



Annual Report

For year ending 31 December 2020

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, 2020 has been a year of strengthening leadership, strategic direction, governance and partnerships. It has also been the year of the pandemic with the challenges that has brought for many in the charity sector.

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. With effect from November 2020 Premier Foundation has become financially self-supporting although with the support of Premier Education Group in providing key services in support, including Finance and IT.

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. During the pandemic we have taken advantage of the Government furlough scheme for the CEO and this has enabled us to ride out the difficult period.

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

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.

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.

How we work?

Premier Foundation works 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).

Strategic Overview

The strategic focus for 2020 has been the development of key areas which has strengthen the position of Premier Foundation whilst in its growth period. Following on from 2019, 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

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 2020. There has continued to be one full time member of staff (CEO) and the Board now has 5 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 via its Trustee Skill Matrix. These high calibre individuals come with a wealth of knowledge and skill sets to effectively lead Premier Foundation through its growth period. Collectively the Board of Trustees demonstrate responsible leadership and judgement.

The Trustees meet 4 times a year for quarterly board meetings, reviewing performance and strategically planning for the future. In 2020 three Board meetings occurred due to the COVID-19 Pandemic. Recruitment is ongoing for gaps in the board skill set to ensure the Board composition is as effective and diverse as it can be. Premier Foundation's board diversity remains solid.

Premier Foundation Volunteers

Premier Foundation's development with Volunteers has been the most successful outcome of 2020. The unfortunate situation of COVID-19 has proved beneficial for Premier Foundation and it has led highly skilled individuals to come forward and volunteer their time to support charities like Premier Foundation. Premier Foundation have been able to capitalise on this building a strong volunteer team.

Premier Foundation is now in the enviable position of having a full complement of volunteers for the first time. The charity hit the heights of having a team of 26 regular volunteers and each week Premier Foundation are recruiting more. The exponential growth in this area recently has allowed the new Team structure to be implemented. All areas of the charity have a committed volunteer(s) tackling tasks to aid the growth and development of the charity.

The newest appointment is of an Operations Manager, who has been taken onboard to help support the volunteers and set tasks aligned with the Strategy. While the CEO is working on limited hours the support of this position will be invaluable to the charity, helping to provide quicker mobilisation of work streams.

In total there were 51 applications from Candidates interested in supporting Premier Foundation in 2020. After screening for suitability, the placement of suitable volunteers into roles within the organisation occurred with 51% (26 candidates) being placed into the team.

The graph below depicts a month by month picture on Volunteer Recruitment.

Figure1: Volunteer Recruitment 2020

	January	February	March	April	May	June	July	August	September	October	November	December		Total
Volunteers Applications	5	2	0	1	0	0	17	1	9	12	4	0		51
Volunteers Placed	2	0	0	1	0	0	8	1	6	4	4	0		26
Percentage Placed by Month (%)	40	0	0	100	0	0	47	100	67	33	100	0		51

The table above presents the picture of volunteering over the year with noticeable increases of applications in the height of the pandemic.

Figure 2: Volunteer Recruitment 2020- Applications

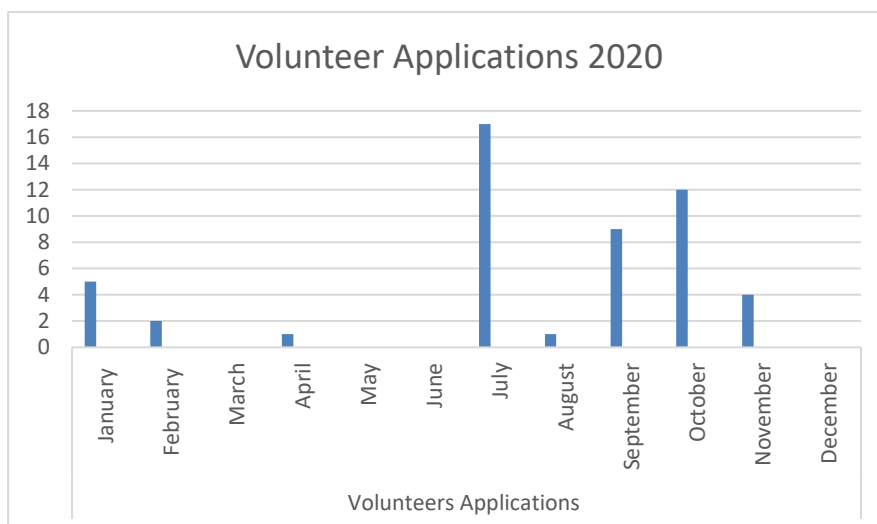


Figure 3: Volunteer Recruitment 2020- Placement



Economic Value of Premier Foundation’s Volunteers

Premier Foundation has a team of 26 active volunteers who support the day-to-day operations of the organisation. Our volunteers provide a wide variety of professional support that enables our operations to continue sustainably; the economic value of Premier Foundation’s volunteers in 2020 was £92,477*

**based on UK market median hourly wage rate for 2020, and assumptions of average volunteer hours (10 hrs/wk), the average time committed by volunteers in 2020 (6 months).*

UK market median hourly wage rate for 2020	Average hours volunteered per week per Volunteer	Average # of weeks volunteered per year	Total # of Volunteers	Total Economic Value
£13.68	10	26	26	£92,477

Pro Bono Consultants

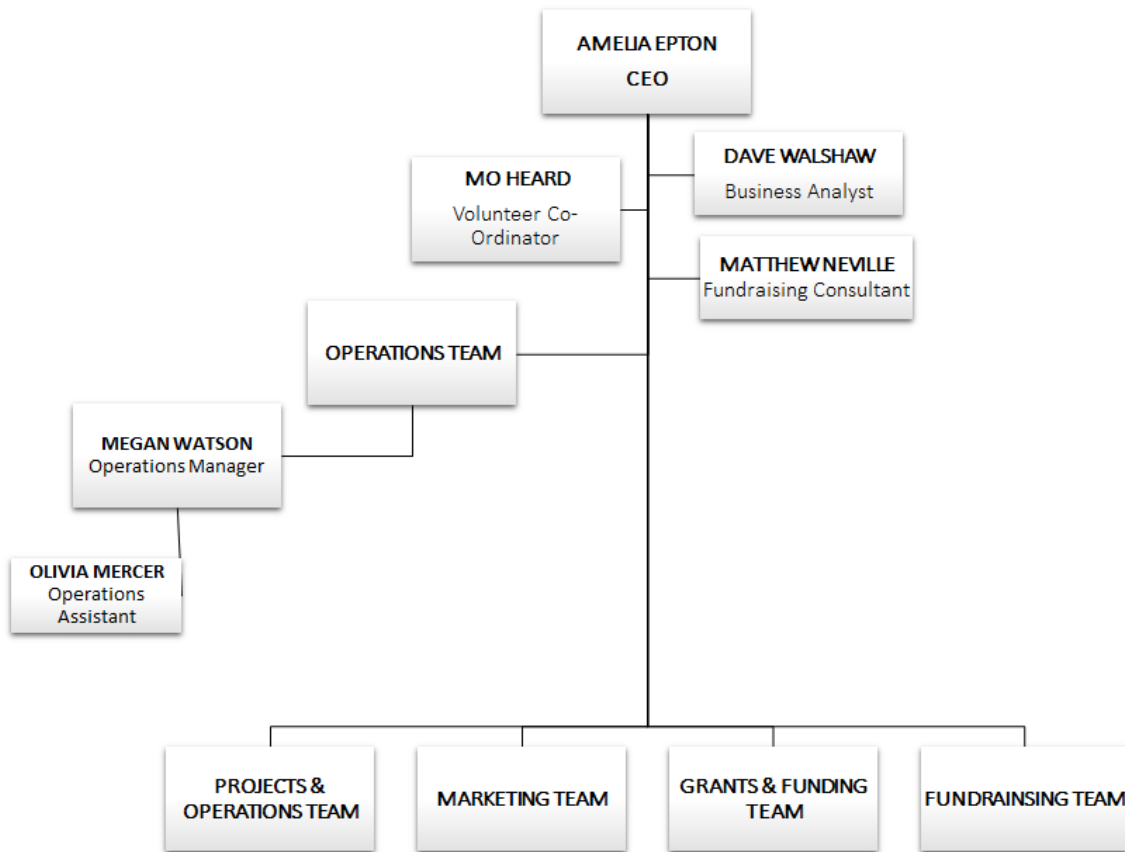
Premier Foundation this year have sourced Pro Bono Consultants to assist in the development and growth of the Charity. Three consultants have been working closely with the CEO.

Dave Walshaw is an experience Business Analyst and has been taken on to work on streamlining processes to ensure efficiency in Premier Foundation’s outputs.

Mathew Neville is an experienced charity professional with a background in Marketing and Fundraising. Mathew has been assisting in the development of the strategy for the new key area of Fundraising and Donations.

Jason Wrightman is a website developer and has been taken onboard to give the website an overhaul.

Below depicts the structure of the Charity



Policy Development

This year has seen the start of the reviewing process of Premier Foundation's Safeguarding Policies, Risk Policy and Risk Register, Financial Control Policy and Health and Safety.

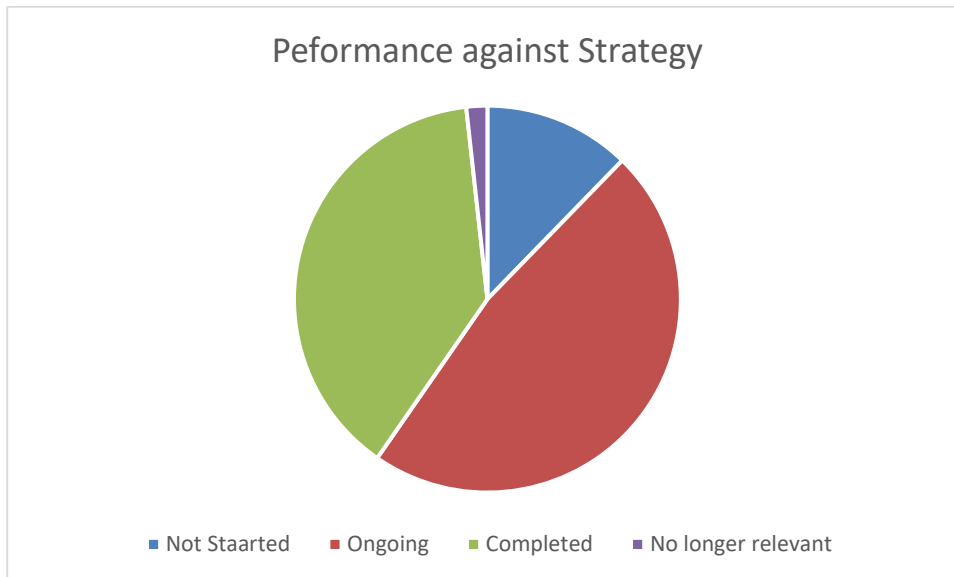
Business Analysis

Premier Foundation conducted a piece of work this year and produced two documents in relation to its current positioning, strengths, opportunities and how it will leverage the key opportunities. These documents will create the foundations for the strategy development in 2021.

Key Governance, Structure and Management Stats

- Strong governance
- Newly appointed Board
- A Board solid in diversity
- A strong volunteer structure
- Policy development
- Development of 2 business analysis documents exploring the current positioning, strengths, opportunities and how it will leverage the key opportunities

- Longer ongoing work streams in development to be rolled over to next year



Projects and Operations

With the focus on structural and governance changes in 2020 and the COVID-19 pandemic Premier Foundation's delivery has been limited this year.

The continuation of the All to Play For programme has been executed throughout the year in periods where government restrictions were not in place.

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.

One new project was implemented in the summer period this year:

Durham Summer Camps

The 3 day camps over the summer provided families with a safe outdoor area and an outlet to ease families back into positive health habits of physical activity in an outdoor environment which was COVID-19 secure, safe and "friendly".

The project gave families the opportunity to take part in a project as a family unit and spend some bonding time while being physically active.

Premier Foundation got participants to fill a questionnaire before they took part in the programme and after they had completed the programme. This allowed baseline and post intervention measurements on the improvements made to different health and wellbeing constructs resulting from taking part in Physical Activity.

Measurements were taken for:

- Motivation
- Happiness
- Enjoyment
- Concentration
- Self Confidence

The changes to participants were clear even though the intervention was a short duration.

- That in all health and wellbeing constructs there is a positive movement for all participants after an activity.
- Fantastic improvements have been seen in all participant's mood measurements after the activity (on average the movement went from an Ok Mood, to an excellent Mood).
- All participants enjoyed taking part in the activities, would like to participate in a similar project in the future and had fun with family and/or friends.

Further to the positive parent and child feedback more successful feedback was reported on

- Creating positive relationships with parents and children in the local community.
- Increasing physical activity for the participants and watching families play together.
- A good introduction to 4 Together Partnership, local town council and Mayor and Deputy Mayor of Ferryhill which has led Premier Foundation to submit a follow up funding application for the delivery of further holiday camps in 2021, which was successful.

The Ferryhill Chapter – Issue No. 981 Friday 28th August 2020

<https://www.swd.news/wp-content/uploads/bsk-pdf-manager/2020/08/The-Chapter-issue-981.pdf>

Article in The Northern Echo – Monday 24th August 2020

<https://www.thenorthernecho.co.uk/news/18670466.ferryhill-youngsters-aiming-high-activity-camp/>

CHILDREN ENJOY DROP-IN ACTIVITY CAMP

LAST WEEK Dean Bank Park, Ferryhill hosted a successful drop-in activity camp on Monday, Wednesday and Friday.

A range of engaging activities were provided free of charge for children aged between 4 and 12 of the local community.

The project was funded by the Four Together Partnership with further assistance provided by the Ferryhill Town Council.

The activities were delivered by team members from Premier Education Durham.

Activities included soft archery, hockey games, an obstacle course and footgolf. The children set themselves challenges and tried to beat their own high scores.

Cleaning stations were interspersed between the activities with hand sanitiser freely available for use between games.

Stuart Blackett, a parent who brought his two sons aged 6 and 8 on more than one occasion said: "This is fantastic. The kids have really enjoyed it. I hope to see more things like this in the future."

Tania Hawman, a parent who came with her two children agree: "It has been great", she said, adding, "we need more activities like this."

Cal Smith, from Premier

Education Durham said: "This is a wonderful project to be able to deliver something like this for the families in the area."

"It is important that the children are given the opportunity to be active, be with friends and have lots of fun trying new things."

"Obviously, we have taken every care to incorporate full covid-19 pro-

CONTINUED ON PAGE 3

CHILDREN ENJOY DROP-IN CAMP

FROM PAGE 1

tective measures regarding equipment and social distancing within the activities.

"It's also been great to see the parents participating with their children and having fun."

On Friday, Mayor of Ferryhill, Cllr Joe Makepeace and his deputy, Cllr Jacqueline Cansella

visited the activity camp with, David Stoddard and Callum Aitchison of the 4 Together Partnership to see the activities in full swing.

Both the Mayor and the Deputy Mayor displayed their soft archery skills with Cllr Cansella saying: "It is so wonderful for the children to have the opportunity to try new things."



100%

PARTICIPANTS

have seen improvements from taking part with their motivation, happiness and self-confidence

100%

PARTICIPANTS

enjoyed taking part in the activities

100%

PARTICIPANTS

would like to participate in a similar project in the future

100%

PARTICIPANTS

would like to participate in a similar project in the future



Based on a course from August 2020 funded by Holiday Activities with Healthy Food (HAHF)

Sport England FitFamilies

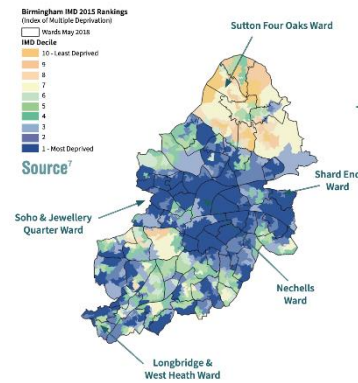
The FitFamilies Programme has been generated from the clear evidence of need demonstrated by statistics and the robust insights generated from our in-depth community consultations will see parents (predominantly mothers) and their children enjoying physical activity, sustainable wellbeing and nutritional 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. It will be conducted in a convenient, affordable, accessible, safe environment which they are already familiar with and will already be consistently showing up to: their children's primary school and local community hub.

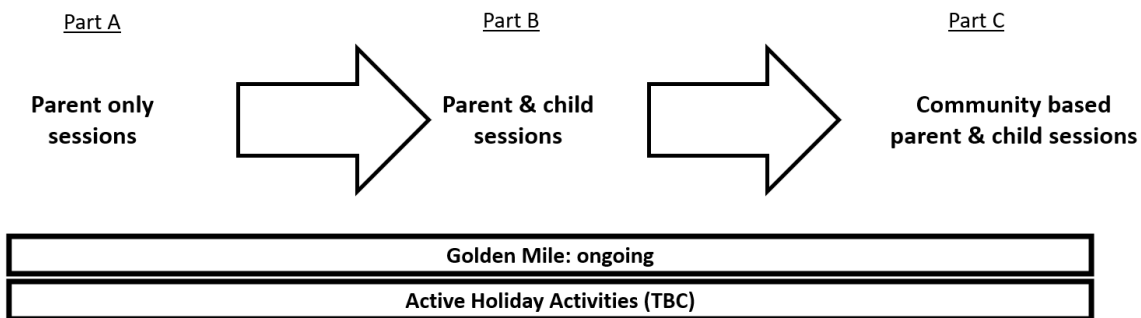
Programme is targeting 3 key areas

- Ladywood (Central)
- Kings Norton (South West)
- Hodge Hill (East)

40% of LSOAs* in Birmingham are in the most deprived 10% nationally, shown in dark blue below ⁸ *Lower-layer Super Output Areas



Programme delivery consists of the following:



- 24 schools in total across Ladywood, Hodge Hill & Kings Norton
- 3 cohorts of Part A & B for each school
- Part A & B are 6 weeks long
- Part C runs for around 44 weeks

The project was meant to launch in April 2020 but in the height of the pandemic the programme was paused and restarted in September. With the local and National lockdown in Birmingham the project has faced many challenges with the mobilisation. It was launched on 2nd November with one school and this school has resumed delivery on 7th December. All other schools signed up will be commencing in January 2021.

This project funding seeks to mark the growth of Premier Foundation and the important outcomes from this project will be used to help inform Sport England on what works well with Family physical activity engagement.

Funding, Fundraising and Donations

Funding

This year with COVID-19 and the pandemic, capacity to write and submit applications had reduced to zero. The volunteers formally working in the team ceased to volunteer with Premier Foundation and the team needed to be recruited and built from scratch. The journey has been challenging with volunteers coming into the team being new to Grant and Proposal Writing, intensive training and support needed to be given before applications could be submitted. The new team submitted their first application in October and have continued with the submission of one further bid. The team has been developed with the appointment of a key volunteer who has previous experience writing bids, has joined the team to support the CEO with the team with oversight from the new Operations Manager.

Funder	Activity/Project	Amounts			
		Planned	Submitted	Rejected	Approved
Sport England					124,985
All to Play For Jan-March					875
All to play for sept-dec					1,600
Groudworks Mayor of London	Redbridge Families				£3,288
Safer Kent	Kent Forward Trust Project		£2,484		£1,500
Coyler Fergusson					£12,000
4 together partnership	Durham holiday camps		8893		
Active Londoner Fund	Tower Hamlets		£15,600		
	Amount	£0	£26,977	£0	£144,248
	Number	0	3	0	3
	Total value of bids submitted	£171,225			
	Total value bids outstanding	£26,997			
	Total value bids successful	£144,268			

The situation with COVID-19 has affected charities income across the world. The pandemic has brought more funding opportunities ranging from helping with loss of income, through to projects helping the community. With the strong correlation to COVID-19 and Health, Obesity and Mental Health, Premier Foundation is positioned well to apply to these funds and this has been the focus in the last quarter. Premier Foundation has access to the latest COVID -19

Funder database and the Funding Team have been working with this to apply for the available opportunities in the area of sport and health.

A concerted decision last 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.

Fundraising

A new fundraising team has been developed focusing on generating income through fundraising and donations to build unrestricted funds. These resources allow for the core operations to be in a consistent and stable position. Work is ongoing building a fundraising strategy with fundraising consultant Mathew Neville.

This Christmas has seen the launch for Premier Foundation's First Christmas campaigns, which have acted as a pilot for the team to take learning from into next year. The team have;

- Implemented virtual Fundraising Campaigns
 - Giving Tuesday
 - Reindeer Run
 - Christmas Advent Calendar
- Start to build a relationship with Corporates with the Christmas Advent Calendar and Corporate Christmas Cards Campaign.
- Start to brainstorm ideas for 2021 events.

Giving Tuesday saw the delivery of 3 live events and a social campaign through the day.

Premier Foundation's work was shared across all social platforms successfully. New appointment of a Digital Marketing Volunteer will develop engagement and reach further from the starting point in this quarter.

The movements forward in this year will inform the strategy for 2021.

Financial review

The focus for finance this year was to get 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 and converted to a donation. The negative perception 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.

Below depicts the 2020 Micro Entity end of year accounts.

	<i>Notes</i>	2020	2019
		£	£
Fixed Assets		-	191
Current Assets		44,634	11,308
Creditors: Amounts falling due within one year		(7,381)	(96)
		<hr/>	<hr/>
Net current assets (liabilities)		37,253	11,212
Total assets less current liabilities		<hr/> <hr/>	<hr/> <hr/>
Total net assets (liabilities)		<hr/> <hr/>	<hr/> <hr/>
Restricted Reserves		13,303	-
Unrestricted Reserves		23,950	11,403
		<hr/>	<hr/>
Total Reserves		<hr/> <hr/>	<hr/> <hr/>

Future Strategic Plans

The focus moving forward in 2021 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. After the skills and resources brought toward Premier Foundation recently, it can be seen that a noticeable difference in output is being achieved which can be elevated even more from committed employees being onboard.

More focus needs to be committed at strategic level to ensure future longevity of the organisation. To enhance work around strategy, the CEO will move to focusing on this and come away slightly from the operations with the appointment of the Operations Manager.

In addition to this, 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. In 2019 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, it depicts the charities robustness and commitment to ensuring the charity is operating at a quality standard.

Building brand awareness needs to continue in 2021. The planning of a campaign linked to fundraising has been started for implementation in quarter 1 of 2021. The platform of the Sport England funding will elevate 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 2021 and beyond. Online platforms are the preferred method for marketing for 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.

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 2021. 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 that 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 allows 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 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. Premier Foundation's newest video is an example of

how this can be used to show impact with this easy medium. In 2021 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 2021.

Premier Foundation will be able to continue the quality of work seen in the last 5 years, using sport and physical activity for individual and social change.