted fund balance was mainly a result underspends for the year on the GM Moving Local Delivery Pilot programme.

Achievements and performance

The charity's main activities and who it tries to help are described below. All its charitable activities focus on improving people's health and wellbeing through increasing physical activity and are undertaken to further Greater Manchester Sports Partnership's charitable purposes for the public benefit.

Plans for the future

At board, the trustees have provided clarity round its VOST (Vision, Objectives, Strategies and Tactics)

Vision

To change lives through physical activity and sport and help to make GM the most active region in England

Objective

To be known for exceptional leadership, thinking, governance and evaluation and the valued and trusted partner of our key stakeholders.

Strategy

- ! Creating an influencing strategy to embed GreaterSport into the eco-system
- ! Being known as best in class for governance and evaluation
- ! Creating the conditions for digital transformation for the sector
- ! Financially sustainable with a more diversified income
- ! Being famous for granular understanding of GM
- ! Owning the. voice. for active lives in GM
- ! Being seen to lead the debate in thought leadership topics

Tactics

People:

- ! Valued partner
- ! Influence thinking across .whole system. and shape active strategies
- ! Providing leadership to ensure that physical activity contributes to the GM strategic priorities and is aligned and focused locally
- ! A reputation as a great company to work for and attract the best people to work for and with us

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Process:

- ! Governance leader in the sector
- ! GM's leading physical activity insight function (B2B & B2C)
- ! High performing organisation & best in practice
- ! Create the conditions for digital transformation for the sector

Pounds:

- ! Financially sustainable with a more diversified income

Place:

- ! Strong understanding of localities RM.s and place orientated model
- ! GM acknowledge the value we bring and we are integral to GM strategies
- ! Focus on addressing inequalities (know our prime audience)
- ! Focus on areas that make the biggest difference to GM
- ! Share learnings and expertise nationally

Promotion:

- ! Being seen to lead the debate in thought leadership topics in physical activity/sport.
- ! Be good story teller, share best practice, expert on panels and in media resulting in higher profile and reaching more people/partners/influencers/stakeholders.
- ! PR shout about and evangelise GM activity and sport story.

- ! Improve brand awareness and communications.
- ! Campaigning.

Operationally, GreaterSport will continue to work against its key 12 priorities and action plan as agreed by its funding partner Sport England:

Within the organisation there are thematic areas that touch upon all areas of the business which we term Breakthrough Areas. The Breakthrough areas for the organisation for 2020/21 will be:

- ! Translate into Action
- ! Digital Impact
- ! Great Company to Work For and With
- ! Closing the Gap: Equality in Activity

2020-21 Key Areas of Focus

- ! We will work with partners to support our communities to recover from and live with Covid-19, as part of the GM Moving for GM Recovery Plans.
- ! We will work to secure future co-investment into the work to take us beyond 2021.
- ! We will continue to respond to and influence national and local strategy, supporting the development of Sport England's new strategy, sharing learning and supporting the continued development of leaders across the system.

Structure, governance and management

GreaterSport is a Company Limited by Guarantee, registered in England and Wales, No. 3258930, registered Charity No. 1059115. It is governed by its Articles of Association. GreaterSport was originally constituted in 1996 (as GM Youth Games) and changed its name in 2000 to GM School Partnership. The Articles of Association were amended in 2015 to reflect updated Company Objects and also current legislation.

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As a Charitable Company, GreaterSport has a Board of Directors who also serve as the Charity Trustees. Trustees/Directors are recruited against a skills matrix that defines areas that the company needs represented, in order to drive the business plan forward for the benefit of GM. The Development Manager (Business Operations) acts as Company Secretary. All Directors/Trustees undergo Induction Training. This is carried out by the CEO and supported by the Development Manager (Business Operations).

There is a comprehensive induction pack which includes Terms of Reference of the Board and Sub Groups; Trustee Job Description; Roles of the Board; Code of Conduct; Levels of Delegated Authority; Declaration of Interests, and, information on GreaterSport structure. Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31st March 2020 was 12 (2019:12). The management committee are members of the charity but this entitles them only to voting rights. The management committee have no beneficial interest in the charity. All management committee give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 12 to the accounts.

The executive functions of the Company are handled by the Executive Team, which consists of Hayley Lever (Chief Executive Officer) and four Strategic Directors. The CEO and Directors have delegated powers for the day-to-day management of GreaterSport. GreaterSport is an independent company (as outlined above) but is part of a wider support network (the Active Partnership Network). The APN give support and guidance to APs as well as brokering relationships across different sport sectors, interested stakeholders and within Government.

Related parties and relationships with other organisations

GreaterSport is a Company Limited by Guarantee and a Registered Charity. It has no subsidiary undertakings. It works closely with a number of organisations and charities to further its charitable objects. These include National Governing Bodies of Sport, Active Partnership Network, GM combined Authority, GM Local Authorities, Health & Social Care Partnership, Sport England and other local sporting bodies.

Remuneration policy for key management personnel

GreaterSport has a Pay Policy Statement which sets out GreaterSport's approach to setting the pay of its employees by identifying the method by which all salaries of employees is determined and who is responsible for ensuring the policy is adhered to.

The policy sets out the organisation context for pay including stating that GreaterSport uses the nationally negotiated Local Government Public Sector pay spine as the basis for its rates of pay. The salary structure is in line with pay bands and identifies Pay Grades and Scale Points that each type of role falls between. The pay of the Senior Management Team is further determined and reviewed by the GreaterSport Board Nominations & Remuneration Sub-committee.

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Risk Management

The GreaterSport Board of Trustees has the overall responsibility to ensure that sound and effective risk management and internal control systems are maintained and reviewed for effectiveness. GreaterSport has created an Audit & Risk Sub-committee which supports the board and has delegated authority to agree (or, where appropriate, make recommendations) the following:

- a.!! Oversee and advise the Board on current risk exposures of the company and future risk strategy.
- b.!! Advise the board on the company's overall risk appetite, tolerance and strategy, taking account of the financial environment.
- c.!! Keep under review the company's overall risk assessment processes that inform the boards decision making.
- d.!! Set a standard for the accurate and timely monitoring of risk types of critical importance.
- e.!! Review the company's capability to identify and manage new risk types.
- f.!! Keep under review the effectiveness of the company's internal financial controls and risk management systems.
- g.!! Annually review the organisations risk management and internal control systems to ensure effectiveness and that they meet the aims for which they were established.
- h.!! Review proposed write-offs of aged debtors in excess of £1,000 with decision recommendations to the full board.
- i.!! Review the company's procedure for detecting fraud.
- j.!! Review the company's procedure for the prevention of bribery.

The Audit & Risk Sub-committee will then report to the Board after due review of the effectiveness of the Groups risk management and internal control systems. The Board considers the work and findings of the sub-committee in forming its own view on the effectiveness of the systems. The Executive Team together with the Development Manager (Business Operations) are responsible for designing and implementing risk management and internal control systems to manage risks with the whole team. The GreaterSport Risk Management Plan draws on guidance information from the Charity Commission, and is divided into the following risk areas based on GreaterSport's VOST plan:

- ! People
- ! Process
- ! Pounds
- ! Place
- ! Promotion

Under the above themes potential risks to the organisation are identified and assessed against the impact and likelihood (gross risk). Each risk then has identified control measures resulting in a net risk score. A clear line of responsibility for each risk is identified together with any actions required. The Company is insured through Howdens (Insurance Broker) and the policies cover the business risks of the company.

Impact of Covid-19

The full impact of Covid-19 on the wider system and partners won't be fully known for a twelve month period as lockdown occurred in the final weeks of the financial year to which this report is related. As an organisation, we have already shifted our delivery mechanisms moving quickly to various digital platforms. System conversations and training has also better utilised technology and opened the opportunities for stakeholders to participate.

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The organisation moved to home working in accordance with Government guidance and we are reviewing the ways the work in light of that shift, reflecting on what aspects we would like to keep and what we would like to change as we move towards building back better.

With regards to investment and financial stability, there has been confirmation from one of our primary funders (Sport England) that core investment has been secured up to March 2022. The GM Combined Authority have confirmed funding up to March 2021 and conversations have commenced regarding funding levels beyond that date.

The risks associated with Covid-19 are being recorded using the same process outlined above and being monitored by the GreaterSport Executive on a monthly basis and the GreaterSport Board quarterly.

Fund Raising

Once a year at the GreaterSport Awards, there is a fund raising element to the evening. This activity is undertaken by the staff of GreaterSport and we do not use professional fund raisers or commercial partners. No personal details are taken of people donating to the fund raising activity. Any donation and the amount is purely voluntary and there is no pressure placed on guests to contribute. We do not follow up any donations.

We have not had any complaints about the process that we use in order to raise funds at this event.

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Greater Manchester Sports Partnership

Report of the Management Committee

for the year ended 31st March 2020

Statement of responsibilities of the management committee

The management committee (who are also directors of GM Sports Partnership for the purposes of company law) are responsible for preparing the management committee's annual 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 management committee 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 management committee are required to:

- ! Select suitable accounting policies and then apply them consistently
- ! Observe the methods and principles in the Charities SORP
- ! Make judgements and estimates that are reasonable and prudent
- ! State whether applicable UK Accounting Standards and statements of recommended practice 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 charity will continue in operation

The management committee 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 management committee are aware:

- ! There is no relevant audit information of which the charitable company's auditors are unaware
- ! The management committee 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

The management committee are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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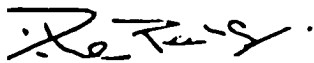
Greater Manchester Sports Partnership
Report of the Management Committee
for the year ended 31st March 2020

Auditors

Slade & Cooper Ltd were re-appointed as the charitable company's auditors during the year and have expressed their willingness to continue in that capacity.

This report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime of the Companies Act 2006.

The management committee's annual report has been approved by the management committee on 18/09/ 2020 and signed on their behalf by



Mike Perls

Chair

Independent auditors' report
to the members of
Greater Manchester Sports Partnership
for the year ended 31st March 2020

Opinion

We have audited the financial statements of Greater Manchester Sports Partnership (the 'charitable company') for the year ended 31 March 2020, which comprise the Statement of Financial Activities (including the income and expenditure account), the Balance Sheet, the Statement of Cash Flows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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.

In our opinion the financial statements:

- ! give a true and fair view of the state of the charitable company's affairs as at 31 March 2020, and of its incoming resources and application of resources, 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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

Independent auditors' report
to the members of
Greater Manchester Sports Partnership
for the year ended 31st March 2020

Other information

The trustees are responsible for the 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. 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.

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

We have nothing to report in this regard.

Opinions 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 trustees' report has 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 trustees' 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' exemptions in preparing the Trustees' Annual Report and from the requirement to prepare a strategic report.

Independent auditors' report
to the members of
Greater Manchester Sports Partnership
for the year ended 31st March 2020

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 15, 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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's 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 and to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members and its trustees 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.

Slade & Cooper

Catherine Hall FCCA DChA
Senior Statutory Auditor
for and on behalf of
Slade & Cooper Limited
Statutory Auditors
Green Fish Resource Centre
46-50 Oldham Street
Manchester
M4 1LE

Date: 22/12/2020

Greater Manchester Sports Partnership
Statement of Financial Activities
(including Income and Expenditure account)
for the year ended 31 March 2020

	Note	Unrestricted funds £	Restricted funds £	Total funds 2020 £	Total funds 2019 £
Income from:					
Donations and legacies	3	511,641	-	511,641	526,641
Charitable activities: Sport and physical activity development	4	182,004	2,705,325	2,887,329	2,470,837
Other trading activities	5	63,373	-	63,373	38,272
Investments	6	7,661	-	7,661	7,007
Total income		764,679	2,705,325	3,470,004	3,042,757
Expenditure on:					
Raising funds	-	-	-	-	-
Charitable activities: Sport and physical activity development	7	745,798	2,451,908	3,197,706	2,507,281
Total expenditure		745,798	2,451,908	3,197,706	2,507,281
Net income/(expenditure) for the year	9	18,881	253,417	272,298	535,476
Transfer between funds		5,374	(5,374)	-	-
Net movement in funds for the year		24,255	248,043	272,298	535,476
Reconciliation of funds					
Total funds brought forward		805,804	778,223	1,584,027	1,048,551
Total funds carried forward		830,059	1,026,266	1,856,325	1,584,027

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

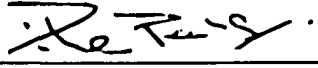
Greater Manchester Sports Partnership
Company number 3258930
Balance sheet as at 31 March 2020

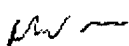
	Note	2020	2019
		£	£
Fixed assets			
Tangible assets	16	4,057	6,419
Total fixed assets		4,057	6,419
Current assets			
Debtors	17	127,034	185,460
Current asset investments	18	718,209	709,635
Cash at bank and in hand	19	1,219,299	1,288,251
Total current assets		2,064,542	2,183,346
Liabilities			
Creditors: amounts falling due in less than one year	20	(212,274)	(605,738)
Net current assets		1,852,268	1,577,608
Total assets less current liabilities		1,856,325	1,584,027
Net assets		1,856,325	1,584,027
The funds of the charity:			
Restricted income funds	22	1,026,266	778,223
Unrestricted income funds	23	830,059	805,804
Total charity funds		1,856,325	1,584,027

These accounts are prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes on pages 25 to 48 form part of these accounts.

Approved by the trustees on 18/09/2020 and signed on their behalf by:


Mike Perls (Chair)


Richard Roe (Trustee)

Greater Manchester Sports Partnership
Statement of Cash Flows
for the year ending 31 March 2020

	Note	2020 £	2019 £
Cash provided by/(used in) operating activities	##	(68,039)	960,191
<i>Cash flows from investing activities:</i>			
Dividends, interest, and rents from investments		7,661	7,007
Purchase of tangible fixed assets		-	(8,113)
Cash provided by/(used in) investing activities		7,661	(1,106)
Increase/(decrease) in cash and cash equivalents in the year		(60,378)	959,085
Cash and cash equivalents at the beginning of the year		1,997,886	1,038,801
Cash and cash equivalents at the end of the year		1,937,508	1,997,886
Represented on the balance sheet as:			
Current asset investments		718,209	709,635
Cash at bank and in hand		1,219,299	1,288,251
		1,937,508	1,997,886

Greater Manchester Sports Partnership

Notes to the accounts for the year ended 31 March 2020

1 Accounting policies

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

a 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), second edition - October 2019 (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006 and UK Generally Accepted Accounting Practice.

Greater Manchester Sports Partnership meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

b Preparation of the accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees have made no key judgments which have a significant effect on the accounts. The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next reporting period.

c Income

Income is recognised when the charity 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.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of a provision of a specified service is deferred until the criteria for income recognition are met.

Greater Manchester Sports Partnership

Notes to the accounts for the year ended 31 March 2020 (continued)

d Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised; refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

f Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

g Expenditure and irrecoverable VAT

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. Expenditure is classified under the following activity headings:

- Expenditure on charitable activities includes the costs of delivering projects and courses undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Greater Manchester Sports Partnership

Notes to the accounts for the year ended 31 March 2020 (continued)

h Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 12.

i Operating leases

Operating leases are leases in which the title to the assets, and the risks and rewards of ownership, remain with the lessor. Rental charges are charged on a straight line basis over the term of the lease.

j Tangible fixed assets

Individual fixed assets costing £1,500 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows:

Equipment	25%
-----------	-----

k 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.

l Current asset investments

Current asset investments include cash investments with a maturity of greater than three months from the date of acquisition or opening of the deposit or similar account.

m Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

n Creditors and provisions

Creditors and provisions are recognised where the charity has 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 and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Greater Manchester Sports Partnership

Notes to the accounts for the year ended 31 March 2020 (continued)

o Financial instruments

The charity 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

p Pensions

The charitable company is an admitted body of the Greater Manchester Pension Fund.

The Greater Manchester Pension Fund (GMPF) is a multi-employer defined benefit scheme administered for the benefit of Local Authorities and other bodies and is managed in accordance with the Local Government Pension Scheme Regulations 1997 (as amended). Past and present employees are covered by the provisions of the Greater Manchester Pension Scheme.

The GMPF is a Career Average pension scheme and benefits are not dependent on investment performance. Employees who join the Fund build up a pension pot which is revalued each year in line with Consumer Price Index (CPI). If a member has GMPF membership before 1st April 2014 they will have accrued benefits based on membership and final pay in accordance with the previous Final Salary pension scheme.

The trustees are unable to confirm the charity's share of the underlying assets and liabilities of the Greater Manchester Pension Scheme as there is insufficient information available and therefore the Scheme is accounted for as a defined contribution scheme. The Greater Manchester Pension Scheme provides that in the event that a single employer has individuals contributing to the scheme then any remaining liability for benefits payable under the scheme falls on that employer. Since the main participating employers are statutory bodies, the trustees consider it highly improbable that such a liability will ever fall to the charity.

The employer's contributions made to the scheme in 2020 were £180,613 (2019: £145,639) with an employer's contribution rate of 21.6% of pensionable pay. Employees' contribution rates are 5.8%, 6.5%, 6.8% or 8.5% depending on pensionable pay.

The agreed employer contribution rates are as follows:

2019/20	24.4%
2020/21	24.7%
2021/22	25.1%
2022/23	25.4%

The pension cost is assessed every three years in accordance with the advice of an independent qualified actuary. The latest actuarial valuation of the scheme was at 31 March 2019.

Key elements in the valuation of the fund at 31 March 2019 were as follows:

	£m
Past service liabilities	23,314
Assets	23,884
Surplus/(deficit)	529
Funding level	102%

Greater Manchester Sports Partnership

Notes to the accounts for the year ended 31 March 2020 (continued)

2 Legal status of the charity

The charity is a company limited by guarantee registered in England and Wales and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The registered office address is disclosed on page 1.

3 Income from donations and legacies

Current reporting period	Unrestricted £	Restricted £	Total 2020 £
Core grant - Sport England	511,641	-	511,641
Donations in kind - Manchester City Council	-	-	-
Total	511,641	-	511,641
Previous reporting period	Unrestricted £	Restricted £	Total 2019 £
Core grant - Sport England	511,641	-	511,641
Donations in kind - Manchester City Council	15,000	-	15,000
Total	526,641	-	526,641

Greater Manchester Sports Partnership

Notes to the accounts for the year ended 31 March 2020 (continued)

4 Income from charitable activities

Current reporting period	Unrestricted £	Restricted £	Total 2020 £
Sport & physical activity development			
Greater Manchester Combined Authority	175,600	-	175,600
Sport England			
Club Link Maker	-	94,508	94,508
CMOF Vets	-	108,500	108,500
GM School Games	-	90,000	90,000
Primary School Sport	-	92,799	92,799
Daily Mile	-	143,594	143,594
DfE - Volunteering	-	14,600	14,600
Satellite Club	-	189,000	189,000
LDP capacity	-	268,425	268,425
GM Active Ageing	-	410,528	410,528
Interim strategic manager	-	50,000	50,000
Active Lives Survey	-	17,700	17,700
Workforce	-	45,000	45,000
School facilities	-	81,328	81,328
Armed Forces Covenant Fund	-	33,250	33,250
The Royal Foundation	-	35,000	35,000
Get Out Get Active	-	49,930	49,930
Lawn Tennis Association	(1,035)	-	(1,035)
Manchester City Council	-	25,000	25,000
NHS Oldham CCG	-	956,163	956,163
Courses	7,439	-	7,439
Total	182,004	2,705,325	2,887,329

Greater Manchester Sports Partnership

Notes to the accounts for the year ended 31 March 2020 (continued)

Previous reporting period	Unrestricted	Restricted	Total 2019
	£	£	£
Sport & physical activity development			
Greater Manchester Combined Authority	175,600	-	175,600
Sport England			
Club Link Maker	-	84,529	84,529
CMOF Vets	-	108,500	108,500
GM School Games	-	90,000	90,000
Primary School Sport	-	92,799	92,799
Daily Mile	-	76,406	76,406
DfE - Volunteering	-	8,000	8,000
Satellite Club	-	178,594	178,594
LDP capacity	-	372,884	372,884
GM Active Ageing	-	489,468	489,468
Interim strategic manager	-	47,668	47,668
Active Lives Survey	-	17,700	17,700
Workforce	-	40,000	40,000
England Amputee FA	-	8,333	8,333
Get Out Get Active	-	95,241	95,241
Lawn Tennis Association	-	1,600	1,600
Manchester City Council	-	25,000	25,000
NHS Oldham CCG	-	524,568	524,568
Transport for Greater Manchester	-	10,000	10,000
Regenda Homes	-	4,000	4,000
University of Salford	1,500	-	1,500
Courses	18,447	-	18,447
Total	195,547	2,275,290	2,470,837

Greater Manchester Sports Partnership

Notes to the accounts for the year ended 31 March 2020 (continued)

5 Income from other trading activities

	2020 £	2019 £
Sponsorship	9,500	9,500
Events	14,511	12,370
Rental income	1,500	2,000
Other	37,862	14,402
	63,373	38,272

All income from other trading activities is unrestricted.

6 Investment income Current reporting period

	Unrestricted £	Restricted £	2020 £
Income from bank deposits	7,661	-	7,661
	7,661	-	7,661

Previous reporting period

	Unrestricted £	Restricted £	2019 £
Income from bank deposits	7,007	-	7,007
	7,007	-	7,007

Greater Manchester Sports Partnership

Notes to the accounts for the year ended 31 March 2020 (continued)

7 Analysis of expenditure on charitable activities

Current reporting period	Sport & physical activity development	Total 2020	Total 2019
	£	£	£
Staff salaries & travel	1,088,708	1,088,708	739,895
Training & recruitment	21,569	21,569	16,971
Office expenses	31,175	31,175	50,136
Miscellaneous	7,643	7,643	2,924
Professional fees	65,765	65,765	110,371
Hire of facilities	13,353	13,353	10,888
Health & safety	1,825	1,825	1,515
Club development, competitions & coaches	13,114	13,114	3,464
Sports programmes	917,628	917,628	856,545
Insurance	8,010	8,010	5,500
Events	21,067	21,067	32,158
Advertising & promotion	416,957	416,957	104,718
In-kind contribution	-	-	15,000
Governance costs (see note 8)	8,653	8,653	11,914
Support costs (see note 8)	582,239	582,239	545,282
	3,197,706	3,197,706	2,507,281

All prior year expenditure was on Sport & physical activity development.

	2020	2019
	£	£
Restricted expenditure	2,451,908	1,760,895
Unrestricted expenditure	745,798	746,386
	3,197,706	2,507,281

Greater Manchester Sports Partnership

Notes to the accounts for the year ended 31 March 2020 (continued)

8 Analysis of governance and support costs

Current reporting period	Basis of apportionment	Support £	Governance £	Total 2020 £
Staff salaries & travel	Time spent	398,703	-	398,703
Training & recruitment	Time spent	13,929	-	13,929
Office rent	Fixed charge	20,686	-	20,686
Office expenses	Fixed charge	22,214	-	22,214
Miscellaneous	Fixed charge	4,219	-	4,219
Depreciation	Fixed charge	2,362	-	2,362
Professional fees	Fixed charge	25,032	-	25,032
Club development, competitions & coaches	Fixed charge	661	-	661
Sports programmes	Fixed charge	33,560	-	33,560
Hire of facilities	Fixed charge	19,141	-	19,141
Insurance	Fixed charge	9,819	-	9,819
Events	Fixed charge	523	-	523
Advertising & promotion	Fixed charge	31,390	-	31,390
Board expenses	Governance	-	1,513	1,513
Audit & accountancy fees	Governance	-	7,140	7,140
		582,239	8,653	590,892

Previous reporting period	Basis of apportionment	Support £	Governance £	Total 2019 £
Staff salaries & travel	Time spent	379,747	-	379,747
Training & recruitment	Time spent	7,707	-	7,707
Office rent	Fixed charge	20,818	-	20,818
Office expenses	Fixed charge	29,763	-	29,763
Miscellaneous	Fixed charge	2,442	-	2,442
Depreciation	Fixed charge	2,363	-	2,363
Professional fees	Fixed charge	26,342	-	26,342
Club development, competitions & coaches	Fixed charge	600	-	600
Sports programmes	Fixed charge	47,537	-	47,537
Insurance	Fixed charge	5,297	-	5,297
Events	Fixed charge	2,902	-	2,902
Advertising & promotion	Fixed charge	19,764	-	19,764
Board expenses	Governance	-	1,114	1,114
Audit & accountancy fees	Governance	-	10,800	10,800
		545,282	11,914	557,196

Greater Manchester Sports Partnership

Notes to the accounts for the year ended 31 March 2020 (continued)

9 Net income/(expenditure) for the year

This is stated after charging/(crediting):	2020 £	2019 £
Depreciation	2,362	2,363
Operating lease rentals:		-
Other	-	11,648
Auditor's remuneration - audit fees	4,800	3,400
Auditor's remuneration - accountancy fees	2,500	2,600
Auditor's remuneration - other	120	120

10 Staff costs

Staff costs during the year were as follows:

	2020 £	2019 £
Salaries & travel	1,080,457	829,116
Social security costs	109,708	65,832
Pension costs	261,314	180,613
Other costs included in staff costs	6,906	4,256
Holiday pay accrual	29,026	35,372
Redundancy and termination costs	-	4,453
	1,487,411	1,119,642

Allocated as follows:

Charitable activities	1,088,708	739,895
Support costs	398,703	379,747
	1,487,411	1,119,642

The number of employees whose total employee benefits (excluding employer pension costs) amounted to over £60,000 in the year were as follows:

	2020	2019
£60,000 - £70,000	1	-
£70,001 - £80,000	1	1
£80,001 - £90,000	-	-
£90,001 - £100,000	-	-

Greater Manchester Sports Partnership

Notes to the accounts for the year ended 31 March 2020 (continued)

Staff costs continued

The average number of staff employed during the period was 40 (2019: 27).

The average full time equivalent number of staff employed during the period was 35.1 (2019: 24).

The key management personnel of the charity comprise the trustees, the CEO, the Deputy CEO and the Senior Development Manager. The total employee benefits of the key management personnel of the charity were £250,111 (2019: £239,190).

11 Trustee remuneration and expenses, and related party transactions

The following members of the management committee or persons connected with them received remuneration or reimbursed expenses during the year (2019: Nil).

No members of the management committee received travel and subsistence expenses during the year (2019: £nil).

Aggregate donations from related parties were £7,500 (2019: £nil).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

Rob Young Consulting Ltd.

After a competitive bidding process and a selection process that involved Sport England, two consultants were appointed to lead on the GM Commissioning Pilot. One of these consultants was Rob Young, a trustee of this charity.

Rob Young consulting Ltd. provided services totalling £13,940 (ex VAT) during the year (2019: £18,834). The amount of £Nil (2019: £5,203) (gross) was outstanding at the year end and has been accrued in the accounts.

Mills & Reeve LLP

were selected after a competitive bidding process to provide legal advice to the Charity. One trustee (Carol Couse) is a partner in the firm. The cost of services provided during the year was £12,127 (ex VAT) (2019: £19,212) and the amount of £14,553 (2019: £7,776) (gross) was outstanding at the year end.

Legal authority for payments to trustees is held within the articles of association of the charitable company.

No trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity, including guarantees, during the year (2019: nil).

Greater Manchester Sports Partnership

Notes to the accounts for the year ended 31 March 2020 (continued)

12 Government grants

The government grants recognised in the accounts were as follows:

	2020 £	2019 £
Sport England - core	511,641	511,641
Sport England		
Club Link Maker	94,508	84,529
CMOF Vets	108,500	108,500
GM School Games	90,000	90,000
Primary School Sport	92,799	92,799
Daily Mile	143,594	76,406
DfE - Volunteering	14,600	8,000
Satellite Club	189,000	178,594
LDP capacity	268,425	372,884
GM Active Ageing	410,528	489,468
Interim strategic manager	50,000	47,668
Active Lives Survey	17,700	17,700
Workforce	45,000	40,000
School facilities	81,328	-
Manchester City Council	25,000	25,000
Greater Manchester Combined Authority	175,600	175,600
NHS Oldham CCG	956,163	524,568
Transport for Greater Manchester	-	10,000
	3,274,386	2,853,357

Any unfulfilled conditions and contingencies attaching to the grants are detailed in note 22

13 Corporation tax

The charity is exempt from tax on income and gains falling within Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

Greater Manchester Sports Partnership

Notes to the accounts for the year ended 31 March 2020 (continued)

14 Analysis of income and expenditure by funding sector

Annual accounts:					2020 £
Income:					-
Expenditure including depreciation excluding interest and tax:					-
	Sport England £	Local Authority £	Other public sector income £	Non-public income £	Total £
Revenue grants	2,117,623	200,600	1,073,307	-	3,391,530
Capital grants	-	-	-	-	-
Membership income	-	-	-	-	-
Sponsorship income	-	-	-	9,500	9,500
Other income	-	-	-	68,973	68,973
Total income	2,117,623	200,600	1,073,307	78,473	3,470,003
Overheads support costs	511,641	175,600	-	-	687,241
Inactivity	394,120	-	-	-	394,120
Local delivery	339,268	4,948	99,911	11,634	455,761
Facilities	15,236	-	-	-	15,236
Clubs	251,904	-	-	-	251,904
Young people	186,980	-	-	-	186,980
GM Moving LDP	353,922	25,000	798,350	-	1,177,272
Other costs	-	-	-	29,192	29,192
Total expenditure	2,053,071	205,548	898,261	40,826	3,197,706
Net income	64,552	(4,948)	175,046	37,647	272,297

This note is an additional disclosure requested of non NGBs by Sport England.

Greater Manchester Sports Partnership

Notes to the accounts for the year ended 31 March 2020 (continued)

15 Analysis of income and expenditure by funding sector (continued)

Prior year

<i>Annual accounts:</i>					2019
					£
<i>Income:</i>					3,042,757
<i>Expenditure including depreciation excluding interest and tax:</i>					2,507,281
	<i>Sport England £</i>	<i>Local Authority £</i>	<i>Other public sector income £</i>	<i>Non-public income £</i>	<i>Total £</i>
<i>Revenue grants</i>	2,118,189	210,600	631,242	-	2,960,031
<i>Capital grants</i>	-	-	-	-	-
<i>Membership income</i>	-	-	-	-	-
<i>Sponsorship income</i>	-	-	-	9,500	9,500
<i>Other income</i>	-	15,000	-	58,226	73,226
Total income	2,118,189	225,600	631,242	67,726	3,042,757
<i>Overheads support costs</i>	511,641	175,600	-	-	687,241
<i>Inactivity</i>	526,457	-	-	-	526,457
<i>Local delivery</i>	199,826	26,666	243,867	-	470,359
<i>Facilities</i>	-	-	-	-	-
<i>Clubs</i>	218,523	-	-	-	218,523
<i>Young people</i>	199,232	15,000	-	-	214,232
<i>GM Moving LDP</i>	243,197	25,000	106,442	-	374,639
<i>Other costs</i>	-	-	-	15,830	15,830
Total expenditure	1,898,876	242,266	350,309	15,830	2,507,281
Net income	219,313	(16,666)	280,933	51,896	535,476

This note is an additional disclosure requested of non NGBs by Sport England.

Greater Manchester Sports Partnership

Notes to the accounts for the year ended 31 March 2020 (continued)

16 Fixed assets: tangible assets

Cost	Equipment £	Total £
At 1 April 2019	23,212	23,212
At 31 March 2020	23,212	23,212
Depreciation		
At 1 April 2019	16,793	16,793
Charge for the year	2,362	2,362
At 31 March 2020	19,155	19,155
Net book value		
At 31 March 2020	4,057	4,057
At 31 March 2019	6,419	6,419

17 Debtors

	2020 £	2019 £
Grants receivable	115,004	35,000
Trade debtors	7,230	9,308
Other debtors	3,753	-
Prepayments and accrued income	1,047	141,152
	127,034	185,460

18 Current asset investments

	2020 £	2019 £
Cash equivalents on deposit	-	551
Metro Bank term deposit	625,021	617,000
Shawbrook Bank	93,188	92,084
Yorkshire Bank term deposit		
	718,209	709,635

Greater Manchester Sports Partnership

Notes to the accounts for the year ended 31 March 2020 (continued)

19 Cash at bank and in hand

	2020 £	2019 £
Cash at bank and on hand	1,219,299	1,288,251
	<u>1,219,299</u>	<u>1,288,251</u>

20 Creditors: amounts falling due within one year

	2020 £	2019 £
Short term compensated absences (holiday pay)	29,025	35,375
Other creditors and accruals	127,623	254,044
Deferred income	-	268,425
Taxation and social security costs	55,626	47,894
	<u>212,274</u>	<u>605,738</u>

21 Deferred income

	2020 £	2019 £
Deferred grant brought forward	268,425	-
Grant received	-	268,425
Released to income from charitable activities	(268,425)	-
	<u>-</u>	<u>268,425</u>

Greater Manchester Sports Partnership

Notes to the accounts for the year ended 31 March 2020 (continued)

22 Analysis of movements in restricted funds

Current reporting period	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2020 £
Sport & physical activity development					
Active Lives Survey	7,375	17,700	(17,700)	-	7,375
Club Link Maker	4,444	94,508	(66,201)	-	32,751
CMOF - vets	28,673	108,500	(89,486)	(750)	46,937
Daily Mile	38,779	143,594	(101,341)	(45)	80,987
DfE - Volunteering	5,609	14,600	(10,446)	-	9,763
Endeavour fund	-	35,000	(9,216)	-	25,784
Get Out Get Active	10,704	49,930	(60,589)	(45)	-
GM Active Ageing	16,912	410,528	(391,120)	(3,000)	33,320
GM Moving - PHE	6,382	-	-	-	6,382
GM Moving TF-1	25,769	-	(26,154)	385	-
GM Moving - GMCA	6,315	-	(4,948)	-	1,367
GM School Games	61,297	90,000	(93,449)	(450)	57,398
GM Walking festival	205	-	-	-	205
Interim strategic manager	17	75,000	(74,955)	(62)	-
LDP capacity	129,687	268,425	(403,787)	49,865	44,190
Positive Pathway	-	33,250	-	-	33,250
Primary School Sport	49,041	92,799	(93,481)	(450)	47,909
Regenda Homes	4,000	-	(1,324)	-	2,676
Santander	1,031	-	(1,094)	63	-
Satellite Club	42,103	189,000	(185,703)	-	45,400
School facilities	-	81,328	(15,236)	-	66,092
SE Workforce	-	45,000	(44,250)	(750)	-
Special Olympics	6,750	-	(6,750)	-	-
Volunteer Development	12,004	-	(6,418)	(45)	5,541
Walking - TF2	321,126	956,163	(748,260)	(50,090)	478,939
Total	778,223	2,705,325	(2,451,908)	(5,374)	1,026,266

Greater Manchester Sports Partnership

Notes to the accounts for the year ended 31 March 2020 (continued)

Analysis of movements in restricted funds continued

Previous reporting period	Balance at 1 April 2018	Income	Expenditure	Transfers	Balance at 31 March 2019
	£	£	£	£	£
Sport & physical activity development					
Active Lives Survey	10,681	17,700	(21,006)	-	7,375
Club Link Maker	-	84,529	(80,085)	-	4,444
CMOF - vets	-	108,500	(79,282)	(545)	28,673
Daily Mile	-	76,406	(34,177)	(3,450)	38,779
DfE - Volunteering	7,599	8,000	(9,340)	(650)	5,609
England amputee FA	6,817	8,333	(15,150)	-	-
Get Out Get Active	18,870	95,241	(103,407)	-	10,704
GM Active Ageing	16,274	489,468	(488,420)	(410)	16,912
GM Moving - PHE	8,414	-	(2,032)	-	6,382
GM Moving TF-1	36,958	72,000	(75,157)	(8,032)	25,769
GM Moving - GMCA	-	-	-	6,315	6,315
GM School Games	46,477	90,000	(74,770)	(410)	61,297
GM Walking festival	-	10,000	(9,795)	-	205
Interim strategic manager	-	97,668	(99,334)	1,683	17
LDP capacity	-	372,884	(293,197)	50,000	129,687
Primary School	81,194	92,799	(124,052)	(900)	49,041
Santander	2,215	-	(284)	(900)	1,031
Satellite Club	1,727	178,594	(138,218)	-	42,103
SE Workforce	-	40,000	(39,905)	(95)	-
SGO fund	236	-	(236)	-	-
Special Olympics	9,250	-	(2,500)	-	6,750
Sport Specific	6,089	1,600	(7,689)	-	-
Sportivate	1,965	-	(1,965)	-	-
Regenda Homes	-	4,000	-	-	4,000
Volunteer	16,456	-	(4,452)	-	12,004
Walking - TF2	-	427,568	(56,442)	(50,000)	321,126
Total	271,222	2,275,290	(1,760,895)	(7,394)	778,223

Name of restricted fund	Description, nature and purposes of the fund
Active Lives Survey	Funding awarded to administer the Children and Young People Active Lives Survey on behalf of Sport England.
Club Link Maker	Capacity funding for the Satellite Club programme.
CMOF - vets	Funding to support veterans to stay active during transition from armed force to civilian life
Daily Mile	Aims to increase children's activity levels through getting schoolchildren to walk or run for 15 minutes every day

Greater Manchester Sports Partnership

Notes to the accounts for the year ended 31 March 2020 (continued)

Analysis of movements in restricted funds continued

Name of restricted fund	Description, nature and purposes of the fund
DfE - Volunteering	To support the identification and deployment of volunteer coaches and leaders to support schools to deliver the School Games.
Endeavour fund	Funding to employ a Development Officer for one year for the Moving Forces programme. This is to increase capacity on the programme and to help engage with more Wounded, Injured & Sick (WIS) military veterans.
England amputee FA	Capacity funding for national amputee football development officer.
Get Out Get Active	Aims to provide opportunities for anyone to engage in activity at any level, where disabled people access community sessions alongside non-disabled people.
GM Active Ageing	Aims to support inactive older people (aged 55+) to achieve at least 30 minutes of moderate intensity physical activity per week in order to improve outcomes and build the evidence base about this diverse group in terms of their behaviours and attitudes, how they should be targeted and what approaches do and don't work.
GM Moving TF-1	Investment to create the blueprint for Physical Activity and Sport in Greater Manchester.
GM School Games	The Greater Manchester School Games supports an increase in the number of young people in Greater Manchester accessing high quality school competition at level 3, intra, inter, and then countrywide. The deficit during the year was a result of the charity pre-funding this biannual event.
GM Training	
GM Walking Festival	funding towards the 2019 GM Walking Festival held during the month of May
Interim Strategic manager	This post leads the whole system work to implement the Greater Manchester Plan for Physical Activity and Sport.
LDP Capacity	Aims to accelerate the scale, pace and depth of the broader GM Moving implementation plan by focusing on three specific target audiences – those aged 5-19 in out-of-school settings, people out of work or those at risk of becoming out of work, and those aged 40-60 with, or at risk of, long term health conditions
Positive Pathway	Funding to develop and deliver a new wellbeing strand of the Moving Forces programme over 2 years, including the employment of a Development Officer (part time) to manage and deliver the new strand.
Primary School Sport	GreaterSport commissioned to support schools deploy their share of the Primary School Sport Premium.
Santander	Funding for a Special Educational Needs Schools Watersports
Satellite Club	GreaterSport commissioned to co-ordinate the delivery of the Satellite Clubs programme.
School facilities	This grant is to support schools to open up their facilities after the school day (after school, weekends and school holidays)
SE Workforce	Funding to invest in developing a workforce infrastructure to tackle physical inactivity
Special Olympics	To provide year-round sports training and athletic competition in a variety of Olympic-type sports for children and adults with intellectual

Greater Manchester Sports Partnership

Notes to the accounts for the year ended 31 March 2020 (continued)

Analysis of movements in restricted funds continued

Sport Specific programmes	Greater Manchester sports related programmes of activities based on National Governing Bodies of Sports' national plans.
Sportivate	A programme to support young people 14-25 years into sport and physical activity.
Regenda Homes	Capacity funding for a place based approach to activity to their residents
Volunteer Development	Volunteering work has been enhanced from February 2011 and will continue through 2015-16.

The transfer between LDP Capacity and Walking TF2 is as a result of a match funding agreement.

23 Analysis of movement in unrestricted funds

Current reporting period	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers £	As at 31 March 2020 £
General fund					
Policy reserve	488,006	765,714	(742,508)	(20,029)	491,183
Other	310,860	-	-	25,403	336,263
Sport specific	6,938	(1,035)	(3,290)	-	2,613
	<u>805,804</u>	<u>764,679</u>	<u>(745,798)</u>	<u>5,374</u>	<u>830,059</u>
Previous reporting period	Balance at 1 April 2018 £	Income £	Expenditure £	Transfers £	As at 31 March 2019 £
General fund					
Policy reserve	456,629	767,467	(746,386)	10,296	488,006
Other	263,995	-	-	46,865	310,860
Sport specific	6,938	-	-	-	6,938
School sport coordinator	49,767	-	-	(49,767)	-
	<u>777,329</u>	<u>767,467</u>	<u>(746,386)</u>	<u>7,394</u>	<u>805,804</u>

Name of unrestricted fund	Description, nature and purposes of the fund
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General fund	The free reserves after allowing for all designated funds
Sport specific balances	A designated fund to support sports specific activity.

Greater Manchester Sports Partnership

Notes to the accounts for the year ended 31 March 2020 (continued)

24 Analysis of net assets between funds

Current reporting period	General fund £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	4,057	-	-	4,057
Net current assets/(liabilities)	823,389	2,613	1,026,266	1,852,268
Total	827,446	2,613	1,026,266	1,856,325
Previous reporting period	General fund £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	6,419	-	-	6,419
Net current assets/(liabilities)	792,447	6,938	778,223	1,577,608
Total	798,866	6,938	778,223	1,584,027

25 Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Property		Equipment	
	2020 £	2019 £	2020 £	2019 £
Less than one year	-	3,690	-	-
One to five years	-	-	-	-
Over five years	-	-	-	-
	-	3,690	-	-

Greater Manchester Sports Partnership

Notes to the accounts for the year ended 31 March 2020 (continued)

26 Reconciliation of net movement in funds to net cash flow from operating activities

	2020 £	2019 £
Net income/(expenditure) for the year	272,298	535,476
Adjustments for:		
Depreciation charge	2,362	2,363
Dividends, interest and rents from investments	(7,661)	(7,007)
Decrease/(increase) in debtors	58,426	(42,752)
Increase/(decrease) in creditors	(393,464)	472,111
Net cash provided by/(used in) operating	(68,039)	960,191

Greater Manchester Sports Partnership

Notes to the accounts for the year ended 31 March 2020 (continued)

27 Funds held as custodian

The charity acts as custodian for the funds of GM Moving. The balance is not included in the assets of Greater Manchester Sports Partnership and is held in separate bank accounts and accounted for under a separate accounting system to ensure the funds are easily identified. Transactions are approved by the following job roles:

Chief Executive GreaterSport / Executive Lead GM Moving, Local Pilot Strategic Lead and Local Pilot Programme Manager

The objective of the GM Moving project is to "positively change the lives of people across Greater Manchester through physical activity and sport. Building from our strengths and through systemwide collaboration reaching a target of 75% of people active or fairly active by 2025". This is consistent with the objects of Greater Manchester Sports Partnership. The Trustees do not necessarily make the decisions on how the money is spent; this is done by the GM Moving Executive which is made up from representatives from the following organisations:

Greater Manchester Combined Authority
Greater Manchester Health and Social Care Partnership
10 GM
Transport for Greater Manchester
Tameside Council
Sport England
GM Active
Oldham Council

	2020 £	2019 £
Cash at bank	1,792,235	-

The income and expenditure for GM Moving is shown on a cash basis below. It does not form part of the statutory accounts and is subject to a separate grant audit.

	2020 £	2019 £
Total income	<u>4,333,161</u>	<u>-</u>
Expenditure		
Active communities	1,644,741	-
Engagement	30,515	-
Evaluation	320,492	-
Marketing & communications	489,307	-
Workforce transformation	<u>55,871</u>	<u>-</u>
Total expenditure	<u>2,540,926</u>	<u>-</u>
Surplus/(deficit)	<u><u>1,792,235</u></u>	<u><u>-</u></u>