

THE CHANGE FOUNDATION

England & Wales · Charity number 1046047

Details

Other names	LONDON COMMUNITY CRICKET ASSOCIATION, CRICKET FOR CHANGE, LCCA
Status	Registered
Legal form	Charitable company
Company number	03039017
Registered	1995-04-27
Register	View on the Charity Commission register

Contact

Address	The Change Foundation Cricket Centre Plough Lane Wallington Surrey SM6 8JQ
Phone	02086692177
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Website	www.thechangefoundation.org.uk

Activities

Objects: TO PROVIDE OR ASSIST IN THE PROVISION OF FACILITIES FOR RECREATION OR OTHER LEISURE TIME OCCUPATION FOR PERSONS WHO HAVE NEED OF SUCH FACILITIES AS AFORESAID BY REASON OF THEIR YOUTH, INFIRMITY OR DISABLEMENT, POVERTY OR SOCIAL OR ECONOMIC CIRCUMSTANCES, WITH THE OBJECT OF IMPROVING THEIR CONDITIONS OF LIFE AND IN PARTICULAR BY THE SUPPORT AND DEVELOPMENT OF CRICKET AT GRASS ROUTES LEVEL

Activities: The Change Foundation is a charity that uses sport and dance to unlock wider potential and open the doors of opportunity for marginalised young people, using a team of passionate, dedicated coaches who work to make a real and lasting difference in young peoples lives.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Other Charitable Activities
- **What:** Education/training, Disability, Amateur Sport, Economic/community Development/employment
- **Who:** Children/young People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin

Geography

- Bristol City
- Newcastle Upon Tyne City
- Throughout London

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,268,386	£1,329,748	£1,113,815	30
2024-03-31	£1,375,367	£1,432,186	£1,175,179	31
2023-03-31	£1,347,267	£1,357,272	£1,231,996	43
2022-03-31	£1,327,867	£1,354,222	£1,242,001	25
2021-03-31	£1,059,721	£1,063,633	£1,268,357	28

Trustees

Name	Role	Appointed
Victoria Louise Lowe	Chair	2015-12-10
Asha Merie Haji		2017-06-14
Catriona Helen Webster		2017-09-20
Daniel Drury		2020-06-17
James Wilkinson		2026-02-20
LUKE SOUTHALL		2022-06-20
Muna Ali		2026-03-24
Rachel Billsberry-Grass		2020-03-24
Rebecca Martin		2022-06-20
Sarah Giulia Ludecke		2026-03-24
Stephen Richard Wootten		2017-06-14
Tarun Patel		2022-06-20

THE CHANGE FOUNDATION

England & Wales - Charity number 1046047

Accounts

Company registration number: 03039017
Charity registration numbers: 1046047 & SC043569

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

AUDITED

EXECUTIVE COMMITTEE'S REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

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THE CHANGE FOUNDATION
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REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS EXECUTIVE COMMITTEE AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2025

Executive Committee	Vicky Lowe, Chair Helen Webster, Vice Chair Steve Wootten Rachel Billsberry-Grass Asha Haji Daniel Drury, Treasurer Daniel Button (resigned 6 February 2025) Tarun Patel Luke Southall Rebecca Martin
Company registered number	03039017
Charity registered numbers	1046047 and SC043569
Registered office	Cricket for Change Cricket Ground Plough Lane Wallington Surrey SM6 8JQ
Company secretary	Jean Stevens (appointed 1 April 2024) (deceased 11 March 2025) Simon Masini Pullan (appointed 11 March 2025)
Chief executive officer	Andy Sellins (resigned 1 April 2025) Navjeet Sira (appointed 1 April 2025)
Independent auditor	David Boosey BA (Hons) FCA Senior Statutory Auditor MHA Regus House 41 London Road Castle Court Reigate United Kingdom RH2 9RJ
Bankers	HSBC Bank Plc The Helicon 1 South Place London EC2M 2UP

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

**EXECUTIVE COMMITTEE'S REPORT
FOR THE YEAR ENDED 31 MARCH 2025**

1. A message from our incoming CEO

Stepping into the role of CEO from our founder, Andy Sellins, is the greatest privilege of my career. I first joined The Change Foundation in 2010 as a volunteer coach, and today, leading this remarkable charity is a true honour. My journey is a testament to the power of this organisation's culture, one built on belief, transformation, and opportunity. It's also a reflection of the extraordinary people who are the beating heart of The Change Foundation.

This past year has been one of the most pivotal in our charity's history. Not only did we navigate a leadership transition, but we are proud that our workforce became 100% equity-led. We define equity-led as being led by people who have personal experience with the issues our charity addresses and the communities we serve. This places the lived experiences of the vulnerable communities we support at the centre of all we do. As one of the UK's oldest sport for development charities, this evolution marks a significant milestone in our mission to transform lives through sport.

Highlights of an Extraordinary Year

From grassroots to global impact, our work this year has broken new ground:

- **Layyah**, who joined our Street Elite programme, reached international acclaim by winning BBC's *Rap Game UK*. Her journey from community programme participant to global icon is an inspiration to all young people with a dream.
- We launched **our first Fencing tournament**, unlocking new possibilities for autistic young people. Fencing has improved their motor and social skills by over 60%, showing how innovative sports can create meaningful change.
- Our collaboration with the **Westminster Foundation** was brought to life when the Duke of Westminster visited our programmes tackling knife crime and social media safety through sport. Their support has been truly transformative.
- We introduced **Golf**, opening doors to a sport traditionally seen as elite. The mentoring embedded within this programme has made a significant impact on young people's mental health and confidence.
- Mental health support through sport is rapidly becoming one of our most urgent and creative areas of work. Our new **Tennis Talk** initiative, combining talking therapy with tennis, has already shown great promise thanks to the investment from the **LTA Tennis Foundation**.
- We remain proud of our enduring partnership with **The Berkeley Foundation**, which continues to exemplify what true collaboration looks like. Their unwavering belief in our mission helps us deliver consistent outcomes for young people who feel failed by traditional systems.
- Our employability programmes maintained a high success rate in moving young people into **work, education or training**, proving once again that personalised, intensive support can change lives, and entire communities.
- In partnership with the **Black Swimming Association**, we helped develop a water safety education programme to be delivered in schools during Drowning Prevention Week. This innovative project brings life-saving knowledge to classrooms before it reaches the pool.
- Internationally, we were invited by **Laureus Sport for Good** to share our mental health programmes in Hong Kong with a growing network of sport-for-development organisations, a brilliant opportunity to learn, collaborate, and expand our impact.
- And perhaps most touchingly, **our Head of Programmes, Shedaine**, who joined The Change Foundation at 14, became a mother this year. Her journey, from participant to leader, to establishing our **Young Mums Sports Network**, represents the generational change we aim to create.

EXECUTIVE COMMITTEE'S REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

These stories represent just a fraction of the impact we've had this year. At its core, The Change Foundation is powered by a team of exceptional, committed, and passionate individuals. They are the heartbeat of the charity. They walk alongside the vulnerable people we serve, putting themselves second every time, and they are the true reason behind our continued success.

With Heartfelt Thanks

To our trustees, funders, partners, ambassadors, and supporters: thank you. Your belief in us never wavers. You give us the space to innovate, the confidence to act boldly, and the resources to keep going. We are deeply grateful and simply could not do this without you.

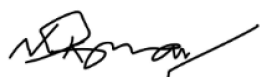
Looking Ahead

The future of The Change Foundation is rich with potential. We will:

- Transform our iconic cricket centre into a multi-purpose community hub, helping to build financial sustainability while serving local needs.
- Prioritise the mental health and wellbeing of our young people and staff, developing a new welfare culture grounded in lived experience, inclusivity, and care.
- Continue to deliver sport differently, challenging stereotypes, breaking down barriers, and reimagining what sport can do for those who need it most.

In the coming months, I will lead the development of our next five-year strategy, and I invite everyone who believes in this mission to join us in writing this bold new chapter. Young people's lives are more complex than ever, and so our vision must be equally ambitious.

Sport is just the beginning. Together, we change systems, break cycles, and help young people and communities realise their power.



Navjeet Sira, CEO

2. Our mission

The Change Foundation is an award-winning charity, that was founded in 1981, following the Brixton Riots in south London, where it used cricket as a tool to promote community cohesion and peace during a conflict at the heart of the local community. For 44 years we have pioneered the use of sport for social change programmes, helping children and young people around the world, which are designed on three key objectives through sport: health, skills, and employment.

We achieve these objectives by providing life-changing daily programmes that combine sport, youth work, and social work for the most vulnerable communities. In inclusive and safe spaces, young people can access daily mentoring, both face-to-face and virtually, with inspiring Social Change Coaches. Every year we celebrate the achievements and stories of the amazing people we work with in The Change Foundation awards.

Our mission is to use sport to change the lives of marginalised young people. We deliver targeted, long-term, education interventions for the most vulnerable people in our communities through Social Change Coaches with first hand lived and learned experience, providing regular sport, personalised mentoring and work-related opportunities.

EXECUTIVE COMMITTEE'S REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

We have three clear objectives:

1. Improving health – laying the foundation for individuals to reach their full potential.
2. Building skills – equipping people to make the most of life's opportunities.
3. Enhancing employability – enabling upward social mobility and long-term independence.

We've set these objectives in this specific order because we believe real, lasting change follows a natural progression. First, a person needs a strong foundation of physical and mental health. With that in place, they can begin to develop and grow their skills. And once those skills are established, meaningful employment becomes achievable.

This pathway reflects the journey we support at The Change Foundation, a step-by-step transformation that empowers individuals to create better futures.

3. Our approach

Believe in the power and potential of young people

We believe in young people even when they don't believe in themselves or feel unsupported elsewhere. Our approach is built on the following: listening, empowering, and creating new opportunities. We listen actively to truly hear their perspectives, challenges, and strengths. We then empower them by providing the tools, guidance, and safe spaces they need to develop new skills and build confidence. We open doors to new opportunities, helping them envision and achieve a brighter future. This integrated approach helps young people realise their worth and navigate life's challenges with resilience and self-belief.

We are inclusive to all

We are inclusive to all. This isn't just a statement; it's fundamental to our ethos and practice. We firmly believe that every young person deserves the opportunity to thrive, regardless of their background or circumstance, they will find a welcoming and supportive environment with us. We tear down barriers to participation, ensuring that our programmes are accessible and tailored to meet diverse needs. Our commitment is to support all and accept all, fostering a community where every individual feels valued, understood, and empowered to reach their full potential.

The true power of sport

We believe in the true power of sport from all our team's experiences of sport and how it has changed their lives. We know that there is much more to sport than just the sport itself. It is our biggest tool in engaging young people through mentoring and acts as a first step towards real social change where young people can find a voice, purpose, and potential. For us, sport is just the beginning of this journey.

Being youth led is our focus

The young people we work with are not just participants in our programmes; they are the driving force behind them. We believe in their power to shape and deliver solutions that truly work for them and their communities. From the initial concept to implementation, young people are central to our design process. They identify the needs, share their insights, and co-create the programmes that serve them. The young people then help us deliver them back to their communities, becoming Social Change Coaches, inspiring other young people. This collaborative approach cultivates a sense of ownership, builds invaluable leadership skills, and amplifies the positive change effect across their networks.

EXECUTIVE COMMITTEE'S REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

We value holistic support

Holistic support is woven into the very fabric of our programmes, ensuring every young person that we work with gains the skills and confidence to navigate their entire life journey. This means we don't just focus on one aspect of their development; we consider their complete well-being. Our programmes are intentionally built to provide comprehensive support, equipping young people with a broad range of capabilities. We foster emotional resilience and strong social connections. We strive to create an environment where young people feel safe to explore, learn, and develop skills and confidence they need to thrive, no matter what comes their way.

Always looking forward to our next challenge

We are always looking forward to our next challenge. The young people that we work with tell us what these challenges are, and we listen to them and react to their needs. We are always looking to innovate on how we support the young people that we work with. No challenge is too great for us to face, and by having this innovative approach, we can support all different groups of young people in ways that work for them.

We have a real commitment and sense of responsibility

Our commitment to social change is embedded in our DNA. It's the driving force behind everything we do, reflected in how we design, deliver, and evaluate our work. Through innovative sport for social change programmes, we go beyond traditional interventions. We strategically harness the power of sport, its ability to engage, inspire, and unite, to cultivate essential life skills, build resilience, promote inclusion. This integrated approach ensures that every participant's journey with us contributes to a broader movement for real social change.

4. From lived experience to lasting change: Our new equity-led future

With a shift in leadership this year, we are proud to announce that The Change Foundation is now a 100% equity-led organisation. This milestone is more than symbolic, it's fundamental to our mission and the way we operate. Being equity-led means that our leadership and approach are deeply rooted in lived experience. We don't just recognise the social issues and systemic barriers that young people face; we understand them firsthand. This allows us to engage more authentically, respond more effectively, and drive meaningful, lasting change in the communities we serve.

Our equity-led approach is built on three key pillars:

1. Lived experience as our driving focus

A key aspect of us being equity-led is the pivotal role of Social Change Coaches, all of which have lived or learned experiences of the issues that our young people face. Crucially, our programmes are designed by those with firsthand experience of young people's challenges. This direct insight ensures our solutions are rooted in reality and empower participants to drive meaningful change within their own lives and communities.

2. Tailored support, not one-size-fits-all

Another key to this is that we have a one size does not fit all approach. Our lived experience gives us the knowledge that not everyone starts off at the same point or has the same barriers that someone else might have, regardless of which one of our programmes they might access. This adaptability allows us to be completely flexible on how to help that person and how we can tailor the support they get as part of their unique experience.

EXECUTIVE COMMITTEE'S REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

3. We listen, learn, and react

We listen to our team who have lived through the social issues that our young people face today. Our innovation fund allows our team, and alumni of our programmes, to create and pilot-test new approaches, giving the people who know best the opportunity to create a programme to help those that are like them in a creative and innovative way.

Overall, being an equity-led organisation means we don't just create opportunities — we confront and remove the barriers that keep young people from accessing them. Our commitment to justice and fairness ensures every young person, no matter their starting point, has the chance not just to grow, but to thrive. This approach empowers us to create deeper, lasting change — and we're excited to share that journey.

5. Our new theory of change: *The Change Effect*

The Change Effect represents a fresh, dynamic approach to our Theory of Change. Inspired by the Butterfly Effect, a concept from chaos theory, it's built on the idea that small actions can create powerful, far-reaching change over time.

The Butterfly Effect suggests that a tiny shift in a complex system, can eventually lead to a major impact. We see The Change Foundation in the same way: our targeted programmes, even if small at first, can significantly shift the direction of a person's life.

The Change Effect is intentionally designed to be flexible and evolving. As we continue to develop new, innovative approaches to support vulnerable people, this model will grow and adapt alongside us, always rooted in the belief that lasting change often begins with a single, well-placed action.

Here is our new Theory of Change:

We see the reality

We work with people who are often overlooked, those navigating life without the support, access, or recognition they deserve. Their lived experiences include systemic challenges and personal struggles that can leave them feeling hopeless or invisible.

What they're up against: Disability, no options, crime, violence, loneliness, social media addiction, discrimination, no support, childhood trauma, lack of skills, no self-respect, mental health challenges.

We listen and respond

We listen first. Then we co-create innovative, flexible programmes that respond directly to the evolving needs of young people. Our approach is rooted in empathy, trust, and understanding, because change starts with being seen and heard.

We walk the journey together

Young people tell us, and show us, that their lives are changing. Sport gives them focus, motivation and the chance to try, fail, and grow, together. Through consistent relationships with Social Change Coaches who truly understand their journeys, they begin to rebuild confidence, imagine new futures, and take meaningful steps forward.

What starts to shift: Ambition, confidence, creativity, support network, role models, real options, acceptance, healing, becoming a Social Change Coach.

EXECUTIVE COMMITTEE'S REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

We build for life

The change doesn't end when the programme does. Young people leave with stronger foundations, deeper self-belief, and a lasting network they can rely on, tools they carry into future challenges and opportunities.

6. Our impact measurement process

We use a mixed-methods approach to capture both the data and the context behind the change we create. Each element is vital in building a complete picture of our impact:

Baseline data collection: We collect key demographic and background information from young people at the start of their journey. This helps us understand who we're reaching and how we can best support them.

Interactive surveys: Co-designed with our Alumni and delivered during sessions, these surveys gather programme-specific feedback without disrupting valuable contact time. They ensure young people's voices are heard and help us assess direct impact.

Coach observations: Our Social Change Coaches draw on lived experience to provide meaningful, real-time insights. Their observations add depth and context to survey data, helping us interpret the real-world impact on young people.

Stories of change: Each year, we compile personal stories from young people with informed consent, to highlight the human impact of our programmes, powerful narratives that go beyond the numbers.

Long-term tracking: We maintain trusted relationships with young people to follow their progress over time. This not only helps us measure sustained impact but also identify those who may need continued support.

Social Return on Investment (SROI): We are developing an SROI framework to quantify the broader economic and social value of our work within communities.

7. Our Impact this year

Empowering young people and strengthening local communities

In the past year, The Change Foundation has supported a total of 1,548 vulnerable individuals across our programmes, from at-risk young people to older adults in our local community. This reflects our commitment to intergenerational change, rooted in lived experience and community connection.

Supporting young people

We worked with 1,381 young people through a combination of long-term programmes, community events, and mentoring support:

- 881 young people participated in intensive, high-impact programmes lasting 12 weeks or more.
- 500 young people engaged through community festivals delivered by our *Street Elite* programme.
- Across multiple locations, we delivered 913 social change sessions across 75 groups, totalling 1,500 contact hours.
- Young people also received an additional 2,400 hours of mentoring outside of sessions, averaging 7.2 hours of mentoring per day, up from 4.5 hours last year, demonstrating increased demand and engagement.

EXECUTIVE COMMITTEE'S REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Our young people reflect the diversity of the communities we serve:

- 58% male, 40% female, 2% preferred not to say, and 1 individual identified as 'other'.
- 24% reported having one or more disabilities.
- We focused our work where it matters most: 88% of young people were based in London, 7% in Birmingham, and 5% in Brighton & Hove.

We worked in partnership with:

- 150 referral agencies, including schools, colleges, job centres, community centres, and statutory services, to reach the most vulnerable young people.
- Our *Inclusive Employers Network*, which supported 210 young people and engaged with 35 employers to bridge the gap between readiness and opportunity.

Engaging older adults in our community

In our South London headquarters' local area, we continued to run our Active Aging programme, supporting 167 people aged 50 and over through accessible sport and social activities:

- 6 dedicated session groups offered regular, tailored engagement.
- We delivered 237 group sessions, totalling 320 hours of activity throughout the year.
- Participants were 67% male, 33% female, with 15% identifying as having one or more disabilities. One participant chose not to disclose their gender.

All of our Active Aging participants live locally in Sutton, where our deep community roots allow us to provide consistent, meaningful support.

Together, across generations, we are creating a ripple effect of change, building stronger individuals, stronger communities, and a stronger future.

8. Our programmes

Over the past year, The Change Foundation has delivered 15 targeted programmes, reaching 1,548 young people and older adults. Each programme is tailored to meet the unique needs of vulnerable groups, empowering individuals through sport, mentoring, education, and community connection.

Programme	Aim	Number of Young people	Impact
Street Elite	Street Elite is a training-for-work programme that uses sport to engage 18–25-year-olds affected by crime, violence, and inequality, moving them from NEET status into employment, education, or training.	125	107 young people transitioned into EET with a record-breaking 86% success rate.
London Futures	London Futures supports young Londoners living with a disability to find long term employment opportunities.	15	Achieved a 54% success rate into sustained EET.
Fencing 4 Change	Fencing 4 Change uses the art of fencing to reduce the risk of social isolation and improve gross and core motor skills for young people aged 11-16 with autism spectrum disorder.	126	89% improved motor skills; 80% increased empathy and emotional understanding.

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EXECUTIVE COMMITTEE'S REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Adapted sport	Provides physical activity access for young people with complex disabilities in day centres.	40	In year one, saw a 60% increase in physical activity despite severe mobility barriers.
Netball 4 Change	12-week programme that teaches vulnerable and at-risk girls and young women about social media safety and digital resilience through netball.	122	80% improved understanding of online safety, privacy, and digital responsibility.
12 Rounds	12-week anti-knife crime education programme for primary and secondary school children. It uses boxercise, self-defence, and boxing to teach about the dangers and impact of carrying a knife.	106	90% reduced belief in the need to carry a knife for safety, a key attitude shift.
Ukraine Refugee sports Camp	Supports Ukrainian refugee families through holiday sports camps.	30 families	Built peer friendships and confidence; helped young people improve English and adapt to life in the UK.
Golf 4 Change	Golf 4 Change uses the values of golf and golf club networks to support young people to fulfil their potential and enter employment.	55	80% progressed into education, employment or training.
Rugby 4 Change	12-week programme that uses touch rugby to educate children and young people about county lines drug gangs and street safety. Delivered by expert Social Change Coaches with lived experience, the curriculum culminates in a festival celebrating learning and reinforcing safety messages.	119	90% increased awareness of gangs and how to seek help when approached.
Young Mums Sports Network	Supports young mothers (and their children aged 1–5) through physical activity and outdoor sessions, improving their wellbeing and confidence.	45	88% now have access to a safe, supportive community space enabling their growth and improved health.
Mind Coach Project	Mind Coach is designed to address the critical gap in mental health support within vulnerable communities, particularly for young people who face barriers to accessing mental health services.	21	Offered vital mental health support to both young people and staff, informing future strategy of integrated mental health support at the charity.
Cricket 4 Change	Cricket 4 Change uses the power of Cricket to work with young refugees and child asylum seekers providing them with a safe space to play cricket and integrate into their new environment.	37	Weekly sessions created routine, belonging, and support for new arrivals.
VI Rugby	Builds and provides visually impaired (VI) rugby as an inclusive sport through specialist training and supports local club development.	11	Developed a new VI Rugby club in Southport and transitioned Sutton & Epsom to community ownership.
Change the Game not the Girl	Challenges barriers to female participation in sport for those who feel they do not belong, through coaching, confidence-building, and adapted sport.	100	Delivered 10 workshops; boosted confidence, leadership, and life skills for girls and young women.

EXECUTIVE COMMITTEE'S REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Active Aging	Active Aging works with people aged 50 and over, using the power of Walking Sports to engage them in a local community programme.	167	95% improved fitness and mental wellbeing; strong community bonds reduced loneliness.
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Looking ahead: Expanding impact through innovation and inclusion

As we continue delivering our core programmes next year, we're also proud to launch and relaunch a series of new and returning initiatives. Each of these has been shaped by the evolving needs of the communities we serve, combining lived experience, innovation, and a commitment to inclusive growth.

TCF United: Creating community and opportunity for young disabled people

Target: 20 young people

A returning initiative, TCF United is a youth club for 16–25-year-olds with disabilities, run from our charity HQ. It offers a safe, supportive space to connect, try new activities, and build community. With guidance from Social Change Coaches, members will receive tailored support, from job prep to benefit access, alongside building lasting friendships and greater independence.

Walk 4 Change: Reconnecting young people with complex needs to nature, one step at a time

Target: 40 young people

Walk 4 Change is a new project tackling inactivity among young people with multiple impairments. Through guided walks and safe, accessible routes, we aim to boost physical confidence, encourage independence, and help participants feel safer and more empowered in their everyday lives.

Tennis Talk: Using tennis to serve up conversations around mental health

Target: 800 young people

Tennis Talk combines the benefits of tennis with the principles of talking therapy to break the stigma around mental health. Alongside improving physical wellbeing, the programme supports young people in understanding and managing their mental health, promoting long-term resilience and open dialogue. Following a successful pilot, the programme is set to expand nationwide over the next three years.

Queer Sports and Support: Creating safe spaces for LGBTQIA+ people through sport and solidarity

Target: 25 people

Co-designed by queer individuals for their community, Queer Sports and Support provides access to inclusive sport, peer connection, and tailored support. The programme addresses the lack of safe spaces for LGBTQIA+ people, focusing on improving both physical and mental health through community and play.

Play 4 Change: Laying strong foundations for children aged 0–5 and their families

Target: 100 children and parents

Play 4 Change supports families from marginalised communities by improving early childhood development through play. It focuses on enhancing motor, communication, and problem-solving skills, while also building parental confidence and strategies for home learning, ensuring every child has the best possible start in life.

EXECUTIVE COMMITTEE'S REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

These new and returning initiatives demonstrate our ongoing commitment to evolving with the needs of the communities we serve. From early childhood to young adulthood, and from disability support to mental health and LGBTQIA+ inclusion, we're building a future where no one is left behind, and where sport, connection, and care remain at the heart of every programme.

9. Stories of Change

We're proud to share this year's Stories of Change, powerful, personal accounts that highlight the real-life impact of our programmes. Each story was captured by Chad Mace, our charity storyteller, who spoke directly with the young people to hear, in their own words, how The Change Foundation has shaped their journey.

Story of Change One: Extraordinary, Passionate, Forward-Thinking

I'm 20, I'm from Neasden in Northwest London and I'm an aspiring actor. From a young age I've always loved acting, I love the concept of playing a different character and it's something I've always had a passion for. I'm currently at the Kingdom Drama School where I'm aspiring to a career in acting on-screen, and The Change Foundation helped me get to where I am today.

I first met The Change Foundation through The Change Foundation podcast where me and my friend would talk about loads of different things from football to culture stuff, like growing up in London, and growing up in certain areas like gentrified areas. I then met Dean who liked my personality and how I came across and so recruited me to Street Elite.

The Street Elite Cup really stands out to me from my time on Street Elite. It was such a big occasion because it wasn't just about the football, it was about bringing people together. Certain people there could have been out on the road doing stupidness but having a safe space to express yourself, as well as having loads of future opportunities like work experience meant that they weren't and that made it a really special event that'll always have a place in my heart.

My Social Change Coaches have really helped push me to be more confident and outspoken and they've given me the confidence to really express myself and show people my talent and what I'm capable of. Since being on Street Elite, it's given me a different perspective on life and it's helped me to learn things I didn't even know it was possible to learn through my Beagle Media work experience, like what it takes to create a show or documentary. They also helped me with a couple of instalments of funding for drama school as I wasn't in the best financial situation at the time of my auditions. The coaches and Street Elite have helped to elevate me as a person, not just with the skills I need to be an actor.

If I was to pick three words to describe The Change Foundation it would have to be **extraordinary**, for how quickly they change you as a person and the links they've got to help you in your career. **Passionate**, because you can feel the desire of the mentors to consistently want to help us and to make sure you do well, and **forward-thinking**, because they never look to the past, instead they ask where do you see yourself in five years and they help you achieve that.

Story of Change Two: Amazing, Supportive, Community

I'm 12 years old, I live in Surrey, and I have Autistic Spectrum Disorder (ASD), which is how I met The Change Foundation. They were running fencing training at my school, so I signed up to join Fencing 4 Change. At first, I wasn't sure if fencing was going to be something I enjoyed, but now I'm really passionate about it and I find it really interesting to learn about the rules of fencing and how it is done in tournaments and competitions.

The best part of my time on Fencing 4 Change is feeling accepted by the Fencing 4 Change community. Despite being one of the only girls, the community is really supportive, and I'm always encouraged and praised to keep on going. This makes it feel more supportive than a mainstream fencing club.

THE CHANGE FOUNDATION
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EXECUTIVE COMMITTEE'S REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

I've changed a lot as a person since joining Fencing 4 Change. My posture is so much better, and I've really improved as a fencer, to the point that I'm even fencing the coaches as I really enjoy fencing people of the same or better ability. This has taught me that I can give things a go, even if I may fail. As I've improved at fencing, I've also become more competitive and I love to win, but it has also taught me that winning doesn't always matter.

If I had to describe Fencing 4 Change and The Change Foundation in three words, I would choose **amazing**, **supportive**, and **community**. They've given me a love of fencing so that I now want to pursue a career in fencing and I want to compete at the elite level like the Olympics. Before Fencing 4 Change and The Change Foundation coaches, I never thought about being a professional fencer, but now I'm desperate to. If I was to recruit a young person to The Change Foundation, I'd tell them that it is a supportive community where you can be yourself, have fun, and learn lifelong skills.

Story of Change Three: Comfortable, Life-Changing, Opportunities

I'm 19 and I'm from Southwark. I grew up around Peckham before moving to the Aylesbury Estate. Last year, my friend was shot and killed. It was traumatic, but Golf 4 Change and The Change Foundation have helped me to deal with it and brought me happiness.

I first met The Change Foundation through Street Elite, back in 2023. I was going to kick a ball around with a few friends after sixth form and we ran into Dean and Dan. They said they'll coach us and pay us £20 to come to a session, but it was the coaching that really intrigued me, which is how I joined Street Elite. After finishing Street Elite, I still wanted to come to sessions so I signed up for Golf 4 Change.

I was new to golfing, I didn't know anything about the rules or even how to swing a club, but after a few sessions I started to get into it. I always thought golf looked quite quiet and boring, but it can actually be fun and I've actually been enjoying golf. The best part of the programme is that it brings people from different boroughs together. A lot of these people you'd never think of speaking with, but through Golf 4 Change and The Change Foundation, you become quite close. Everyone has an understanding of each other and can relate to it, which makes it easier to get along.

The coaches helped me to realise there's more to learning than school. Through their one-to-one coaching, I felt like I was actually learning something and that made me want to learn more. They've also taught me that there's always someone you can rely on. When my friend was shot, I felt comfortable being able to talk to Dan. That human-to-human conversation gave me a peace of mind which stopped me going crazy or doing something stupid.

I think I've changed a lot since being on Golf 4 Change. I'm not a social person but I make everyone laugh. Being on Golf 4 Change, it's a social sport, and I'm talking to people all the time. It's made me more comfortable talking to people. I think it will help me in my future because at first, when people meet me, they sometimes think I'm scary but when they get to know me, I'm actually a nice, reasonable person. It'll help me when coming to get a job as now I'm more comfortable talking to people, when it comes to interviews, they'll be able to get a better understanding of me.

I'd describe Golf 4 Change and The Change Foundation as **Comfortable**, more than anything else. It helped me be more comfortable around more people and be comfortable to talk about deep things. I'd say **life-changing**, because you become close with people that you'd never even think of interacting with outside of The Change Foundation. It also provides **opportunities**, like going to Legal and General, where I learnt more in a week and was treated like more of an equal, than I ever was in school.

Story of Change Four: Fun, Caring, Amazing

EXECUTIVE COMMITTEE'S REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

I'm 22, I live in a Mother and Baby unit in Abbeywood and I have a two year old girl. Being both a young mum and a care leaver is a bit of a rollercoaster, particularly due to social services. As soon as I was pregnant, social services got involved and told me I couldn't be a mum because I had been through the care system, they don't even give you a chance to show you can be a good mum. I'm in court currently fighting to keep my daughter with me so she doesn't end up in the care system herself. That's why the Young Mums Sports Network is so important to me.

I don't have a lot of support but the Young Mums Sports Network, and particularly the coaches, have become like a family for me. They ask me how I am, what's going on, and I can be open with them about everything that is going on at home. With court being so difficult at the moment, I can have a conversation with them about it, and they help me process it and work it through. I feel like I have that family connection, it's like having a big sister. Even for my daughter, the Young Mums Sports Network supports her. While I'm in the session, the childminders are playing with her, running around with her, and she's comfortable with them which is really nice.

Before the Young Mums Sports Network, I found being around people and groups of people really difficult because I was scared of being judged. I'm very shy and I worried that if I wasn't talking or being involved, people would judge me for it. Since I've joined the network, I've become less shy and I'm willing to try new things. It's helped me understand that people don't automatically judge me for being quiet, and often, they actually want to help. In group activities, I'll interact and participate, and it's given me the confidence to do new things which I wouldn't have before. Now, I take my daughter swimming every Wednesday and it's a nice activity for us to do together which is good for both of us.

If I had to describe Young Mums Sports Network and The Change Foundation in three words, I would choose **Fun**, **Caring**, and **Amazing**. Their support has inspired me to want to become an advocate for people that have been in care and are now going through the care system with their own child. I want to be able to go with them and show them that no matter what, everything you do is for a reason and you're never going to be alone. At first, I would have never thought of doing this, of meeting new people and talking to them, but now it's my dream.

I'd say to any young person joining The Change Foundation that it's amazing. You learn new things every time you go and it's like a massive family.

Story of Change Five: Fun, Engaging, Exciting

I'm 20 and I'm part of the Tower Hamlets Street Elite female cohort. I live in Waltham Cross, on the border between London and Hertfordshire, and every Wednesday I travel over an hour to make it to the Tower Hamlets session. After being hospitalised in my first year of university, I couldn't continue my studies, and I didn't finish my degree. It really took a toll on my mental health, and I was in therapy for a while. With the help of Street Elite and The Change Foundation, I'm trying to get back into the motion of work and work opportunities so I can become a Project Manager in Construction.

I first met Street Elite through Hannah and Heidi. I was at the Westfield Centre in Stratford, and they approached me to tell me about Street Elite. The way they incorporated different elements of sport into the programme really spiked my interest as sport is something I've been trying to get myself back into.

There's not a lot of clubs or support around where I live, so having somewhere to go where I can meet new people from different areas and talk about our different interests has been my favourite part of Street Elite. Last week, after our gym session, we sat down and did a session on our CV's and discussed our different experiences around CVs and applying for jobs. Activities like that where we get to talk about our different experiences and I can surround myself with people that I don't normally get to, are really valuable to me, particularly since being on the programme.

EXECUTIVE COMMITTEE'S REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

The coaches are very, very engaging and I think it's because they make themselves so easy to talk to. If there's any issues or anything, they always make it known that we can come to them and we can talk to them about anything. They're also really reliable, I know that whether it's over the phone or in person, I can rely on them to help me.

During the first month of Street Elite, we did a construction site visit, which was really beneficial, as I could talk to different people on the site, ask them questions about what was going on, and get their email addresses. Opportunities like that helped set in stone in my mind what I wanted to do. The other activities, like the gym sessions, have built on my skills like teamwork, communication, and working with different people have definitely helped too.

Fun, engaging, and exciting is how I'd describe Street Elite and The Change Foundation. Being able to go each week and being a part of something which motivates you is really engaging. It's exciting because we do new things every session and the sports make it fun too. I'd tell a young person joining The Change Foundation that they're guaranteed to be surrounded by good people and good energy. There's something different and something new to look forward to every single time that you're there, which really fulfils you and helps your own personal growth.

10. Everyone's talking about Change

Here's a look at how our work has been recognised in the media over the past year, showcasing the impact, innovation, and voices behind our programmes:

VI Rugby was mentioned by The University of Portsmouth as a student was selected to represent England in VI Rugby: <https://www.port.ac.uk/news-events-and-blogs/news/portsmouth-student-selected-to-represent-england-in-vi-rugby>

Children and Young People Now wrote a feature on Street Elite, titled "Sport provides springboard to work": <https://www.cypnow.co.uk/content/best-practice/sport-provides-springboard-to-work/>

12 Rounds and Netball 4 Change was discussed in the Hello Magazine when the Duke of Westminster and Olivia Henson made their first public appearance since their wedding, at one of our sessions: <https://www.hellomagazine.com/royalty/737322/duke-of-westminster-olivia-henson-first-public-appearance-wedding/>

Street Elite was mentioned in the SWLondoner for our Street Elite Festival in Ealing: <https://www.swlondoner.co.uk/sport/28062024-bright-futures-beckon-for-ealing-street-elite-graduates>

VI Rugby was mentioned in the SWLondoner for the Alex Bassan Cup between England, Ireland, and Japan, which England went on to win: <https://www.swlondoner.co.uk/sport/21112024-englands-visually-impaired-rugby-team-aim-for-more-glory-in-sutton>

ITV Interviewed VI Rugby player, Lee Robshaw, ahead of the Alex Bassan Cup: https://www.youtube.com/watch?v=YaXIIVAqr_I

Our Ukraine Refugee Sports Camp was subjected to a feature on the six o'clock news of BBC Southeast Today: <https://www.bbc.co.uk/programmes/m001ycy5>

A member of our Alumni, Layyah 'Generational talent', was crowned The Rap Game UK winner on the BBC news: <https://www.bbc.co.uk/news/articles/cvg6lgvlj20o.amp>

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EXECUTIVE COMMITTEE'S REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

11. Our partners and supporters

Thank you to all our supporters and partners, your commitment has made our work possible. This past year, your support has been instrumental in helping us create meaningful change in the lives of young people. We couldn't do it without you.

- Active Ops
- AMHC
- Berkeley Foundation
- Best4Systems
- Black Swimming Association
- British Fencing
- Castell Wealth Management
- Charles Square
- Churchill Foundation
- City Bridge Foundation
- Clearwater
- Coutts
- Dan Maskell Tennis Trust
- Dedpro Media
- EC Bid
- Edward Trevor Trust
- Ernest Kleinwort Charitable Trust
- Fairstead Trust
- Fonthill Foundation
- Garfield Weston Foundation
- Geoff Herrington Foundation
- Give As You Live
- Go London! (GLA)
- Greenwich Healthier Communities Fund
- Hunza G
- Impact London Collective
- Laureus Sport for Good
- Legal & General
- Liv Golf
- Lloyd's of London
- London Borough of Sutton
- LTA Tennis Foundation
- Mayfair Collective
- Mercers' Company
- National Lottery
- New World Tech
- Old Oak and Park Royal Development Corporation
- Olly's Future
- Paul Hamlyn Foundation
- Permira Foundation
- Propel London
- PwC
- Ralph Lauren
- Rexona

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EXECUTIVE COMMITTEE'S REPORT (CONTINUED)
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- Ross Harding Foundation
- Screwfix Foundation
- Sport England
- Springwell Clinic
- St James Place
- St Michael's Fellowship
- Sussex Community Foundation
- Sutton and Epsom Rugby Club
- Taborns Legal Business
- TATA Group
- Tesco Stronger Starts
- TDR Capital
- The Forge
- Toyota Fund for a Better Tomorrow
- Trevor Fund
- TSA Projects
- Ulverscroft Foundation
- VCCP
- Viridor
- Walcot Foundation
- Walking and Cycling Grants London
- Waud Wines
- Westminster Foundation
- Westminster Wealth Management
- Women Win
- Zurich Insurance

12. Structure, Governance and Management

The Change Foundation is a registered Charity in England & Wales and in Scotland and a company limited by guarantee. The liability of its members in the event of an insolvent liquidation is limited to a contribution of £1. The Charity's governing instrument is its Memorandum and Articles of Association and it was incorporated on 23rd March 1995. It changed its name from The London Community Cricket Association to The Change Foundation on 5th March 2014. The Charity has one subsidiary undertaking – 4Change Enterprises Limited. It did have another Street20 Limited which was dissolved on 22 August 2023.

The Charity's related parties are the Executive Committee members, senior staff and their related parties.

Committee Structure:

The Change Foundation places great emphasis on strong governance. The Charity currently has an eleven person strong Trustee Board with the following supporting committees:

Resources and Governance Committee (RaG)

The Resources and Governance Committee takes responsibility for the following areas: Governance, company secretarial, legal, risk management, financial management and processes, human resources, board succession planning, operations, audit, benchmarking, Trustee appraisals, whistle blowing and systems management.

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EXECUTIVE COMMITTEE'S REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Programmes and Impact Committee (PIC)

The PIC has responsibility for ensuring that existing and new programmes are in line with The Change Foundation strategy and values; that programmes that are approved by this committee are referred to the board for approval; that our programmes are reviewed on a quarterly basis in relation to their income and expenditure; and that programmes are regularly reviewed by the committee to assess whether they are achieving the desired outcomes required by the Charity, our partners and funders.

Fundraising, Marketing and Communications Committee (FMC)

The FMC is responsible for overseeing, approving and monitoring our fundraising strategy, supporting the creation and implementation of our marketing and communications strategy and creating and approving innovative fundraising activities.

Principal Risks and Uncertainties

The Trustee Board and each committee monitors and reviews the Charity's risks at least once a year and have put in place effective control plans to manage and mitigate them.

The Charity's current principal risks and their corresponding main control actions are:

1. Risk of an incident or a child protection issue at a programme or other Charity event.

A risk assessment is always undertaken as part of the programme or event planning process. All staff receive ongoing child protection training and DBS checks are mandatory for all staff, Trustees and volunteers.

2. Unpredictability of income

Our fundraising staff aim at maximising the range of applications made to funders, while supplementary income is achieved through a range of fundraising events and challenges, as well as from our Cricket Centre trading activities. All income is monitored on a monthly basis as part of the charity's internal procedures.

3. Insufficient reserves

Our reserves policy aims at minimising such a risk. To this end, the charity's income and expenditure is monitored on a monthly basis, driven by the monthly management accounts and related financial analysis and forecast

4. Loss or indisposition of key staff

This remains a risk and regular communication is encouraged through appraisals and debriefings as well as sabbaticals. Trustees continue to monitor and review the Senior Management Structure.

5. Risk of reputational damage caused by failure of a project

Project outcomes are regularly reviewed ensuring that programme goals are being achieved. The emphasis placed upon Impact measurement is fundamental to the success of the Charity. A rapid response group is in place to deal with the media and co-ordinate the Charity's actions.

6. Risk of damage by cyber attacks

IT security is regularly reviewed, and additional measures have been introduced as a result. Regular system backups, new email security, increased staff awareness, regular system updates and the latest anti-virus software are features of the IT policy.

Charity Governance Code

Our Resources and Governance Committee have conducted a comprehensive review against all of the recommended practices contained in the Governance Code introduced in 2017. We are confident that we conform with the principles and outcomes therein. Some board actions undertaken to ensure ongoing conformity with the code include provision of guidance in the development of the Charity's new 3 year strategy built around its vision and values; and also carrying out a Trustees' skills audit aimed at informing recruitment and training required for board effectiveness.

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EXECUTIVE COMMITTEE'S REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Fundraising Standards Information

The Change Foundation is not involved in any form of consumer fundraising with the exception of events.

Donations are all entirely voluntary and the only time that collection boxes are ever used is at the occasional event.

All other fundraising is aimed at Trusts, Foundations and companies with a CSR or Foundation arm. Where fundraising consultants have been used, their work is scrutinised and approved by members of the Senior Management Team who are involved in the fundraising bid process. The Charity does not use any professional fundraisers or commercial organisations to assist with its general fundraising and no complaints have been received in relation to this activity.

Remuneration Policy for Key Management Personnel

The Charity considers its key management personnel to comprise Trustees, CEO and the Senior Management Team as detailed in Note 13.

Executive Committee (Trustees)

The Trustees of the Charity are not paid. They may claim travel expenses and other legitimate expenses incurred in the performance of their Trustee duties. These expenses have to be approved by the Chair. The Chair's expenses are approved by the Chair of the Resources and Governance Committee.

Chief Executive Officer

The remuneration of the Chief Executive Officer is decided by the Chair of the Charity in consultation with the Resources and Governance Committee and the Head of Finance who annually researches pay in the sector and in comparable organisations.

The Charity seeks to remunerate the Chief Executive Officer so that we can recruit and retain a top-class individual who will deliver the Strategic Plan and enable the Charity to continue to develop its great work in a competitive environment. This may mean paying in the upper quartile for the sector.

Senior Management

The remuneration of the senior management team is reviewed annually in April and decided by the Chief Executive Officer and RaG in consultation with the Head of Finance, whose own salary is reviewed by the CEO.

Staff & Trustee Development

Our team are one of the Charity's greatest assets. We take pride in recruiting our team members from within our programmes as they have a great understanding of the young people we target with our work.

Staff development is therefore an essential element of the way we work.

The Change Foundation maintains the highest standards of programme delivery and impact measurement. The training structure is designed to support an evolving workforce that is empowered and ready to develop and deliver traditional and non-traditional programmes by:

- Developing the skills of the organisation through team training days and specialist workshops
- Providing personal development in the form of annual skills evaluation, appraisals and one-to-one training reviews
- Providing staff with continual professional development in line with the Charity's delivery needs
- Developing placement opportunities with external organisations

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EXECUTIVE COMMITTEE'S REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Trustees are advertised for and/or we conduct searches for the required skills and experience taking account of our current skill base and diversity. Once appointed, Trustees are given an induction by the Chair and the CEO which ensures that Trustees:

- Have a shared understanding and commitment to the charity's purposes and can articulate them clearly
- Understand the charity's decision making and monitoring framework
- Are aware of the range of financial and non-financial risks they need to monitor and manage

All Trustees have regular relevant training and updates which are aimed at further equipping them to fulfil their duties to the Charity effectively. Recent Trustees' training has included a session on Safeguarding within the context of the Charity's operations.

13. Financial Review

Financial Review statement

The results of the year's activities are set out in the attached financial statements. The Charity's total income for the 2024/25 financial year was £1,268,386 (2024: £1,375,367), while total expenditure was £1,329,748 (2024: £1,432,186), resulting in a deficit of £61,362 (2024: £56,819 deficit).

Unrestricted income totalled £547,988 in the year, which is slightly lower than the prior year (2024: £577,699). Unrestricted income included £157,563 from general donations (2024: £115,039); Charitable activities at the Cricket Centre and Indoor School were up at £91,854 (2024: £157,033); £271,219 from fundraising events and the Cricket Centre bar and facility income (2024: £282,672). £20,356 was gained from investment income (2024: £22,955) due to prudently investing some free reserves into the money market and the favourable movement in the interest rates receivable. Unrestricted expenditure totalled £587,784 in the year ended 31 March 2025 (2024: £552,370) which is an increase of £35,414 or 6.4%. This resulted in an unrestricted deficit of £39,796.

Restricted income totalled £720,398 in the year, which is at a similar level to the prior year (2024: £797,668). Total restricted expenditure was £741,964 (2024: £879,816), an decrease of 137,852 or 15.7%. This meant deficit of £21,566 (2024: £82,148 deficit) in restricted activities.

Total funds at the close of the 2024/25 financial year were £1,113,815 (2024: £1,175,177), composed of £687,930 (2024: £709,496) restricted reserves and £425,885 (2024: £465,681) unrestricted reserves. The restricted reserves are represented by the Cricket Centre, Indoor School facilities and the Urban and Disability Programmes. The unrestricted reserves consist of the designated Innovation Fund balance of £21,605 (2024: £22,822), the designated Fixed Asset Fund of £16,970 (2024: £28,729) and general funds (free reserves) of £387,310 (2024: £414,130).

Reserves Policy

The Trustees recognise that The Change Foundation needs to hold a certain level of free reserves. The purpose of the free reserves is to strengthen our core financial resilience in order to be able to effectively manage and navigate financial risks such as delays in grant receipts, programme funding shortfalls, inability to achieve fundraising and Cricket Centre income targets and challenges posed by unforeseen expenditure demands. The Trustees have reviewed the level of reserves required to cover these eventualities. In line with good practice, the Trustees have opted to link the target level of free reserves directly to its analysis of the key risks faced by the Charity, the likely impact of those risks, and the probability of them occurring. On that basis, the Trustees currently estimate the amount of free reserves required to cover those risks to be £340,000 – which is equivalent to around 3-4 months' worth of the Charity's normal operating expenditure. The actual free reserves level at 31 March 2025 was £387,310 (2024: £414,130).

Public Benefit Statement

The Executive Committee members confirm that they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers and duties. The public benefit of the Charity's activities are outlined under 'About us' earlier in this document.

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EXECUTIVE COMMITTEE'S REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

14. Final words from our Head of Impact

My name is Daniel Mynott, and I'm proud to introduce myself as the newly appointed Head of Impact at The Change Foundation. My journey with this charity began 13 years ago as a young participant in our disability programme, Hit the Top. The Change Foundation quite literally changed my life, and now, I have the privilege of showing the world just how deeply it continues to change the lives of others.

This year's report reflects more than numbers. It tells the story of transformation, of young people overcoming barriers through sport, mentorship, and community. It shows what's possible when lived experience drives the design of programmes, and when those who've walked the path are empowered to lead others.

As we look ahead, I'm excited to evolve how we measure and share our impact. With your continued support, we'll ensure every story, every step forward, and every breakthrough is seen, valued, and celebrated.

To all our partners, funders, and supporters: thank you. Your belief in us fuels everything we do. We look forward to another year of bold, inclusive, and high-impact social change.

Thank you for reading our annual report and for being part of this journey.

15. Disclosure of information to the auditors

The trustees of the charity who held office at the date of approval of these Financial Statements confirm, so far as we are aware, that:

- there is no relevant audit information of which the charity's auditors are unaware; and
- we have taken all the steps that we ought to have taken as trustees in order to make ourselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

16. Auditors

The auditor, MHA, previously traded through the legal entity MacIntyre Hudson LLP. In response to regulatory changes, MacIntyre Hudson LLP ceased to hold an audit registration with the engagement transitioning to MHA Audit Services LLP

MHA will be proposed for reappointment in accordance with section 144 of Charities Act 2011.



.....
Vicky Lowe

Chair

Date: 8th December 2025

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STATEMENT OF EXECUTIVE COMMITTEE'S RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2025

The Executive Committee (who are also the Directors of the Charity for the purposes of company law) are responsible for preparing the Executive Committee's 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 Executive Committee to prepare financial statements for each financial . Under company law, the Executive Committee must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Executive Committee are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 business.

The Executive Committee are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity 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 Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the Members of the Board of Executive Committee and signed on its behalf by:



.....
Daniel Drury

Treasurer

Date: 8th December 2025

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE CHANGE FOUNDATION

Opinion

We have audited the financial statements of The Change Foundation (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. 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).

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 2025 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 Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 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 United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Executive Committee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our evaluation of the Trustees' assessment of the entity's ability to continue to adopt the going concern basis of accounting included critical reviews of budgets and forecasts provided.

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

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

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE CHANGE FOUNDATION (CONTINUED)

Other information

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

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

We have nothing to report in this regard.

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 (incorporating the Directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- the information given in the Executive Committee's Report is inconsistent in any material respect with the financial statements; or
- sufficient and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Executive Committee's Responsibilities Statement, the Executive Committee (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 Executive Committee 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 Executive Committee 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 Executive Committee either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE CHANGE FOUNDATION (CONTINUED)

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

- obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements;
- enquiry of management to identify any instances of known or suspected instances of fraud;
- enquiry of management and those charged with governance around actual and potential litigation and claims;
- enquiry of management about any instances of non-compliance with laws and regulations;
- reviewing the design and implementation of control systems in place;
- testing the operational effectiveness of the controls;
- performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness;
- evaluating the business rationale of significant transactions outside the normal course of business;
- reviewing accounting estimates for bias;
- reviewing minutes of meetings of those charged with governance;
- reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's Report.

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE CHANGE FOUNDATION (CONTINUED)

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.



David Boosey BA (Hons) FCA
Senior Statutory Auditor
for and on behalf of MHA, Statutory Auditor
Reigate, United Kingdom

Date: 10 December 2025

MHA is the trading name of MHA Audit Services LLP, a limited liability partnership in England and Wales (registered number OC455542)

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2025**

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income from:					
Donations	4	157,563	7,473	165,036	172,898
Charitable activities	5	98,850	697,434	796,284	874,118
Trading activities	6	271,219	15,491	286,710	305,396
Investments	7	20,356	-	20,356	22,955
Total income		547,988	720,398	1,268,386	1,375,367
Expenditure on:					
Raising funds	8	224,323	10,938	235,261	220,338
Charitable activities	9	363,461	731,026	1,094,487	1,211,848
Total expenditure		587,784	741,964	1,329,748	1,432,186
Net movement in funds		(39,796)	(21,566)	(61,362)	(56,819)
Reconciliation of funds:					
Total funds brought forward		465,681	709,496	1,175,177	1,231,996
Net movement in funds		(39,796)	(21,566)	(61,362)	(56,819)
Total funds carried forward		425,885	687,930	1,113,815	1,175,177

All income and expenditure derive from continuing activities.

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 30 to 50 form part of these financial statements.

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)
REGISTERED NUMBER: 03039017

BALANCE SHEET
AS AT 31 MARCH 2025

	Note	2025 £	2024 £
Fixed assets			
Tangible assets	14	693,726	734,411
Investments		1	1
		693,727	734,412
Current assets			
Stocks	15	2,279	2,163
Debtors	16	72,483	106,119
Cash at bank and in hand		846,331	682,924
		921,093	791,206
Current liabilities			
Creditors: amounts falling due within one year	17	(501,005)	(350,441)
Net current assets		420,088	440,765
Net assets		1,113,815	1,175,177
Charity funds			
Restricted funds	18	687,930	709,496
Unrestricted funds	18	425,885	465,681
Total funds		1,113,815	1,175,177

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)
REGISTERED NUMBER: 03039017

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2025

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 144 of the Charities Act 2011 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005.

The Executive Committee acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Executive Committee and signed on their behalf by:



.....
Daniel Drury

Treasurer

Date: 8th December 2025

The notes on pages 30 to 50 form part of these financial statements.

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2025

	Note	2025 £	2024 £
Cash flows from operating activities			
Net cash used in operating activities	20	143,051	(12,590)
Cash flows from investing activities			
Investment income	7	20,356	22,955
Net cash provided by investing activities		20,356	22,955
Change in cash and cash equivalents in the year		163,407	10,365
Cash and cash equivalents at the beginning of the year		682,924	672,559
Cash and cash equivalents at the end of the year	21	846,331	682,924

The notes on pages 30 to 50 form part of these financial statements

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

1. General information

The Change Foundation is a charitable company and is registered with the Charity Commission (Charity Registered Numbers 1046047 and SC043569) and Registrar of Companies (Company Registration Number 03039017) in the United Kingdom.

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 address of the registered office is given in the Charity information on page 1 of these financial statements. The nature of the Charity's operations and principal activity is to change the lives of young people through sport and dance.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Change Foundation meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value.

The financial statements are presented in sterling which is the functional currency of the Charity and rounded to the nearest pound.

2.2 Funds

General funds are unrestricted funds which are available for use at the discretion of the Executive Committee in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Executive Committee for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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

Investment income, gains and losses are allocated to the appropriate fund.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.3 Income recognition

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

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. No amounts are included in the financial statements for services donated by volunteers.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

For donations to be recognised the Charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Charity and it is probable that they will be fulfilled.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the Charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Investment income 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.

The Charity receives government grants in respect of furthering its charitable objectives. Income from government and other grants are recognised at fair value when the Charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be reliably measured. If entitlement is not met then these amounts are deferred.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.4 Expenditure recognition

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.4 Expenditure recognition (continued)

All expenditure is inclusive of irrecoverable VAT.

2.5 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

The Cricket for Change Centre	- 2% on building cost
Indoor school	- 3.33% on building cost
Freehold land	- Not depreciated
Sporting and Office Equipment and Fixtures	- 25% on depreciated cost
Buildings Fixtures and Fittings	- 10% on depreciated cost

2.6 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.7 Debtors

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

2.8 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.9 Financial instruments

The Charity only holds basic Financial Instruments. The financial assets and financial liabilities of the Charity are as follows:

Debtors - trade debtors, other debtors and grants receivable are basic financial instruments and are debt instruments measured at amortised cost, this can be seen at Note 16. Prepayments and accrued income are not financial instruments.

Cash at bank - is classified as a basic financial instrument and is measured at face value.

Liabilities - accruals are classified as financial instruments, and are measured at amortised cost, this can be seen at Note 17. Taxation and social security are not included in the financial instruments disclosure. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is simply an obligation to deliver services rather than cash or another financial instrument.

2.10 Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2.11 Going concern

The Executive Committee have assessed the use of going concern and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue.

The Executive Committee have made this assessment for a period of one year from the date of the approval of these financial statements. The Executive Committee have concluded that there is a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The Charity therefore continues to adopt the going concern basis in preparing these financial statements.

2.12 Employee benefits

When employees have rendered service to the Charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The Charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

3. Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

- Depreciation rates for tangible fixed assets
- Performance related grants income recognition

4. Income from donations

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
General donations	157,563	7,473	165,036

	<i>Unrestricted funds 2024 £</i>	<i>Restricted funds 2024 £</i>	<i>Total funds 2024 £</i>
General donations	115,039	57,859	172,898

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

5. Income from charitable activities

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
Disability	3,996	208,446	212,442
Urban	3,000	480,677	483,677
Cricket Centre and Indoor School	91,854	8,311	100,165
Total 2025	98,850	697,434	796,284
	<i>Unrestricted funds 2024 £</i>	<i>Restricted funds 2024 £</i>	<i>Total funds 2024 £</i>
Disability	-	160,754	160,754
Urban	-	556,331	556,331
Cricket Centre and Indoor School	157,033	-	157,033
<i>Total 2024</i>	<i>157,033</i>	<i>717,085</i>	<i>874,118</i>

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

6. Income from other trading activities

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
Facility hire	26,902	-	26,902
Bar income	32,616	-	32,616
Fundraising events	188,025	15,491	203,516
Other income	23,676	-	23,676
Total 2025	271,219	15,491	286,710

	<i>Unrestricted funds 2024 £</i>	<i>Restricted funds 2024 £</i>	<i>Total funds 2024 £</i>
Facility hire	22,539	-	22,539
Bar income	26,709	-	26,709
Fundraising events	223,796	12,408	236,204
Other income	9,628	10,316	19,944
	282,672	22,724	305,396

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

7. Income from investments

	Unrestricted funds 2025 £	Total funds 2025 £
Bank interest receivable	20,356	20,356

	<i>Unrestricted funds 2024 £</i>	<i>Total funds 2024 £</i>
Bank interest receivable	22,955	22,955

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

8. Expenditure on raising funds

	2025	2024
	£	£
Direct costs		
Direct costs	197,838	141,545
	197,838	141,545
Support costs		
Overheads	5,975	29,943
Premise costs	3,439	2,385
Website, advertising and publications	416	1,507
Legal, professional and consultancy fees	639	2,110
Governance costs	3,590	3,219
Staff costs	10,333	17,115
Depreciation	11,759	11,759
Other staff costs	1,272	10,754
	37,423	78,792
	235,261	220,337

£10,938 (2024 - £Nil) of the above costs were attributable to restricted funds. £224,323 (2024 - £220,337) of the above costs were attributable to unrestricted funds.

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

9. Analysis of expenditure on charitable activities - by fund

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £
Disability	-	223,957	223,957
Urban	22,700	478,139	500,839
Cricket Centre and Indoor School	42,613	9,638	52,251
Other Charitable Activities	298,148	19,292	317,440
Total 2025	363,461	731,026	1,094,487
	<i>Unrestricted funds 2024 £</i>	<i>Restricted funds 2024 £</i>	<i>Total 2024 £</i>
Disability	-	156,940	156,940
Urban	93,914	692,949	786,863
Cricket Centre and Indoor School	23	29,927	29,950
Other Charitable Activities	238,095	-	238,095
<i>Total 2024</i>	<i>332,032</i>	<i>879,816</i>	<i>1,211,848</i>

10. Analysis of expenditure by charitable activities - by type

	Activities undertaken directly 2025 £	Support costs 2025 £	Total funds 2025 £
Disability	206,189	17,768	223,957
Urban	465,919	34,920	500,839
Indoor School	39,171	13,080	52,251
Other Charitable Activities	227,723	89,717	317,440
	939,002	155,485	1,094,487

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

10. Analysis of expenditure by charitable activities - by type (continued)

	<i>Activities undertaken directly 2024 £</i>	<i>Support costs 2024 £</i>	<i>Total funds 2024 £</i>
Disability	106,502	50,438	156,940
Urban	533,978	252,885	786,863
Indoor School	29,950	-	29,950
Other Charitable Activities	161,576	76,519	238,095
	<u>832,006</u>	<u>379,842</u>	<u>1,211,848</u>

Analysis of support costs

	Total funds 2025 £	<i>Total funds 2024 £</i>
Staff costs	58,554	96,982
Depreciation	1,425	-
Overheads	33,981	169,671
Premises costs	19,443	13,516
Website, advertising and publications	2,354	8,539
Legal, professional and consultancy fees	11,155	11,957
Governance costs	20,341	18,243
Other Staff Costs	8,232	60,934
	<u>155,485</u>	<u>379,842</u>

We have reviewed the analysis of these costs during the current year and revised the allocation between categories to better reflect the nature of the expenditure. We have not adjusted the analysis of the prior year's costs.

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

11. Governance costs

	2025 £	2024 £
Auditors' remuneration - Audit of the financial statements	16,884	16,080
Auditors' remuneration - Prior year Audit fees under/(over) provision	3,087	1,602
Auditors' remuneration - Accounts preparation	3,960	3,780
	23,931	21,462

Governance costs of £23,931 (2024 - £21,462) are represented by £20,341 (2024 - £18,243) expenditure on charitable activities and £3,590 (2024 - £3,219) of expenditure on raising funds.

12. Executive Committee's remuneration and expenses

During the year, no Executive Committee received any remuneration or other benefits (2024 - £NIL).

During the year, no Executive Committee member received any benefits in kind (2024 - £NIL)

During the year ended 31 March 2025, there were no expenses reimbursed or paid directly to Executive Committee members (2024 - £90 to 1 Executive Committee).

13. Staff costs

	2025 £	2024 £
Wages and salaries	637,325	767,737
Social security costs	58,804	54,447
Pension costs	41,587	39,176
	737,716	861,360

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

13. Staff costs (continued)

The average number of persons employed by the Charity during the year was as follows:

	2025 No.	2024 No.
Raising funds	4	3
Urban	9	14
Disability	3	3
Cricket Centre	11	7
Support	3	4
	30	31

The average headcount expressed as full-time equivalents was:

	2025 No.	2024 No.
Raising funds	3	2
Urban	8	8
Disability	4	3
Cricket Centre	1	-
Support	2	1
	18	14

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2025 No.	2024 No.
In the band £60,001 - £70,000	1	-
In the band £70,001 - £80,000	1	1

The total amount of employee benefits received by Key Management Personnel is £303,155 (2024 - £345,227). The Charity considers its Key Management Personnel comprise:

The Trustees (Executive Committee Members)
Chief Executive Officer
Director of Design and Impact
Corporate Services Director
Head of Finance
Head of Business Development
Head of Programmes

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

14. Tangible fixed assets

	Freehold property £	Long-term leasehold property £	Short-term leasehold property £	Fixtures and fittings £	Total £
Cost or valuation					
At 1 April 2024	964,600	289,329	110,202	25,999	1,390,130
At 31 March 2025	964,600	289,329	110,202	25,999	1,390,130
Depreciation					
At 1 April 2024	404,120	144,127	98,903	8,569	655,719
Charge for the year	19,292	9,635	9,158	2,600	40,685
At 31 March 2025	423,412	153,762	108,061	11,169	696,404
Net book value					
At 31 March 2025	541,188	135,567	2,141	14,830	693,726
At 31 March 2024	560,480	145,202	11,299	17,430	734,411

The Cricket Centre comprises of freehold land and buildings at Plough Lane, Wallington which was converted to a cricket ground together with a pavilion and ancillary facilities. The land was originally purchased for a nominal £1. There is a covenant on the land restricting its use to sporting purposes.

The indoor cricket school, which was built on Plough Lane land, is also restricted as to its use.

15. Stocks

	2025 £	2024 £
Bar stock	2,279	2,163

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

16. Debtors

	2025 £	2024 £
Due within one year		
Trade debtors	11,000	82,682
Prepayments and accrued income	61,483	23,437
	<u>72,483</u>	<u>106,119</u>

17. Creditors: Amounts falling due within one year

	2025 £	2024 £
Bank overdrafts	851	-
Trade creditors	34,639	6,047
Other taxation and social security	17,223	16,510
Other creditors	-	249
Accruals and deferred income	448,292	327,635
	<u>501,005</u>	<u>350,441</u>
	2025 £	2024 £
Deferred income		
Deferred income at 1 April	303,593	266,568
Resources deferred during the year	419,659	303,593
Amounts released from previous periods	(303,593)	(266,568)
Deferred income at 31 March	<u>419,659</u>	<u>303,593</u>

Deferred income in the year relates to grants that have been received in the year but relate to the next year.

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

18. Statement of funds

Statement of funds - current year

	Balance at 1 April 2024 £	Income £	Expenditure £	Balance at 31 March 2025 £
Designated funds				
Fixed Asset Fund	28,729	-	(11,759)	16,970
The Innovation Fund	22,822	-	(1,217)	21,605
	<u>51,551</u>	<u>-</u>	<u>(12,976)</u>	<u>38,575</u>
Unrestricted funds				
General Funds	<u>414,130</u>	<u>547,988</u>	<u>(574,808)</u>	<u>387,310</u>
Total Unrestricted funds	<u>465,681</u>	<u>547,988</u>	<u>(587,784)</u>	<u>425,885</u>
Restricted funds				
The Cricket for Change Centre	560,480	8,308	(19,292)	549,496
Indoor Cricket School	145,202	-	(9,635)	135,567
Disability Programmes	3,814	228,063	(229,010)	2,867
Urban Programmes	-	484,027	(484,027)	-
	<u>709,496</u>	<u>720,398</u>	<u>(741,964)</u>	<u>687,930</u>
Total of funds	<u><u>1,175,177</u></u>	<u><u>1,268,386</u></u>	<u><u>(1,329,748)</u></u>	<u><u>1,113,815</u></u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

18. Statement of funds (continued)

Designated funds

Fixed Asset Fund

The fixed assets are not easily realisable and therefore, for clarity, are not represented by the general reserve. The balance carried forward is equal to the year end net book value of fixed assets without continuing restriction. Restricted funds are those held for those subject to continuing restriction. The transfer from general funds in the year represents the net of additions of new fixed assets and the depreciation charged on the assets still in use.

The Innovation Fund

The Change Foundation Innovation Fund was created from £50,000 of unrestricted reserves in 2017. The award winning Fund aims to create a platform for our inspirational team to bring their ideas to life, with priority given to projects which:

- Align with the Charity's key objectives;
- Increase our effectiveness to help us reach new standards and take our work to new levels; or
- Promote creativity and innovation of approach in relation to our sector.

The fund is available to all staff to apply for, either on their own or in partnership with other members of staff and/or in partnership with Trustees, ambassadors and our young people. The grant making panel is currently made up of the TCF Chair, TCF Vice Chair and TCF CEO.

To date, the Fund has facilitated some of our innovative pilot programmes such as Visually Impaired Rugby, Boxing 4 Change, and our Small Grants Programme for our young programme participants (nominal contributions towards specific promising career development activities).

Restricted funds

The Cricket for Change Centre

This relates to the cricket pavilion and grounds at Plough Lane which was funded by a restricted grant. The fund is reduced in line with the depreciation of the buildings.

Indoor Cricket School

This fund relates to capital grants received to develop the indoor cricket school (renamed The Paul Wickham Indoor Centre). The balance carried forward reflects the funds with continuing restriction, and is reduced each year in line with depreciation of the capital asset.

Disability Programmes Fund

Funding for projects that improve the lives of people with a disability remains a priority for The Change Foundation.

Urban Programmes

The fund is for projects that improve the lives of young people from 'at risk' and disadvantaged backgrounds in addition to walking sports provided at the Centre for local residents over the age of 50. Our charitable interventions are delivered using creative sport-based methodologies involving sports such as cricket, rugby, netball, boxing, dance and e-sport.

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

18. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2023 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 31 March 2024 £</i>
Designated funds				
Fixed Asset Fund	40,488	-	(11,759)	28,729
The Innovation Fund	35,050	-	(12,228)	22,822
	<u>75,538</u>	<u>-</u>	<u>(23,987)</u>	<u>51,551</u>
Unrestricted funds				
General Funds - all funds	<u>364,814</u>	<u>577,699</u>	<u>(528,383)</u>	<u>414,130</u>
Total Unrestricted funds	<u>440,352</u>	<u>577,699</u>	<u>(552,370)</u>	<u>465,681</u>
Restricted funds				
The Cricket for Change Centre	579,772	1,000	(20,292)	560,480
Indoor Cricket School	154,837	-	(9,635)	145,202
Disability Programmes	-	160,754	(156,940)	3,814
Urban Programmes	57,035	635,914	(692,949)	-
Total Restricted funds	<u>791,644</u>	<u>797,668</u>	<u>(879,816)</u>	<u>709,496</u>
Total of funds	<u>1,231,996</u>	<u>1,375,367</u>	<u>(1,432,186)</u>	<u>1,175,177</u>

THE CHANGE FOUNDATION
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

19. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
Tangible fixed assets	16,970	676,756	693,726
Fixed asset investments	1	-	1
Current assets	909,919	11,174	921,093
Creditors due within one year	(501,005)	-	(501,005)
Total	425,885	687,930	1,113,815

Analysis of net assets between funds - prior year

	<i>Unrestricted funds 2024 £</i>	<i>Restricted funds 2024 £</i>	<i>Total funds 2024 £</i>
Tangible fixed assets	28,729	705,682	734,411
Fixed asset investments	1	-	1
Current assets	690,482	100,724	791,206
Creditors due within one year	(253,531)	(96,910)	(350,441)
Total	465,681	709,496	1,175,177

THE CHANGE FOUNDATION
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

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

	2025 £	2024 £
Net expenditure for the year (as per Statement of Financial Activities)	(61,362)	(56,819)
Adjustments for:		
Depreciation charges	40,685	40,686
Investment income	(20,356)	(22,955)
Decrease/(increase) in stocks	(116)	-
Decrease/(increase) in debtors	33,636	(11,408)
Increase in creditors	150,564	37,904
Loss on the disposal of investment in a subsidiary	-	2
Net cash provided by/(used in) operating activities	143,051	(12,590)

21. Analysis of cash and cash equivalents

	2025 £	2024 £
Cash at bank and in hand	846,331	682,924
Total cash and cash equivalents	846,331	682,924

22. Analysis of changes in net debt

	At 1 April 2024 £	Cash flows £	At 31 March 2025 £
Cash at bank and in hand	682,924	163,407	846,331
Bank overdrafts repayable on demand	-	(851)	(851)
	682,924	162,556	845,480

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

23. Pensions

The Charity contributes to some staff members' pension schemes. The assets of the schemes are held separately from those of the Charity in independently administered funds. The pension cost charge represents contributions payable by the Charity to these funds and amounted to £41,587 (2024 - £39,176). The contributions outstanding at the year end amounted to £3,647 (2024 - £10).

24. Related party transactions

Unrestricted donations were received from 1 Trustee, V Lowe, amounting to £Nil (2024 - 1 Trustee, V Lowe, amounting to £100).

During the year, amounts totalling £13,578 (2024 - £Nil) were paid to AMHC Europe Limited, a company owned by the Charity's ambassador, Adam Hall. The amounts paid were for the provision of management services for two fundraising events. As at the year end, the amount outstanding was £Nil (2024 - £Nil).

25. Subsidiary undertakings

The Charity has one subsidiary undertakings:

4Change Enterprises Limited - a dormant company registered in England and Wales with registration number 09510925 and registered address: The Cricket Centre, Plough Lane, Wallington, Surrey, England, SM6 8JQ.

One issued share of 4 Change Enterprises Ltd amounting to £1 is held by The Change Foundation.

THE CHANGE FOUNDATION

England & Wales - Charity number 1046047

Accounts

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

AUDITED

EXECUTIVE COMMITTEE'S REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

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THE CHANGE FOUNDATION
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REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS EXECUTIVE COMMITTEE AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2024

Executive Committee	Vicky Lowe, Chair Helen Webster, Vice Chair Steve Wootten Rachel Billsberry-Grass Asha Haji Daniel Drury, Treasurer Jaya Handa (resigned 19 June 2023) Daniel Button (appointed 20 May 2023) Tarun Patel Luke Southall Rebecca Martin
Company registered number	03039017
Charity registered numbers	1046047 and SC043569
Registered office	Cricket for Change Cricket Ground Plough Lane Wallington Surrey SM6 8JQ
Company secretary	Carol Driver (resigned 28 March 2024) Jean Stevens (appointed 1 April 2024)
Chief executive officer	Andy Sellins
Independent auditor	David Boosey BA (Hons) FCA Senior Statutory Auditor Regus House 41 London Road Castle Court Reigate United Kingdom RH2 9RJ
Bankers	HSBC Bank Plc The Helicon 1 South Place London EC2M 2UP

EXECUTIVE COMMITTEE'S REPORT
FOR THE YEAR ENDED 31 MARCH 2024

1. A message from our CEO

When we are busy raising funds, creating new programmes and ensuring our staff, trustees, ambassadors and partners are all on board with our constantly evolving plans, it is easy to forget the stories behind the impact we make on the lives of the individuals we work with.

In just the last month alone I have had conversations with football playing former gang members, mothers of Ukrainian refugee children showing their gymnastic skills, visually impaired rugby players feeling the embrace of the wider rugby family and autistic fencers achieving things they could not have dreamed of, all of whom have shared with me how much our brilliant coach mentors have changed their lives. Phrases such as 'I don't know what I would have done without The Change Foundation' remind us that we change lives and often change families. Stories of our young people becoming the main breadwinner in a family are common and they often become an inspiration for siblings and friends.

I hope that the core of our work is to create an environment where young people can safely dream about their future and then find the support to try new things, build new skills and feel the power of personal achievement. It is often said that to succeed you need hard work, skill and the right support and I think it would be fair to say that our young people bring the hard work and the skill, and we bring the right support at the right time in their lives. Quite rightly most of our work is focused on employability as almost everyone needs a rewarding way to earn a living and this year new golf, fencing and basketball programmes have all become important vehicles for creating change.

Our aim is to create an environment for our staff and our young people in which change is embraced as a creative force and the last 12 months have certainly been a time of change for the charity with over 50 years of experience leaving us with the retirement of two brilliant colleagues. Carol Driver had been with us for 34 years overseeing the development of our Centre and HQ in the London Borough of Sutton. Carol was also an HR expert; finance strategist and wise counsel and she left a big gap for us all to fill.

Alex Bassan had a profound effect on the charity in a different way over his 17 years with us, initially as a young person on our apprenticeship programme. Alex was the best coach many of us have ever worked with and became the best trainer we had seen too. He then evolved into a brilliant corporate partnership manager and created the fundraising events and challenges we continue to follow today. Carol and Alex will be greatly missed but their work lives on in the creative environment they helped create.

A great example of this is in the work of our inspirational colleague, Caine Rochford, who has led us all in creating and activating our comprehensive 'green action plan'. Inspired by Caine, we have greatly evolved our operations over the last 12 months as we aim to be carbon neutral by the end of next year and his sustainability update on our achievements to date is included in our annual report for the first time.

We also said goodbye to our Communications Manager, Anna Heslop, who transformed our marketing and communications and was a brilliant support to our whole team. Anna's positivity and creativity is sorely missed but many of her creative ideas live on in our everyday work.

Creativity also flows from our wonderful group of 'Ambassadors for Change'. Led by the inspirational Will Taborn, our 36 Ambassadors introduce us to potential new corporate partners, find participants for our fundraising events and challenges and use their networks to find work placements, internships and apprenticeships for our young people. We would not be the charity we are without this group of generous and supportive individuals.

Creativity also comes from our ever-growing group of corporate partners, including Berkeley Homes, Permira, St James's Place, Hunza G, Best4Systems, the Mayfair Collective, Cayuga, New World Tech and Coutts, asking challenging questions and working with us on creative solutions that help us become more efficient and also more attractive for future corporate partners to invest in. In the not too distant past, corporate partners could often be more accurately described as corporate funders but nowadays we do not have any of those types of

EXECUTIVE COMMITTEE'S REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

relationships. I think that one of our key strengths is our partnership management and our aim of listening to each partner to understand what they need out of our joint work, creating inspirational volunteering opportunities, co-creating new ideas and celebrating our successes together.

I am also really proud of our support of other charities, often smaller, younger versions of ourselves, who are setting out to make a difference and who we can help save time and money by sharing some good ideas and avoiding some not so good ones. We often find ourselves starting off by giving the same initial advice – describe the impact of your work as creatively as possible, look to get better not always bigger and get yourselves some ambassadors – they will change your world.

As well as our current 36 Ambassadors for Change, we also have a brilliant group of Young Ambassadors, often graduates from our programmes, who want to put something back by advising us on how to make our recruitment, delivery and impact measurement more efficient and more effective. They work closely with our coach mentors who exist on the front line of our work, supporting and encouraging our young people to unlock their aspirations, take on new challenges, meet new people who can help them and work with us to turn their hopes into a reality.

This time last year we reported on three new pilot programmes which we had pilot tested – Fencing 4 Change aims to reduce social isolation amongst young people aged 11 to 16 with autism spectrum disorder (ASD), Rugby 4 Change teaches year six children in the last year of primary school how to stay safe on the street and in particular how to identify and keep away from the danger of county lines drugs gangs and Golf 4 Change, which supports young people into their first job, including employment in the golf sector. All have now been scaled up and are providing support between them for over 300 young people.

This year our Innovation Fund has supported the piloting of our first basketball programme, Work Hard Play Hard, which focuses on improving the mental health of young people from across our programmes who have told us they are struggling with remaining positive and focused. Led by Yvette Santana, it has been a great success, and we will be scaling it up in the year ahead.

I reported at this time last year that we have a new, and only the third, president of the charity, following in the esteemed footsteps of Sir John Major and Phil Tufnell. Theo Sergiou became known to us in his early teens, initially through our blind cricket programme. He found safety and support with us and having faced some struggles in his teenage years has now flourished into a brilliant young man who is now studying PPE at Oxford University. Theo's creativity and drive has had a very positive effect across the charity, and he has made some inspirational presentations in the past year to our young people, our staff and our supporters.

It's been a wonderful year and I feel so fortunate to be part of such an amazing charity.

The year ahead

Our three strategic priorities remain the health of our young people, the development of their skills and securing their first job and these outcomes will be delivered through 12 different sports and 14 different programmes.

As we start to develop a new strategy for 2025 onwards, these priorities are likely to remain central to our work along with the development of a longer term tracking system for a significant sample of our programme graduates, which will aim to check in with them after one year, three years and five years, so we can develop a more in depth understanding of the long-term impact of our work.

We are also very interested in finding out more about the 20% of young people who don't graduate into employment, education or training each year and understanding the type of support we can put in place to secure a positive outcome for each of them. Our Research and Development Team will be key to finding the answers to this question as we aim for the ultimate goal of 100% of our young people graduating into employment, education or training.

To this end, 'The Agency', the expanded version of our Inclusive Employers' Network, will aim to double in size in

EXECUTIVE COMMITTEE'S REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

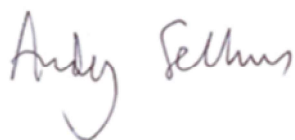
the year ahead both in terms of the number of young people it supports into rewarding and sustainable employment and the number of supportive employers promoting job opportunities and on the job training to our young people.

Plans are already being developed to turn our centre in the London Borough of Sutton into an innovative employment hub for young people from across the Borough and also from across London – a place where they can be supported to find their first job, get support to set up their own business or find the right training course or apprenticeship to set them on their way to the career of their dreams. As with everything we do, we will aim to share our developments with other charities, youth groups and sporting bodies in order to maximise the impact of our experience and learning.

This will include our use of virtual reality on a growing number of our programmes, the testing of AI across our work and an increase in the use of tech in different parts of our charitable operation. Much of this will be tested through our Innovation Fund, which has now invested over £250,000 in piloting new programmes for some of the most marginalised yet inspirational young people. This investment in new ideas has enabled us to secure over a million pounds in funding over the last five years to scale up fully tested pilot programmes.

For the first time in 2025 we will also have a year-round schedule of 'green' volunteering opportunities for our corporate partners to support us with, including carbon neutral fundraising challenges and sustainability planning with our staff and young people.

It will no doubt be another year of learning and growth for our brilliant charity.



Andy Sellins, CEO

2. About us

The Change Foundation is an award-winning charity that uses sport to change the lives of marginalised young people. We deliver targeted long-term education interventions for the most vulnerable people in our communities through coach mentors with first-hand experience, providing regular sport, personalised mentoring, and work-related opportunities.

The Change Foundation was founded in 1981 following the Brixton Riots in south London, using cricket as a tool to promote community cohesion and peace during the conflict in the heart of the local community. For over 40 years we have pioneered the use of sport for social change education programmes, helping children and young people around the world, which are designed and led by the communities we serve. Guided by our young people, our work focuses on three key outcomes through sport: health, skills and employment. We achieve these outcomes by providing life changing daily programmes that combine sport, youth work and social work for the most vulnerable in our communities. In inclusive and safe spaces, young people can access daily mentoring, both face-to-face and virtual with inspiring coach mentors. Each year young people's achievements are recognised at the annual Change Foundation Young People's Awards.

Who we are

We are bold, flexible, innovative, curious and collaborative and we come from a diverse range of backgrounds. We do not follow the crowd and we encourage each other to experiment with new ways to solve social problems. We are a group of Young Ambassadors, full and part time staff, Trustees, Ambassadors for Change and partner

EXECUTIVE COMMITTEE'S REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

organisations who aim to change the lives of young people using the power of sport. Crucially, our programmes are run by a brilliant group of Coach Mentors who have first-hand experience of the issues our young people are facing and who therefore understand what they need to do to unlock their aspirations and talents.

What we do

We use sport to help our young people feel safe, feel like they belong and feel they are valued. Through working with us they grow to understand that through their commitment and hard work they can unlock a host of personal development opportunities and networks of support to help them maximise their potential and start a fulfilling work life. We also believe in helping other charities, youth groups, corporates and sport for social change organisations to increase their capacity and their effectiveness and this is a core element of our work, which we undertake throughout London, across the UK and around the world.

Why we do what we do

We believe strongly in providing opportunities for young people who might not normally have had access to them to develop their skills and experience and to work with them to develop their aspirations. We do what we do because we want our young people to fulfil their potential and live happy and fulfilling lives and we do it through listening, joint decision making and by showing our young people that by working as a team and creating a group consensus, great results can be achieved.

How we do what we do

We use sport as the vehicle to develop our young people's mental, physical and emotional health, their personal and professional skills and their overall employment and career prospects. Our Young Ambassadors guide our work and our Research and Development Team ensure our work remains relevant, highly targeted and continues to break the mould in terms of unlocking the power of sport to create social change.

3. Impact highlights of the year

- The Change Foundation recruited and engaged 1,026 (unique participants) vulnerable people across London, Birmingham and Brighton. 51% of participants are male, 49% are female, with a small number that 'prefer not to say' and one person identifying as trans. 16% of participants have one or more disabilities.
- The Change Foundation delivered 872 structured sport for social change sessions with an average of 4.5 hours of additional mentoring a day for individuals and small groups.
- The Change Foundation inclusive employers' network that provides employability and career development support for our young people has grown from 25 employers to 29 since last year's annual report.
- The Change Foundation collaborated with 130 referral agencies to recruit the most vulnerable young people in our communities. These agencies consist of local charities, community groups and statutory services.
- The Change Foundation programmes focused on these key outcomes, knife crime, social media addiction, disability inclusion, youth unemployment and mental health.
- The Change Foundation Research and Development Team launched a series of insight articles led by coach mentors with lived experience:
 - How Street Elite dads are combatting loneliness: <https://www.berkeleyfoundation.org.uk/news-and-events/how-street-elite-dads-are-combating-loneliness>
 - Celebrating the strength and resilience of teenage mothers: <https://www.berkeleyfoundation.org.uk/news-and-events/celebrating-the-resilience-and-strength-of-teenage-mothers>
 - Helping young people build a network and use it effectively: <https://www.berkeleyfoundation.org.uk/news-and-events/helping-young-people-build-a-network-and-use-it-effectively>
 - The unique role of coach mentors: <https://www.berkeleyfoundation.org.uk/news-and-events/the-unique-roles-of-coach-mentors>
 - Sports, coaching and young people – a missed opportunity? <https://www.berkeleyfoundation.org.uk/news->

EXECUTIVE COMMITTEE'S REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

- and-events/sports-coaching-and-young-people-a-missed-opportunity
- Rugby players at Sutton & Epsom RFC were offered a chance to try out visually impaired rugby. VOICE FM's team were on the side line to interview players who are already part of our Visually Impaired Rugby programme. They also spoke with our coach mentor Daniel Lineker, who has coached on the programme since its development in 2016: <https://www.youtube.com/watch?v=vadv6P1AqM>
 - The Change Foundation attended the Wheelchair Fencing World Cup tournament being hosted by British Fencing and Sport Wales in Cardiff, where Navjeet Sira and Daniel Mynott were invited to speak on a panel about Fencing 4 Change and the growing agenda of neurodiversity and sport.
 - The Change Foundation worked in partnership with the Lawn Tennis Association (LTA) on a new project to build a tennis for good toolkit to tackle youth violence. We look forward to sharing the final product in September 2024.
 - We created a film about our work with Ukrainian refugee children and families over the year: <https://www.youtube.com/watch?v=uN9M3UKTJ24>
 - On 14 July 2023 we successfully hosted The Change Foundation's first ever Young People's Awards celebrating achievements of talented young people across all our programmes.
 - We were delighted to introduce new programmes this year including Tennis Talk, Mind Coach Project and Young Mums Active Community.
 - In September 2023 London Future's young people took part in their graduation. Please see short film of the event: <https://www.youtube.com/watch?v=JgQizlQdyWY>
 - In September 2023 Daniel Mynott, Fencing 4 Change lead, gave an exclusive ASD interview with British Fencing as part of their Learning and Train Week in September. During the interview, Daniel gave a history of his journey with the charity, shared how sport has supported him educated their team about the new Fencing 4 Change programme: <https://www.youtube.com/watch?v=jipWHXKCNzQ>

HAPPY 10TH ANNIVERSARY OF THE TCF BRAND!

In March we celebrated the 10th anniversary of the charity becoming The Change Foundation (from Cricket 4 Change). As a team, we took this opportunity for some reflection and discussed highlights and lessons learned, and we wanted to share some of these with you:

- Transforming from a cricket charity to a high impact multisport organisation.
- Embracing hybrid delivery following the pandemic.
- Introduction of mental health work across the charity more explicitly.
- Investing in disability employability work.
- Launching the innovation fund.
- Expansion of women and girls work.
- Ex-participants coming into senior management roles.
- Governing body partnerships (NFL Flag, British Fencing, LTA, England Handball).
- Launch of walking sports.
- Creation of the new sport VI Rugby.
- Creation of Fencing 4 Change our first neurodiverse focussed sports initiative.
- Creation of the R&D team and a code of ethical impact measurement, the first in the sector.
- Introducing Theo as our charity President.
- Launching our new agency for young people.
- Building our ambassadors network.
- 40th anniversary celebrations.

We believe Shedaine's feelings about the last 10 years as graduate to senior manager which summed up our conversation:

"You don't need to be academically smart to change someone's life, you just need to be kind."

EXECUTIVE COMMITTEE'S REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

4. How we measure change

Identify the social need: The Change Foundation takes social action by responding to a need in the community. We build an understanding of the context of the social need by gaining the perceptions of young people, using the existing evidence base and understanding the political and social environment we are working in.

Work with young people using a pilot test methodology: The Change Foundation design sport for social change programmes by testing a variety of sports and adapting their rules, trialling impact measurement tools, understanding the resources required and questioning assumptions. We do this by asking for, acting on young people's ideas, and evaluating them by delivering 6 – 12-month pilot programmes.

Recruit and retain: The Change Foundation invest time and resources in developing recruitment plans to ensure we work with the most marginalised young people in our communities. We work in partnership with local authorities, community groups, other charities and 'on the street' recruitment. The Change Foundation spend time matching the right programme for the right young person and learn about root causes that affect attendance.

Deliver programmes: The Change Foundation deliver sport for social change programmes that are flexible, adaptable, and inclusive where you can 'learn as you go.' We take this approach because social change programmes are complex and unpredictable – they require supportive environments, dependable Coach Mentors that lead by example and new and innovative coaching methods that weave in learning.

Provide opportunities: The Change Foundation recognise that change is personal, and each young person drives their own change at their own pace dependent on their relationships, motivations, behaviours, values, and aspirations. We provide a range of opportunities for young people once they graduate from our programmes including paid employment, one to one career development support, involvement in alumni programme, work experience opportunities and mentoring.

Innovate and share: The Change Foundation systematically reviews impact through reflective practice, openly discussing successes and failures with all stakeholders and amending methods based on learning. We then share our learning with the international sport for social change sector helping them to innovate in their communities. We do this by training their coaches, consulting with national governing bodies and engaging partners to deliver programmes with regular, ongoing development support.

Giving back: The Change Foundation change the lives of marginalised young people through the power sport, many of whom go on to inspire other young people to also change their lives.

The Change Foundation approach to impact measurement is based on the following principles:

- **Authentic:** We capture and translate authentic data from our young people, sharing knowledge and experiences that are relevant and true to the need we are addressing.
- **Creative:** We design creative impact measurement tools that practitioners relate to and engage our young people effectively to provide high quality information.
- **Consistent:** We measure impact in a systematic way while young people are on our programmes and after they graduate to regularly track the difference we are making.
- **Storytellers:** We share the impact of our work as often as is possible with all stakeholders, taking an initiative-taking rather than reactive approach to sharing our stories.
- **Holistic:** We believe that impact measurement is a coaching technique that is fundamental when delivering social impact programmes thus it requires the same preparation, innovation and training as delivering the sport itself.

We use a mixed methodology to measure the impact of our work:

EXECUTIVE COMMITTEE'S REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

- **Basic demographics:** We use an information management system to upload an individual profile for each young person we work with, capturing basic demographics.
- **Self-reflection:** We use creative journey tracking tools designed by our Coach Mentors and young people to measure the progress of our young people while on a programme.
- **Coach observations:** We use coach observation checklists that are used at the beginning and at the end of a programme to provide a baseline measurement against an end of programme assessment of each young person.
- **External perspective:** We seek to gain external feedback for each of our programmes, this can be through independent evaluation, stakeholder evaluation and/or family, employer, teacher, and friends' feedback.
- **Alumni offer:** Each graduate of The Change Foundation programmes is invited to become part of our alumni programme where they can continue to gain support and opportunities and enable us to track their progress beyond their programme engagement.
- **Young Ambassadors:** We recruit a group of young people that give back to the charity by adding their skills and experience to find new and innovative ways to create change through sport. Young Ambassadors take on individual roles that inform the charity's strategy and programmes for the benefit of young people.

5. Our programmes

The Change Foundation uses sport as a mechanism not just to engage marginalised young people, but to deliver measurable and sustained social impact. We systematically review and share social impacts, seeking to set and beat benchmarks, and continuously raise the bar through innovation, 'test and refine,' continuous learning and delivering relevant and flexible programmes.

Programmes impact in numbers:

Programme	Aim	Number of participants	Impact
Netball 4 Change	Netball 4 Change uses the game of netball to teach girls affected by overuse of social media how to stay safe online. It empowers them to think more positively about their social graph, how it can affect their prospects and raises awareness of negative social media influences.	49	In 2023/24 65% of the young women taking part across London reported that after the programme they implemented key Netball 4 Change social media safety rules and felt they had a healthier relationship with social media.
Street Elite	Street Elite is an award-winning training for work programme which engages young people aged 18 – 25 impact by crime, violence, and inequality through sport, helping them transition from NEET (not in education, employment, or training) into work, apprenticeships, training, or education opportunities.	146	In 2023/24, Street Elite recruited and engaged young people from across London and Birmingham. From those that completed the programme 82% transitioned into work, education, or training.

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Fencing 4 Change	Fencing 4 Change uses the art of fencing to reduce the risk of social isolation and improve gross and core motor skills for young people aged 11-16 with autism spectrum disorder.	93	In 2023/24 coach observation checklists showed 70% of young people improved basic motor skills and 90% improved social skills.
NFL Flag	The NFL Flag Project aims to improve vulnerable young people's mental health through NFL Flag.	204	In 2023/24 65% of participants believe that American Football is a welcoming and open sport that is good for mental and physical health.
London Futures	London Futures supports young Londoners living with a disability to find long term employment opportunities.	36	In 2023/24 61% transitioned from being NEET to EET. From this 42% went into education or training and 19% went into employment.
Esports 4 Change	Esports 4 Change aims to create psychologically safe spaces for young people to meet and talk through the power of gaming.	8	In 2023/24 self-reflections from young people showed Esports helped build confidence and provide a safe space to connect and talk.
Walking Sports	Walking Sports aims to help over 50's improve their physical and mental health whilst providing an opportunity for socialising and network.	159	In 2023/24 we held 241 cricket, football, netball and fitness sessions for a growing number of over 55's in the community. The Change Foundation headquarters has become a central hub for this group in the local community.
Cricket 4 Change (formally Refugee Cricket Project)	Cricket 4 Change collaborates with young refugees and child asylum seekers providing them with a safe space to play cricket, integrate into their new environment, gain advocacy support, and help them develop a sense of belonging.	30	In 2023/24 Cricket 4 Change delivered weekly cricket sessions, esports, time to socialise, access to advocacy support and group and one to one mentoring.
VI Rugby	Visually Impaired (VI) Rugby aims to develop the sport of visually impaired rugby and build on rugby's strong pedigree of promoting social inclusion, personal development and community cohesion.	20	In 2023/24 we established clubs in Sutton & Epsom and Stockport with monthly sessions where players are taking further ownerships of the clubs direction with support from The Change Foundation.
Rugby 4 Change	Rugby 4 Change aims to educate children in their final year of primary school about staying safe on the street and the dangers of being exploited by 'county lines' drugs gangs.	60	In 2023/24 end of programme questionnaires showed young people had a greater understanding of what to be aware of in county lines recruitment and who to speak to if they felt they were in danger.

EXECUTIVE COMMITTEE'S REPORT (CONTINUED)
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Young Mums Active Community	To deliver tailored support to young mothers and help improve their mental and physical fitness and start their careers.	11	Funding from Go! London enabled us to begin a young mums sports network. We delivered a range of sports sessions and active experiences. One mum said: "Connecting with pregnant women in my prenatal groups wasn't possible because of the difference in our age and circumstances. But here it gives me a support network. I've learned to take mental wellness walks to help me cope with stress."
Work Hard Play Hard	Work Hard Play Hard is a new pilot that helps create mental health awareness through basketball.	26	The pilot proved to be a success with 100% showing high engagement and over 60% feeling more confident about accessing and talking about their mental health.
Golf 4 Change	Gold 4 Change uses the values of golf and golf club networks to support young people to fulfil their potential and enter employment.	55	Golf 4 Change started earlier this year and currently has 3 cohorts in Croydon, Lambeth and Hammersmith and Fulham. The young people took a trip to Puttshack to support the start of their journey as well as getting to know their peers.
StepIn2Tech	StepIn2Tech aims to support young people into employment within the tech industry.	19	We tested a pilot tech employability project with 19 young people from our existing programmes, providing regular workshops about jobs in the tech industry. The graduation was held at Clearwater International where young people shared their testimonials providing positive and valuable feedback for future developments.
Tennis Talk	Tennis Talk aims to improve the ability to recognise and combat poor mental health through the power of tennis. Tennis Talk is a series of workshops that combine tennis and talking therapy to normalise conversations about mental health and reduce stigma associated with seeking help.	60	In 2023/24 baseline and endline surveys showed 70% of young people felt their physical health had improved by expressing in their own words that they felt healthier and happier. 84% of young people felt their understanding of mental wellbeing had improved by expressing in their own words that they felt more comfortable talking about emotions, feelings and relationships.

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Change the Game Not the Girl	This initiative is a series of workshops that tackle barriers that marginalised women and girls face in taking part in sport. It invites women and girls to change the rules of sport by discussing issues that affect them while improving their wellbeing.	80	This initiative is delivered across Change Foundation programmes providing girls and young women unique workshops designed by lived experience. All 80 participants showed full engagement proving that disrupting traditional sport and adding creative conversations improved engagement in sport.
Ukraine Refugee Sports Project	Ukraine Refugee Sports Project aims to support Ukrainian families settling in the UK through school holiday sports camps for children and families.	60	We completed 3 camps and took 30 families to enjoy a Christmas break in Wales at Park Dean Resorts. The families "were blown away" by the experience and shared how valuable the camps were for their children.

6. Sustainability update

This is the first time we have included a sustainability update in our annual report, and it follows our Young Ambassadors holding their own 'COP26' in 2021 and all of the changes we have made to our operations since this time in our quest to make us more sustainable.

A word from our CEO, Andy Sellins

"I am really proud of our young people helping us to drive improvements in our sustainability and these changes will move on at a pace over the next 12 months. I would particularly like to thank our new sustainability champion, Caine Rochford, whose expertise and energy has been instrumental in creating changes in how we operate in a more sustainable way."

A word from our Environmental Officer, Caine Rochford

"I am excited to start seeing the progress we've made and will make to help us The Change Foundation, and others to be greener and more sustainable. Also, I am excited to progress us into the world of sustainability and environmental work to make an even more positive change in the world!"

CARBON

Carbon Emission progress:

Impact area	Target	Position 23/24	Current progress 23/24
Office gas/electric	To reduce usage by 20% and run on sustainable energy/gas suppliers by 2025	We are making good progress	From 2022-2023 we have reduced our gas/electric emissions by 15%
Waste	To keep reducing general waste	We are making good progress	In the last year we have increased our recycling and in turn lessened our general waste by approx. 33%
Commuting	Decrease our staff travel emissions to the office by 20%	We have a plan for improvement.	We reduced commuting emissions by approx. 15.15%

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Business Travel (car)	Decrease our car mileage by an additional 20%	We have a plan for improvement.	From 22/23 we reduced domestic car travel by 35%
Business Travel (flights)	Decrease our flights emissions by 20%	We have a plan for improvement.	From 22/23 we increased business flights by 30%

Greenhouse Gas (GHG) Emissions (tCO₂e)

Scope 1	Year Ended December 2022	Year Ended December 2023	Comments
Gas: Natural gas	5,900kg	5,100kg	Our usage decreased (32,193kWh in 2022 to 27,634kWh in 2023)
Scope 2	Year Ended December 2022	Year Ended December 2023	Comments
Electricity: Market based & Location based	3,900kg	4,200kg	Our usage decreased (20,401kWh in 2022 to 20,139 kWh in 2023) but due to the UK government emissions factor for electricity increasing (for the first time in a while) due to there being less green energy available on the grid. The decrease in usage changed due to LED Lights replacing a lot of the previous Halogen bulbs in the centre, also with setting up an automated system to turn the lights on/off at certain times to make sure the lights were off when not needing to be used.
Fugitive Emissions: Refrigerants	0.009kg	0.009kg	
Scope 3	Year Ended December 2022	Year Ended December 2023	Comments
Purchased goods and services	12kg	26kg	The reason this went up was due to the amount of new programmes, new staff and supplies needed for HQ
Capital goods	68kg	71kg	This increased due to increase in staff needing laptops/phones.
Waste disposal	1,800kg	1,200kg	This has gone down due to the increased recycling.
Employee travel	52,000kg	63,000kg	This is due to the increase in long haul flights for overseas programmes and development.
Employee commuting	3,300kg	2,800kg	This decrease is mainly due to sessions being more local to the coaches and less employees.
Cloud computing	538.8kg	648.8kg	
Paper use/printing	10.62kg	3.175kg	This is mainly due to the digitisation of all of the office work.
Investments (bank)	0.00724 kg	0.00724kg	
Investments (Pension)	139.125kg	132.5kg	We are currently in the process of finding and presenting 'green pensions' to our staff.

WASTE

At HQ we have increased our recycling due to being more conscious and active in making sure that the right things are being put in the right bin.

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WATER

Water usage at HQ is mainly used from toilets/showers and the kitchen, but during 2022 we had very high temperatures which dried out the cricket pitch, so we used a lot of water that year during the summer due to the need to keep the cricket square alive and healthy. That meant that in 2023, we had a lot less water usage due to increased rainfall and less extreme heat.

BIODIVERSITY

At HQ we have a lot of green space for plants to grow, this gives insects and birds food/habitats in a very urban area. We do not use any pesticides or weedkiller on these places to keep it healthy, safe and allow it to grow.

We do use pesticides and weedkiller on the cricket pitch as it is needed to be tidy, cut and weed free to be a safe and regulated cricket pitch.

Our achievements in the last 12 months

- Tested our sustainable sports educational module in India and in the UK.
- Created new sustainability volunteering days at our centre for our corporate partners.
- Created our first environmental sustainability policy.
- Appointed and trained our own sustainability champion.
- Created a plan on the findings of our first Zellar sustainability report (Zellar is a sustainability app that helps with emission and sustainability reporting and planning).

Our plans for the next 12 months

- Secure funding to install electric car chargers at our centre.
- Decrease our flights emissions by 20%.
- Decrease our car mileage by 20%.
- Review and action our recent green assessment visit to HQ.
- Ensure all staff and young ambassadors undertake sustainability training.
- Provide paid leave for staff to undertake volunteer sustainability work.
- Partner with an environmental charity as a way to offset some of our carbon use.
- Set up a new 'Sustainability Fund' as part of our Innovation Fund, which our young people, staff and partners can secure funding to test an idea that makes us more sustainable.

7. Stories of change

We are fortunate to have seen a number of young people graduate from our programmes and go onto positive pathways for their own personal or professional development. The following are five testimonials of our alumni:

Case Study 1: Creative, Supportive, Community

I live on a West London council estate, where I have lived for the past 16 years with my mum and my four brothers. As a kid I was very naughty at school, but I had been through a lot of bereavement, and I felt like I was not understood at all. The lack of understanding turned to stereotypes when I moved to high school - my headteacher told me that because I am mixed race and live on a council estate, I will be pregnant by 16. That racism is something I have had to continually endure since leaving school.

I first met The Change Foundation through the Street Elite street recruitment. I gave Elle my number and she consistently messaged me to come and try Street Elite and see how it works. After a few weeks I gave in and went along. When I got there, I absolutely loved it, and I did not miss a single session after that. After the Street Elite Festival in the summer, I realised that I wanted to become a Coach Mentor.

As I had been turning up to every single event, I was offered a place on the Street Elite Academy and from there

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I kept volunteering for all different events until I was offered a part-time contract a few months later and in September I became full-time. The Street Elite Academy was amazing as we got to coach and design our own social impact game with our own distinct messaging and creativity which I really loved – I felt like I was on top of the world.

Although the Street Elite Academy was a highlight, the team away day last year really stands out to me as at the time I kept to my cliques, and I did not have that many relationships within the team. Coming back from the away day I was a much more confident public speaker and I felt like I was actually now a part of the team, and I had their support which was huge to me.

I am very happy with where I am in life now compared to where I was last year. I suffered really terribly with my mental health last year, to the point where I was sectioned in February. I am so grateful, so much happier and so passionate about the work I am now doing, not only for TCF but with my youth work too, as I have gone from not wanting to be here to enjoying life.

I will always back TCF no matter what. That is what I would tell a young person I am recruiting. I would say we're a family. We are not traditional coaches, we work to actually make a change and we value you as a person and your voice. We are caring and empathetic and you will have the best support team. It could be one of the best opportunities of your life.

In the future, I want to continue to develop within and outside the charity. I want to get to work with everyone and try new programmes. I also want to get my level 2 Youth Worker qualification. My life goal is to be a HART paramedic and when I do that, I will know I have made it.

Case Study 2: Helpful, Exciting, Rewarding

I am from Peckham which is not the most ideal area to grow up in but with the help of The Change Foundation, I have found a way to turn my life away from where some people would predict I would end up. I still feel like there is a stigma around what Peckham brings and unfortunately it defines too many people. Every day is a battle in terms of making it a good day and ensuring you are not defined as a person by where you are from. Despite that, I like to help others and try new things and if I could do that every day that would be brilliant and thankfully through working for TCF I do. I have always said it is one of the best jobs I have ever had.

Ross and Dan were my introduction to TCF. They were recruiting in Peckham, and it was very enticing, a session of football and £15. I started going every week, and they were really lovely, and we built a bond from there. It was during the employability phase of Street Elite and Ross was asking us what we wanted to do, and I told him that I wanted to do what he was doing. I loved what he was doing and how he was helping us, and I knew that was what I wanted to do too. I started volunteering with Ross and coming to sessions until I got offered a zero-hour, and then a part-time contract.

Hosting the 40 Year Anniversary Gala was amazing and really stands out to me from my time with TCF. Being on stage, wearing a shirt, with cameras and everything was a really good moment for me, knowing people appreciated me and my story and wanted me to share it.

Excited. That is how I feel about life at the moment. I am excited about what the future can bring and how I can improve. I am proud of where I am going but there is a lot more things I want to achieve, and I know TCF will support me. As a coach your main focus is young people but I am still a young coach myself. Meeting with Andy, Shedaine, and Ross helped me to realise that they are there to help me too, that I also need feedback and reviews too. Sitting down with these people, with their experience, knowing they care about me was really important and it was good to know I am being helped too.

I tell new people that they are going to get as much help as possible. You can be open and transparent with us, you are going to enjoy it, and if you work with us, you will get results.

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Becoming a better coach is next in my plans. I am working hard with Ross to become a better coach and a better person and that is what I am striving for. I am focusing one step at a time, becoming a better coach with TCF, and outside of that, I want to keep furthering my fitness journey as I become a better person.

Case Study 3: Empathy, Powerful, Connection

I am now the National Programme Manager at the Football Foundation and a very different person to the one who got involved with The Change Foundation 8 years ago. I always try my best to support people and help them as much as I can, people enjoy being around me and the fact I can empathise with them. I try to be as approachable as possible because I know how important that was for me when I first joined TCF and the culture around TCF I have tried to replicate in my personal life. When I first met TCF, I was not very confident and I had become involved in some not very positive relationships but through TCF I have become much more confident and aware of the opportunities available to me, and without that I would probably be somewhere completely different now.

I first met TCF through the Team Habana Leadership Programme. At the time I was coaching part-time and studying sport at college, but I had never met an organisation like TCF before. They were so welcoming, it really helped me to come out of my shell and showed me how powerful young people can be as I struggled a lot with self-esteem issues when I was younger. Brian Habana's personal involvement on the programme was so impactful and the space to develop leadership qualities has been a catalyst for what I have gone on to do in both my career and my personal life.

Some of the best things I experienced in the charity was just the level of creativity within the organisation and behind the different programmes. TCF acts as a melting pot for ideas and that is really amazing. One particular experience which stands out for me was the International Working Group on Women & Sport in Botswana. Hearing the stories of change from across the world and the challenges faced in different countries, some similar, some unimaginable made me feel like part of something bigger which was amazing. For a relatively small organisation, TCF is really successful at linking with broader causes and making you feel like part of something so much bigger.

I am excited but a bit unsure with how life is going at the moment. I am still really open to any new opportunities that come my way and there is many to get stuck into both at work and in my personal life. There is a lot of doom and gloom in the news at the moment and people's health in general is getting worse, so I want to understand how the sport for social change sector can collectively work to deliver changes to health and wellbeing that are bigger than our individual initiatives.

Going forward, I want to weave and interlink environmental concerns to sport for social change as our health is intrinsically linked to our environment. I want to continue to help support young people into the charity sector, as TCF did for me, as the next generation is so socially conscious and so talented, they can make a huge impact on the challenges facing society. As they seek more purposeful and fulfilling jobs, the charity sector and charities like TCF will become even more suited for them.

Case Study 4: Progressive, Positive, Development

Before I worked for The Change Foundation, I worked at the same supermarket store for four years and I was going nowhere. After that, I started working for a broadcasting company which suited me much more as I got to work with computers and embrace my creativity, however, the work was too linear and when my contract ended, I knew I wanted to do something else.

That is when I met The Change Foundation.

The government Kickstarter scheme helped me to get an interview with TCF and when I did some research on it, I realised it was very close to where I was born and raised in Carshalton. I could not believe that I did not know it

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existed up until that point given all the work it does, and I quite liked the idea of working for someone like the charity. Now I work at HQ fulltime, and I have made a lot of personal and professional developments which makes me glad I am here.

So many little things stand out to me about my time with the charity but what I am most proud of is being appointed Green Officer. It was a complete surprise, and I was very privileged to find out that my work was not only considered good enough but was being recognised as being beneficial to everyone. Vicky, the Chair of the Trustees, reached out to congratulate me and wanted Andy and I to help pilot sustainability reporting for Laureus Sport for Good [Global sport NGO founded under Nelson Mandela], which was further affirmation of my work and helped me to visualise the progress I am making.

Working for the charity is not only good for the charity but good for me too as I get to see the change we help create. Knowing that if I had an amazing idea for a programme or the green team, I could bring it forward to anyone and they would help me see it through. This has been really helpful for me both inside and outside of work as it has helped to quell any doubts or worries that I have. In previous jobs I used to wonder about how long I had to be there for or when I would get fed up, now I think about what I can propose next year or what I can do to help the charity for years to come. This mindset has allowed me to take time for myself and put this time into my hobbies or my social life so that I am doing things for me as well.

If I were to recruit a young person to the charity, I had tell them that although the coaches are paid, they are not just doing it for money. They want to help people and make a change because they enjoy the work that they do. The coaches are open and honest, and they look out for what is best for you, and the programmes are there to develop you whether that is with a skill, knowledge, or self-empowerment.

In the near future, I want to take my own idea from fruition to completion and having something great come out of it. I want to see my own idea come to life and see the good that has come out of it.

Case Study 5: Welcoming, Life-changing, Opportunity

I am 22 and a DJ from Poplar, East London. I work a few jobs, an assistant coach mentor with The Change Foundation being one of them. I work with lots of young people as I love interacting with people and learning new skills. I'm not the sportiest, I have always been much more creative and despite TCF being a sports charity, it has allowed me to embrace my creative side through my work as a coach mentor.

TCF's Street Elite recruitment was my first experience of the charity. I was at my local market and Ross and Jordan approached me, to see if I was interested in joining the Street Elite gym sessions. Although it sounded almost too good to be true, I went to a session and loved it. It really did motivate me to get back into the gym and I knew I had always have some form of support as even when you are finished with Street Elite, their support still exists. When the second round of Street Elite came around, I asked Shedaine if I could come, and she said of course. I got some more young people involved and from that I was given the opportunity to become an assistant coach mentor. I have learnt a lot from the other coaches, and it has been so interesting learning how to motivate yourself and others for sport. The way we interact with young people and sport is different due to the messaging behind all the activities which is great to be a part of and I can really channel my creative side.

Street Elite Women in Tower Hamlets is particularly memorable to me. Around Mother's Day, we got the ladies to make a bouquet of flowers, with every flower having a deep and emotive meaning such as "have you ever felt love in your life?". Some of them really got emotional and it was lovely to see because we create such an open and real connection with them, they feel that they are in a safe space and that really stands out to me.

I am searching for something at the moment but I am very happy with life. I have got my own young people's project starting soon, Square One Sessions, which aims to give young people access to lyric workshops, recording studios and industry professionals which I am really excited for, and I think will fill that gap that I feel like I am missing.

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Every young person I recruit to a TCF programme, I tell them that they will always have support from us. Even if they do not join a programme, we can still support them – I have helped young people with CVs or job applications before because they could not make the day of the session. It is important to put them at ease and let them know that we are there for them.

I am really enjoying being an assistant coach mentor at the moment, I enjoy the different work it offers me. For now, I am happy with where life is taking me, and I feel like I am in a safe spot, but I cannot wait to see where my Square One Sessions and my DJ Career goes.

8. Our partners and supporters

Thank you to all our supporters, funders and partners, without your contribution our impact would not be possible.

- Adam Hall Consultancy
- Ardian
- BBC Children in Need
- Beagle Media
- Berkeley Foundation
- Best4systems
- Black Swimming Association
- British Blind Sport
- British Fencing
- Bytes
- Castell Wealth Management
- Chalk Trust
- Charles Square
- City Bridge Trust
- Clearwater
- Co-op Community Fund
- Coutts
- Dedpro Media
- EC Bid
- Fairstead Trust
- Fonthill Foundation
- Freestar
- Geoff and Fiona Squire Foundation
- Garfield Weston Foundation
- Geoff Herrington Foundation
- Give as you Live
- Go! London (GLA)
- Hunza G
- Laureus Sport for Good
- Lawn Tennis Association
- Legal & General
- Lloyds of London Rugby Club
- London Borough of Sutton
- Magic Bus
- Mayfair Collective
- Mayor of London
- McGill and Partners
- Mercers' Company

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- MRM
- Munich Re
- National Lottery
- New World Tech
- NFL Foundation UK
- Nicola Lester Consultancy
- NJS Group
- Norton Rose Fulbright
- Odendaal Diamonds
- Old Oak and Park Royal Development Corporation
- Olly's Future
- Paul Hamlyn Foundation
- Permira
- Progressive Sports
- Propel London
- PwC
- Refugee Council
- Rexona
- Robert Walters Group
- Shrewsbury House School
- Shanly Foundation
- Springwell Clinic
- St James's Place
- St Michel's Fellowship
- Sutton and Epsom Rugby Club
- Taborns
- TDR Capital
- Texel Foundation
- The Forge
- The Royal Household
- Think Beyond
- Toyota Fund for a Better Tomorrow
- Trevor Fund
- TSA Projects
- United Business Group
- VCCP
- Vision Foundation
- Walcot Foundation
- Wasps Legends Charitable Foundation
- Waud Wines
- Westminster Foundation
- Westminster Wealth Management
- William Blair

9. Structure, Governance and Management

The Change Foundation is a registered Charity in England & Wales and in Scotland and a company limited by guarantee. The liability of its members in the event of an insolvent liquidation is limited to a contribution of £1. The Charity's governing instrument is its Memorandum and Articles of Association and it was incorporated on 23rd March 1995. It changed its name from The London Community Cricket Association to The Change

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Foundation on 5th March 2014. The Charity has one subsidiary undertaking – 4Change Enterprises Limited. It did have another Street20 Limited which was dissolved on 22 August 2023.

The Charity's related parties are the Executive Committee members, senior staff and their related parties.

Committee Structure:

The Change Foundation places great emphasis on strong governance. The Charity currently has an eleven-person strong Trustee Board with the following supporting committees:

Resources and Governance Committee (RaG)

The Resources and Governance Committee takes responsibility for the following areas: Governance, company secretarial, legal, risk management, financial management and processes, human resources, board succession planning, operations, audit, benchmarking, Trustee appraisals, whistle blowing and systems management.

Programmes and Impact Committee (PIC)

The PIC has responsibility for ensuring that existing and new programmes are in line with The Change Foundation strategy and values; that programmes that are approved by this committee are referred to the board for approval; that our programmes are reviewed on a quarterly basis in relation to their income and expenditure; and that programmes are regularly reviewed by the committee to assess whether they are achieving the desired outcomes required by the Charity, our partners and funders.

Fundraising, Marketing and Communications Committee (FMC)

The FMC is responsible for overseeing, approving and monitoring our fundraising strategy, supporting the creation and implementation of our marketing and communications strategy and creating and approving innovative fundraising activities.

Principal Risks and Uncertainties

The Trustee Board and each committee monitors and reviews the Charity's risks at least once a year and have put in place effective control plans to manage and mitigate them.

The Charity's current principal risks and their corresponding main control actions are:

1. Risk of an incident or a child protection issue at a programme or other Charity event.

A risk assessment is always undertaken as part of the programme or event planning process. All staff receive ongoing child protection training and DBS checks are mandatory for all staff, Trustees and volunteers.

2. Unpredictability of income

Our fundraising staff aim at maximising the range of applications made to funders, while supplementary income is achieved through a range of fundraising events and challenges, as well as from our Cricket Centre trading activities. All income is monitored on a monthly basis as part of the charity's internal procedures.

3. Insufficient reserves

Our reserves policy aims at minimising such a risk. To this end, the charity's income and expenditure is monitored on a monthly basis, driven by the monthly management accounts and related financial analysis and forecast

4. Loss or indisposition of key staff

This remains a risk and regular communication is encouraged through appraisals and debriefings as well as sabbaticals. Trustees continue to monitor and review the Senior Management Structure.

5. Risk of reputational damage caused by failure of a project

Project outcomes are regularly reviewed ensuring that programme goals are being achieved. The emphasis placed upon Impact measurement is fundamental to the success of the Charity. A rapid response group is in place to deal with the media and co-ordinate the Charity's actions.

EXECUTIVE COMMITTEE'S REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

6. Risk of damage by cyber attacks

IT security is regularly reviewed, and additional measures have been introduced as a result. Regular system backups, new email security, increased staff awareness, regular system updates and the latest anti-virus software are features of the IT policy.

Charity Governance Code

Our Resources and Governance Committee have conducted a comprehensive review against all of the recommended practices contained in the Governance Code introduced in 2017. We are confident that we conform with the principles and outcomes therein. Some board actions undertaken to ensure ongoing conformity with the code include provision of guidance in the development of the Charity's new 3 year strategy built around its vision and values; and also carrying out a Trustees' skills audit aimed at informing recruitment and training required for board effectiveness.

Fundraising Standards Information

The Change Foundation is not involved in any form of consumer fundraising with the exception of events.

Donations are all entirely voluntary and the only time that collection boxes are ever used is at the occasional event.

All other fundraising is aimed at Trusts, Foundations and companies with a CSR or Foundation arm. Where fundraising consultants have been used, their work is scrutinised and approved by members of the Senior Management Team who are involved in the fundraising bid process. The Charity does not use any professional fundraisers or commercial organisations to assist with its general fundraising and no complaints have been received in relation to this activity.

Remuneration Policy for Key Management Personnel

The Charity considers its key management personnel to comprise Trustees, CEO and the Senior Management Team as detailed in Note 13.

Executive Committee (Trustees)

The Trustees of the Charity are not paid. They may claim travel expenses and other legitimate expenses incurred in the performance of their Trustee duties. These expenses have to be approved by the Chair. The Chair's expenses are approved by the Chair of the Resources and Governance Committee.

Chief Executive Officer

The remuneration of the Chief Executive Officer is decided by the Chair of the Charity in consultation with the Resources and Governance Committee and the Head of Finance who annually researches pay in the sector and in comparable organisations.

The Charity seeks to remunerate the Chief Executive Officer so that we can recruit and retain a top-class individual who will deliver the Strategic Plan and enable the Charity to continue to develop its great work in a competitive environment. This may mean paying in the upper quartile for the sector.

Senior Management

The remuneration of the senior management team is reviewed annually in April and decided by the Chief Executive Officer and RaG in consultation with the Head of Finance, whose own salary is reviewed by the CEO.

Staff & Trustee Development

Our team are one of the Charity's greatest assets. We take pride in recruiting our team members from within our programmes as they have a great understanding of the young people we target with our work.

Staff development is therefore an essential element of the way we work.

THE CHANGE FOUNDATION
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EXECUTIVE COMMITTEE'S REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

The Change Foundation maintains the highest standards of programme delivery and impact measurement. The training structure is designed to support an evolving workforce that is empowered and ready to develop and deliver traditional and non-traditional programmes by:

- Developing the skills of the organisation through team training days and specialist workshops
- Providing personal development in the form of annual skills evaluation, appraisals and one-to-one training reviews
- Providing staff with continual professional development in line with the Charity's delivery needs
- Developing placement opportunities with external organisations

Trustees are advertised for and/or we conduct searches for the required skills and experience taking account of our current skill base and diversity. Once appointed, Trustees are given an induction by the Chair and the CEO which ensures that Trustees:

- Have a shared understanding and commitment to the charity's purposes and can articulate them clearly
- Understand the charity's decision making and monitoring framework
- Are aware of the range of financial and non-financial risks they need to monitor and manage

All Trustees have regular relevant training and updates which are aimed at further equipping them to fulfil their duties to the Charity effectively. Recent Trustees' training has included a session on Safeguarding within the context of the Charity's operations.

10. Financial Review

Financial Review statement

The results of the year's activities are set out in the attached financial statements. The Charity's total income for the 2023/24 financial year was £1,375,367 (2023: £1,347,267), while total expenditure was £1,432,186 (2023: £1,357,272), resulting in a deficit of £56,819 (2023: £10,005 deficit).

Unrestricted income totalled £577,699 in the year, which is slightly higher than the prior year (2023: £548,208). Unrestricted income included £115,039 from general donations (2023: £158,999); Charitable activities at the Cricket Centre and Indoor School were up at £157,033 (2023: £63,883); £282,672 from fundraising events and the Cricket Centre bar and facility income (2023: £323,311). £22,955 was gained from investment income (2023: £2,015) due to prudently investing some free reserves into the money market and the favourable movement in the interest rates receivable. Unrestricted expenditure totalled £552,370 in the year ended 31 March 2024 (2023: £494,815) which is a increase of £57,555 or 11.6%. This resulted in an unrestricted surplus of £25,329.

Restricted income totalled £797,668 in the year, which is at a similar level to the prior year (2023: £799,059). Total restricted expenditure was £879,816 (2023: £862,457), an increase of 17,359 or 2%. This meant deficit of £82,148 (2023: £63,398 deficit) in restricted activities.

Total funds at the close of the 2023/24 financial year were £1,175,177 (2023: £1,231,996), composed of £709,496 (2023: £791,644) restricted reserves and £465,681 (2023: £440,352) unrestricted reserves. The restricted reserves are represented by the Cricket Centre, Indoor School facilities and the Urban and Disability Programmes. The unrestricted reserves consist of the designated Innovation Fund balance of £22,822 (2023: £35,050), the designated Fixed Asset Fund of £28,729 (2023: £40,488) and general funds (free reserves) of £414,130 (2023: £364,814).

Reserves Policy

The Trustees recognise that The Change Foundation needs to hold a certain level of free reserves. The purpose of the free reserves is to strengthen our core financial resilience in order to be able to effectively manage and navigate financial risks such as delays in grant receipts, programme funding shortfalls, inability to achieve fundraising and Cricket Centre income targets and challenges posed by unforeseen expenditure demands. The Trustees have reviewed the level of reserves required to cover these eventualities. In line with good practice, the Trustees have opted to link the target level of free reserves directly to its analysis of the key risks faced by the

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EXECUTIVE COMMITTEE'S REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Charity, the likely impact of those risks, and the probability of them occurring. On that basis, the Trustees currently estimate the amount of free reserves required to cover those risks to be £340,000 – which is equivalent to around 3-4 months' worth of the Charity's normal operating expenditure. The actual free reserves level at 31 March 2024 was £414,130 (2023: £364,814).

Public Benefit Statement

The Executive Committee members confirm that they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers and duties. The public benefit of the Charity's activities are outlined under 'About us' earlier in this document. This report was approved and authorised for issue by the Trustees and signed on its behalf by:



.....
Vicky Lowe

Chair

Date: 08 October 2024

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

STATEMENT OF EXECUTIVE COMMITTEE'S RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2024

The Executive Committee (who are also the Directors of the Charity for the purposes of company law) are responsible for preparing the Executive Committee's 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 Executive Committee to prepare financial statements for each financial year. Under company law, the Executive Committee must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Executive Committee are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 business.

The Executive Committee are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity 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 Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the Members of the Board of Executive Committee and signed on its behalf by:


[Daniel Drury \(Oct 10, 2024 14:29 GMT+2\)](#)
.....
Daniel Drury
Treasurer
Date: 10 October 2024

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE CHANGE FOUNDATION

Opinion

We have audited the financial statements of The Change Foundation (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. 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).

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 2024 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 Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 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 United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Executive Committee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our evaluation of the Trustees' assessment of the entity's ability to continue to adopt the going concern basis of accounting included critical reviews of budgets and forecasts provided.

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

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE CHANGE FOUNDATION (CONTINUED)

Other information

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

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

We have nothing to report in this regard.

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 (incorporating the Directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- the information given in the Executive Committee's Report is inconsistent in any material respect with the financial statements; or
- sufficient and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Executive Committee's Responsibilities Statement, the Executive Committee (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 Executive Committee 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 Executive Committee 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 Executive Committee either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE CHANGE FOUNDATION (CONTINUED)

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

- obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements;
- enquiry of management to identify any instances of known or suspected instances of fraud;
- enquiry of management and those charged with governance around actual and potential litigation and claims;
- enquiry of management about any instances of non-compliance with laws and regulations;
- reviewing the design and implementation of control systems in place;
- testing the operational effectiveness of the controls;
- performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness;
- evaluating the business rationale of significant transactions outside the normal course of business;
- reviewing accounting estimates for bias;
- reviewing minutes of meetings of those charged with governance;
- reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's Report.

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE CHANGE FOUNDATION (CONTINUED)

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.



David Boosey BA (Hons) FCA
Senior Statutory Auditor
for and on behalf of MHA, Statutory Auditor
Reigate, United Kingdom

Date: 17 October 2024

MHA is the trading name of MacIntyre Hudson LLP, a limited liability partnership in England and Wales (registered number OC312313)

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2024**

	Note	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Income from:					
Donations	4	115,039	57,859	172,898	179,262
Charitable activities	5	157,033	717,085	874,118	812,307
Trading activities	6	282,672	22,724	305,396	353,683
Investments	7	22,955	-	22,955	2,015
Total income		577,699	797,668	1,375,367	1,347,267
Expenditure on:					
Raising funds		220,338	-	220,338	318,990
Charitable activities	9	332,032	879,816	1,211,848	1,038,282
Total expenditure		552,370	879,816	1,432,186	1,357,272
Net movement in funds		25,329	(82,148)	(56,819)	(10,005)
Reconciliation of funds:					
Total funds brought forward		440,352	791,644	1,231,996	1,242,001
Net movement in funds		25,329	(82,148)	(56,819)	(10,005)
Total funds carried forward		465,681	709,496	1,175,177	1,231,996

All income and expenditure derive from continuing activities.

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 32 to 53 form part of these financial statements.

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)
REGISTERED NUMBER: 03039017

BALANCE SHEET
AS AT 31 MARCH 2024

	Note	2024 £	2023 £
Fixed assets			
Tangible assets	14	734,411	775,097
Investments		1	3
		<u>734,412</u>	<u>775,100</u>
Current assets			
Stocks	15	2,163	2,163
Debtors	16	106,119	94,711
Cash at bank and in hand		682,924	672,559
		<u>791,206</u>	<u>769,433</u>
Creditors: amounts falling due within one year	17	(350,441)	(312,537)
Net current assets		<u>440,765</u>	<u>456,896</u>
Net assets		<u>1,175,177</u>	<u>1,231,996</u>
Charity funds			
Restricted funds	18	709,496	791,644
Unrestricted funds	18	465,681	440,352
Total funds		<u><u>1,175,177</u></u>	<u><u>1,231,996</u></u>

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)
REGISTERED NUMBER: 03039017

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2024

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 144 of the Charities Act 2011 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005.

The Executive Committee acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Executive Committee and signed on their behalf by:


Daniel Drury (Oct 10, 2024 14:29 GMT+2)
.....
Daniel Drury
Treasurer
Date: 10 October 2024

The notes on pages 32 to 53 form part of these financial statements.

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2024

	Note	2024 £	2023 £
Cash flows from operating activities			
Net cash used in operating activities	20	(12,590)	89,913
Cash flows from investing activities			
Investment income	7	22,955	2,015
Purchase to acquire tangible fixed assets	14	-	(8,592)
Net cash provided by/(used in) investing activities		22,955	(6,577)
Change in cash and cash equivalents in the year		10,365	83,336
Cash and cash equivalents at the beginning of the year		672,559	589,223
Cash and cash equivalents at the end of the year	21	682,924	672,559

The notes on pages 32 to 53 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

1. General information

The Change Foundation is a charitable company and is registered with the Charity Commission (Charity Registered Numbers 1046047 and SC043569) and Registrar of Companies (Company Registration Number 03039017) in the United Kingdom.

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 address of the registered office is given in the Charity information on page 1 of these financial statements. The nature of the Charity's operations and principal activity is to change the lives of young people through sport and dance.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Change Foundation meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value.

The financial statements are presented in sterling which is the functional currency of the Charity and rounded to the nearest pound.

2.2 Funds

General funds are unrestricted funds which are available for use at the discretion of the Executive Committee in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Executive Committee for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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

Investment income, gains and losses are allocated to the appropriate fund.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

2. Accounting policies (continued)

2.3 Income recognition

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

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. No amounts are included in the financial statements for services donated by volunteers.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

For donations to be recognised the Charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Charity and it is probable that they will be fulfilled.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the Charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Investment income 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.

The Charity receives government grants in respect of furthering its charitable objectives. Income from government and other grants are recognised at fair value when the Charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be reliably measured. If entitlement is not met then these amounts are deferred.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.4 Expenditure recognition

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

2. Accounting policies (continued)

2.4 Expenditure recognition (continued)

All expenditure is inclusive of irrecoverable VAT.

2.5 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

The Cricket for Change Centre	- 2% on building cost
Indoor school	- 3.33% on building cost
Freehold land	- Not depreciated
Sporting and Office Equipment and Fixtures	- 25% on depreciated cost
Buildings Fixtures and Fittings	- 10% on depreciated cost

2.6 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.7 Debtors

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

2.8 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

2. Accounting policies (continued)

2.9 Financial instruments

The Charity only holds basic Financial Instruments. The financial assets and financial liabilities of the Charity are as follows:

Debtors - trade debtors, other debtors and grants receivable are basic financial instruments and are debt instruments measured at amortised cost, this can be seen at Note 16. Prepayments and accrued income are not financial instruments.

Cash at bank - is classified as a basic financial instrument and is measured at face value.

Liabilities - accruals are classified as financial instruments, and are measured at amortised cost, this can be seen at Note 17. Taxation and social security are not included in the financial instruments disclosure. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is simply an obligation to deliver services rather than cash or another financial instrument.

2.10 Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2.11 Going concern

The Executive Committee have assessed the use of going concern and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue.

The Executive Committee have made this assessment for a period of one year from the date of the approval of these financial statements. The Executive Committee have therefore concluded that there is a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The Charity therefore continues to adopt the going concern basis in preparing these financial these financial statements.

2.12 Employee benefits

When employees have rendered service to the Charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The Charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

3. Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

- Depreciation rates for tangible fixed assets
- Performance related grants income recognition

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

4. Income from donations

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
General donations	115,039	57,859	172,898
	<i>Unrestricted funds 2023 £</i>	<i>Restricted funds 2023 £</i>	<i>Total funds 2023 £</i>
General donations	148,906	20,263	169,169
Government Grants	10,093	-	10,093
	158,999	20,263	179,262

Included within income from donations is grant income of £Nil (2023 - £10,093) under the Kickstart Scheme. There are no unfulfilled conditions or other contingencies attached to the government grants above.

THE CHANGE FOUNDATION
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

5. Income from charitable activities

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Disability	-	160,754	160,754
Urban	-	556,331	556,331
Cricket Centre and Indoor School	157,033	-	157,033
Total 2024	<u>157,033</u>	<u>717,085</u>	<u>874,118</u>
	<i>Unrestricted funds 2023 £</i>	<i>Restricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Disability	-	133,020	133,020
Urban	-	615,404	615,404
Cricket Centre and Indoor School	63,883	-	63,883
<i>Total 2023</i>	<u>63,883</u>	<u>748,424</u>	<u>812,307</u>

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

6. Income from other trading activities

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Facility hire	22,539	-	22,539
Bar income	26,709	-	26,709
Fundraising events	223,796	12,408	236,204
Other income	9,628	10,316	19,944
Total 2024	282,672	22,724	305,396
	<i>Unrestricted funds 2023 £</i>	<i>Restricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Facility hire	33,271	-	33,271
Bar income	33,982	-	33,982
Fundraising events	245,075	30,372	275,447
Other income	10,983	-	10,983
	323,311	30,372	353,683

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

7. Income from investments

	Unrestricted funds 2024 £	Total funds 2024 £
Bank interest receivable	22,955	22,955

	<i>Unrestricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Bank interest receivable	2,015	2,015

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

8. Expenditure on raising funds

	2024	2023
	£	£
Direct costs		
Direct costs	141,545	250,650
	141,545	250,650
Support costs		
Overheads	29,943	18,058
Premise costs	2,385	894
Website, advertising and publications	1,507	1,135
Legal, professional and consultancy fees	2,110	1,570
Governance costs	3,219	4,978
Staff costs	17,115	22,179
Depreciation	11,759	10,050
Other staff costs	10,754	9,476
	78,792	68,340
	220,337	318,990

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

9. Analysis of expenditure on charitable activities - by fund

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Disability	-	156,940	156,940
Urban	93,914	692,949	786,863
Cricket Centre and Indoor School	23	29,927	29,950
Other Charitable Activities	238,095	-	238,095
Total 2024	332,032	879,816	1,211,848
	<i>Unrestricted funds 2023 £</i>	<i>Restricted funds 2023 £</i>	<i>Total 2023 £</i>
Disability	66,233	120,366	186,599
Urban	-	713,165	713,165
Cricket Centre and Indoor School	79,385	28,926	108,311
Other Charitable Activities	30,207	-	30,207
<i>Total 2023</i>	<i>175,825</i>	<i>862,457</i>	<i>1,038,282</i>

10. Analysis of expenditure by charitable activities - by type

	Activities undertaken directly 2024 £	Support costs 2024 £	Total funds 2024 £
Disability	106,502	50,438	156,940
Urban	533,978	252,885	786,863
Indoor School	29,950	-	29,950
Other Charitable Activities	161,576	76,519	238,095
	832,006	379,842	1,211,848

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

10. Analysis of expenditure by charitable activities - by type (continued)

	<i>Activities undertaken directly 2023 £</i>	<i>Support costs 2023 £</i>	<i>Total funds 2023 £</i>
Disability	146,621	39,978	186,599
Urban	560,372	152,793	713,165
Indoor School	85,107	23,204	108,311
Other Charitable Activities	23,735	6,472	30,207
	<u>815,835</u>	<u>222,447</u>	<u>1,038,282</u>

Analysis of support costs

	Total funds 2024 £	<i>Total funds 2023 £</i>
Staff costs	96,982	72,190
Depreciation	-	32,711
Overheads	169,671	58,786
Premises costs	13,516	2,909
Website, advertising and publications	8,539	3,696
Legal, professional and consultancy fees	11,957	5,110
Governance costs	18,243	16,202
Other Staff Costs	60,934	30,843
	<u>379,842</u>	<u>222,447</u>

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

11. Governance costs

	2024 £	2023 £
Auditors' remuneration - Audit of the financial statements	16,080	15,300
Auditors' remuneration - Prior year Audit fees under/(over) provision	1,602	2,280
Auditors' remuneration - Accounts preparation	3,780	3,600
	21,462	21,180

Governance costs of £21,462 (2023 - £21,180) are represented by £18,243 (2023 - £16,202) expenditure on charitable activities and £3,219 (2023 - £4,978) of expenditure on raising funds.

12. Executive Committee's remuneration and expenses

During the year, no Executive Committee member received any remuneration or other benefits (2023 - £NIL).

During the year, no Executive Committee member received any benefits in kind (2023 - £NIL)

During the year ended 31 March 2024, expenses totalling £90 were reimbursed or paid directly to 1 Executive Committee member, V Lowe (2023 - £NIL).

13. Staff costs

	2024 £	2023 £
Wages and salaries	767,737	678,223
Social security costs	54,447	65,558
Pension costs	39,176	40,342
	861,360	784,123

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

13. Staff costs (continued)

The average number of persons employed by the Charity (including casual and part-time staff) during the year was as follows:

	2024 No.	2023 No.
Raising funds	3	3
Urban	14	14
Disability	3	5
Cricket Centre	7	16
Support	4	5
	31	43

The average headcount expressed as full-time equivalents was:

	2024 No.	2023 No.
Raising funds	2	2
Urban	8	8
Disability	3	4
Cricket Centre	-	1
Support	1	4
	14	19

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2024 No.	2023 No.
In the band £70,001 - £80,000	1	1

The total amount of employee benefits received by Key Management Personnel is £345,227 (2023 - £309,596). The Charity considers its Key Management Personnel comprise:

- The Trustees (Executive Committee Members)
- Chief Executive Officer
- Director of Design and Impact
- Corporate Services Director
- Head of Finance
- Head of Business Development
- Head of Programmes

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

14. Tangible fixed assets

	Freehold property £	Long-term leasehold property £	Short-term leasehold property £	Fixtures and fittings £	Total £
Cost or valuation					
At 1 April 2023	964,600	289,329	110,202	25,999	1,390,130
At 31 March 2024	964,600	289,329	110,202	25,999	1,390,130
Depreciation					
At 1 April 2023	384,828	134,492	89,744	5,969	615,033
Charge for the year	19,292	9,635	9,159	2,600	40,686
At 31 March 2024	404,120	144,127	98,903	8,569	655,719
Net book value					
At 31 March 2024	560,480	145,202	11,299	17,430	734,411
At 31 March 2023	579,772	154,837	20,458	20,030	775,097

The Cricket Centre comprises of freehold land and buildings at Plough Lane, Wallington which was converted to a cricket ground together with a pavilion and ancillary facilities. The land was originally purchased for a nominal £1. There is a covenant on the land restricting its use to sporting purposes.

The indoor cricket school, which was built on Plough Lane land, is also restricted as to its use.

15. Stocks

	2024 £	2023 £
Bar stock	2,163	2,163

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

16. Debtors

	2024 £	2023 £
Due within one year		
Trade debtors	82,682	19,685
Other debtors	-	223
Prepayments and accrued income	23,437	74,803
	<u>106,119</u>	<u>94,711</u>

17. Creditors: Amounts falling due within one year

	2024 £	2023 £
Trade creditors	6,047	7,153
Other taxation and social security	16,510	15,104
Other creditors	249	312
Accruals and deferred income	327,635	289,968
	<u>350,441</u>	<u>312,537</u>

	2024 £	2023 £
Deferred income		
Deferred income at 1 April	266,568	242,829
Resources deferred during the year	303,593	266,568
Amounts released from previous periods	(266,568)	(242,829)
Deferred income at 31 March	<u>303,593</u>	<u>266,568</u>

Deferred income in the year relates to grants that have been received in the year but relate to the next year.

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

18. Statement of funds

Statement of funds - current year

	Balance at 1 April 2023 £	Income £	Expenditure £	Balance at 31 March 2024 £
Designated funds				
Fixed Asset Fund	40,488	-	(11,759)	28,729
The Innovation Fund	35,050	-	(12,228)	22,822
	<u>75,538</u>	<u>-</u>	<u>(23,987)</u>	<u>51,551</u>
Unrestricted funds				
General Funds - all funds	<u>364,814</u>	<u>577,699</u>	<u>(528,383)</u>	<u>414,130</u>
Total Unrestricted funds	<u>440,352</u>	<u>577,699</u>	<u>(552,370)</u>	<u>465,681</u>
Restricted funds				
The Cricket for Change Centre	579,772	1,000	(20,292)	560,480
Indoor Cricket School	154,837	-	(9,635)	145,202
Disability Programmes	-	160,754	(156,940)	3,814
Urban Programmes	57,035	635,914	(692,949)	-
	<u>791,644</u>	<u>797,668</u>	<u>(879,816)</u>	<u>709,496</u>
Total of funds	<u>1,231,996</u>	<u>1,375,367</u>	<u>(1,432,186)</u>	<u>1,175,177</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

18. Statement of funds (continued)

Designated funds

Fixed Asset Fund

The fixed assets are not easily realisable and therefore, for clarity, are not represented by the general reserve. The balance carried forward is equal to the year end net book value of fixed assets without continuing restriction. Restricted funds are those held for those subject to continuing restriction. The transfer from general funds in the year represents the net of additions of new fixed assets and the depreciation charged on the assets still in use.

The Innovation Fund

The Change Foundation Innovation Fund was created from £50,000 of unrestricted reserves in 2017. The award winning Fund aims to create a platform for our inspirational team to bring their ideas to life, with priority given to projects which:

- Align with the Charity's key objectives;
- Increase our effectiveness to help us reach new standards and take our work to new levels; or
- Promote creativity and innovation of approach in relation to our sector.

The fund is available to all staff to apply for, either on their own or in partnership with other members of staff and/or in partnership with Trustees, ambassadors and our young people. The grant making panel is currently made up of the TCF Chair, TCF Vice Chair and TCF CEO.

To date, the Fund has facilitated some of our innovative pilot programmes such as Visually Impaired Rugby, Boxing 4 Change, and our Small Grants Programme for our young programme participants (nominal contributions towards specific promising career development activities).

Restricted funds

The Cricket for Change Centre

This relates to the cricket pavilion and grounds at Plough Lane which was funded by a restricted grant. The fund is reduced in line with the depreciation of the buildings.

Indoor School

This fund relates to capital grants received to develop the indoor cricket school (renamed The Paul Wickham Indoor Centre). The balance carried forward reflects the funds with continuing restriction, and is reduced each year in line with depreciation of the capital asset. During the year we received a donation of 4 x Hand dryers for our facilities at the Centre that benefit our stakeholders. Screwfix felt that replacing the use of blue towels to hand driers sat well within their own charitable purpose which is to support projects that will fix, repair, maintain and improve properties and community facilities specifically for those in need within the UK. This donation had a value of £1,000 and was expensed in the year.

Disability Programmes Fund

Funding for projects that improve the lives of people with a disability remains a priority for The Change Foundation. During the year, three of our programmes, namely London Futures, Fencing 4 Change and Visually Impaired Rugby were successfully delivered. Funding for these programmes was received from various sources during 2023/24, notably The Paul Hamlyn Foundation, City Bridge Trust, The Trevor Fund, TDR Capital LLP, St James Place, Lloyds of London Rugby Club and The Toyota Charitable Fund.

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

18. Statement of funds (continued)

Programmes Urban Fund

The fund is for projects that improve the lives of young people from 'at risk' and disadvantaged backgrounds in addition to walking sports provided at the Centre for local residents over the age of 50. Our charitable interventions are delivered using creative sport-based methodologies involving sports such as cricket, rugby, netball, boxing, dance and e-sport. Programmes delivered within this category during the year are Street Elite London, Street Elite Birmingham, Netball 4 Change, Dance 4 Change, 12 Rounds, Visually Impaired Rugby, Walking Sports and the Refugee Cricket Project.

During the financial year, funding for continuing programmes was notably received from the Berkeley Foundation, Old Oak and Park Royal Development Corporation, The Walcot Foundation, The Fairstead Trust, Fonthill Trust, National Lottery Community Fund, Mercers' Company, Geoff Herrington Foundation, Go! London Fund and Garfield Weston Foundation as well as from numerous other charitable donations.

Statement of funds - prior year

	<i>Balance at 1 April 2022 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2023 £</i>
Designated funds					
Fixed Asset Fund	45,731	-	(13,835)	8,592	40,488
The Innovation Fund	35,050	-	-	-	35,050
	<u>80,781</u>	<u>-</u>	<u>(13,835)</u>	<u>8,592</u>	<u>75,538</u>
Unrestricted funds					
General Funds	306,178	548,208	(480,980)	(8,592)	364,814
Total Unrestricted funds	<u>386,959</u>	<u>548,208</u>	<u>(494,815)</u>	<u>-</u>	<u>440,352</u>
Restricted funds					
The Cricket for Change Centre	599,064	-	(19,292)	-	579,772
Indoor Cricket School	164,471	-	(9,634)	-	154,837
Disability Programmes	236	120,130	(120,366)	-	-
Urban Programmes	91,271	678,929	(713,165)	-	57,035
Total Restricted funds	<u>855,042</u>	<u>799,059</u>	<u>(862,457)</u>	<u>-</u>	<u>791,644</u>

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

18. Statement of funds (continued)

Total of funds	<u>1,242,001</u>	<u>1,347,267</u>	<u>(1,357,272)</u>	<u>-</u>	<u>1,231,996</u>
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19. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	28,729	705,682	734,411
Fixed asset investments	1	-	1
Current assets	690,482	100,724	791,206
Creditors due within one year	(253,531)	(96,910)	(350,441)
Total	<u>465,681</u>	<u>709,496</u>	<u>1,175,177</u>

Analysis of net assets between funds - prior period

	<i>Unrestricted funds 2023 £</i>	<i>Restricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Tangible fixed assets	40,488	734,609	775,097
Fixed asset investments	3	-	3
Current assets	712,398	57,035	769,433
Creditors due within one year	(312,537)	-	(312,537)
Total	<u>440,352</u>	<u>791,644</u>	<u>1,231,996</u>

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

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

	2024 £	2023 £
Net expenditure for the period (as per Statement of Financial Activities)	(56,819)	(10,005)
Adjustments for:		
Depreciation charges	40,686	42,761
Investment income	(22,955)	(2,015)
Decrease in stocks	-	704
Decrease/(increase) in debtors	(11,408)	44,188
Increase in creditors	37,904	14,280
Loss on the disposal of investment in a subsidiary	2	-
Net cash provided by/(used in) operating activities	(12,590)	89,913

21. Analysis of cash and cash equivalents

	2024 £	2023 £
Cash at bank and in hand	682,924	672,559
Total cash and cash equivalents	682,924	672,559

22. Analysis of changes in net debt

	At 1 April 2023 £	Cash flows £	At 31 March 2024 £
Cash at bank and in hand	672,559	10,365	682,924
	672,559	10,365	682,924

23. Pensions

The Charity contributes to some staff members' pension schemes. The assets of the schemes are held separately from those of the Charity in independently administered funds. The pension cost charge represents contributions payable by the Charity to these funds and amounted to £39,176 (2023 - £40,342). The contributions outstanding at the year end amounted to £10 (2023 - £1,251).

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

24. Related party transactions

Unrestricted donations were received from 1 Trustee, V Lowe, amounting to £100 (2023 - 1 Trustee, V Lowe, amounting to £100).

There were no other related party transactions during either period.

25. Subsidiary undertakings

The Charity has one subsidiary undertakings:

4Change Enterprises Limited - a dormant company registered in England and Wales with registration number 09510925 and registered address: The Cricket Centre, Plough Lane, Wallington, Surrey, England, SM6 8JQ.

One issued share of 4 Change Enterprises Ltd amounting to £1 is held by The Change Foundation.

2024 Full Accounts The change foundation executed

Final Audit Report

2024-10-10

Created:	2024-10-10
By:	Rae Tasyaka (office@changefdn.org.uk)
Status:	Signed
Transaction ID:	CBJCHBCAABAA4IeBYCaCCPrm5pgWrK57n4nLf4o4PQUc

"2024 Full Accounts The change foundation executed" History

-  Document created by Rae Tasyaka (office@changefdn.org.uk)
2024-10-10 - 08:56:32 GMT
-  Document emailed to Daniel Drury (danieldrury@changefdn.org.uk) for signature
2024-10-10 - 08:56:38 GMT
-  Email viewed by Daniel Drury (danieldrury@changefdn.org.uk)
2024-10-10 - 12:27:35 GMT
-  Document e-signed by Daniel Drury (danieldrury@changefdn.org.uk)
Signature Date: 2024-10-10 - 12:29:00 GMT - Time Source: server
-  Agreement completed.
2024-10-10 - 12:29:00 GMT

THE CHANGE FOUNDATION

England & Wales - Charity number 1046047

Accounts



The Change Foundation Annual Report 2022/23

Changing the lives of marginalised young people through the power of sport

By The Change Foundation

September 2023

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

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THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS EXECUTIVE COMMITTEE AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2023

Executive Committee	Helen Webster, (appointed Vice Chair 20 March 2023) Vicky Lowe, Chair Steve Wootten Rachel Billsberry-Grass Asha Haji Daniel Drury, Treasurer Jaya Handa (resigned 19 June 2023) Daniel Button (appointed 20 June 2022) Tarun Patel (appointed 20 June 2022) Luke Southall (appointed 20 June 2022) Rebecca Martin (appointed 20 June 2022)
Company registered number	03039017
Charity registered numbers	1046047 and SC043569
Registered office	Cricket for Change Cricket Ground Plough Lane Wallington Surrey SM6 8JQ
Company secretary	Henry Wereko (resigned 25 April 2022) Helen Robinson Povey (appointed 25 April 2022, resigned 28 March 2023)
Chief executive officer	Andy Sellins
Independent auditors	MHA Statutory Auditors Regus House 41 London Road Castle Court Reigate United Kingdom RH2 9RJ
Bankers	HSBC Bank Plc The Helicon 1 South Place London EC2M 2UP

**EXECUTIVE COMMITTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2023**

1. A message from our CEO

What a great year. Still unpredictable, like the previous three but uncertainty has definitely fuelled our creativity and reacting to so much change has, I think, made us more effective in our work and more sustainable in the long term.

As with previous years, the creativity comes from everywhere - our young people, our staff, our trustees and our brilliant Ambassadors for Change, whose work has also increased our sustainability through their ideas, introductions to new corporate partners and building of our wide range of fundraising events and challenges.

Creativity also comes from our new corporate partners – Permira, Clearwater International, Hunza G and TDR to name a few, asking challenging questions and working with us on creative solutions that help us become more efficient and also more attractive for future corporate partners to invest in. In the not-too-distant past, corporate partners could often be more accurately described as corporate funders but nowadays we do not have any of those types of relationships. I think that one of our key strengths is our partnership management and our aim of listening to each partner to understand what they need out of our joint work, creating inspirational volunteering opportunities, co-creating new ideas and celebrating our successes together.

I am also really proud of our support of other charities, often smaller, younger versions of ourselves, who are setting out to make a difference and who we can help save time and money by sharing some good ideas and avoiding some not so good ones. We often find ourselves starting off by giving the same initial advice – describe the impact of your work as creatively as possible, look to get better not always bigger and get yourselves some ambassadors – they will change your world.

As well as our current thirty-two Ambassadors for Change, we also have a brilliant group of Young Ambassadors, often graduates from our programmes, who want to put something back by advising us on how to make our recruitment, delivery and impact measurement more efficient and more effective. They work closely with our Coach Mentors who exist on the front line of our work, supporting and encouraging our young people to unlock their aspirations, take on new challenges, meet new people who can help them and work with us to turn their hopes into a reality.

Our Young Ambassadors and our Coach Mentors, along with all of our staff and young people, can use our own Innovation Fund to test new ideas and two new projects are currently being supported. 'Brake the Cycle' is a new cycling programme aimed at young people who have suffered trauma by using the therapeutic aspects of cycling in the countryside to move on from previous setbacks and build a positive future and a charity wide mental health programme called 'Work Hard Play Hard', which aims to educate us all about our own well-being and how we can all support each other through difficult times.

Following our Young Ambassadors holding their own alternative, 'COP26' climate conference, our 'Green Team' was created and is in the process of transforming our operations to make them as environmentally friendly as possible. Inspired by their work, we created and tested our first environmental education module this year and this will now be scaled up across our programmes in the year ahead.

Three new pilot programmes have also been tested in the last year – Fencing 4 Change aims to reduce social isolation amongst young people aged 11 to 16 with autism spectrum disorder (ASD), Rugby 4 Change teaches year 6s in the last year of primary school how to stay safe on the street and in particular how to identify and keep away from the danger of county lines drugs gangs and Golf 4 Change, which supports young people into their first job, including employment in the golf sector. All have now been fine-tuned after a year of testing and all will be scaled up in the year ahead.

**EXECUTIVE COMMITTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2023**

During the Covid lockdowns we learnt about the power of Esports to help recruit and retain young people on our programmes and these now feature across a number of our interventions. We learnt that some young people, who might lack the confidence to join a new group, feel much more comfortable joining an online group at first, playing Esports and getting to know other players from the safety of their home before venturing out to play in a face-to-face setting.

Our Ukrainian Refugee Sports Project has grown from a project in a transit camp on the Ukraine/Poland border in the early days of the war in Ukraine and which was aimed at creating a safe space for children to play as their parents sought to find a new home in Europe for their traumatised families, to a year-round series of holiday sports camps for refugee children in the south-east of England.

Our Walking Sports Hub continues to develop at our centre in Sutton, with year-round football, netball, table tennis, cricket and keep fit sessions taking place each week with all of them demonstrating the power of sport to change lives. The mental, physical and emotional health of the over 60s attending are all improved, and the sense of purpose developed by members of the group, who mentor and support some of our young people who also use the Centre, is profound and life changing for the young people and for our older players.

Our Chair of Trustees, Vicky Lowe, has spent the last year further developing our board and it now has a new Deputy Chair, Helen Webster. Together they oversee a range of programmes large and small created by our young people for our young people, which in the last year have provided inspiration and support for over 1,000 young people – 57% of whom were female, 80% were from an ethnic minority background and just under 20% had a disability. As demand for our work increases, our Board of Trustees, Young Ambassadors, Ambassadors for Change and Senior Management Team are all set to evolve and expand in the year ahead to ensure we have the skills and experience to continue to be the pioneering charity we have always been and to help change young lives.

I am also delighted that we have only the third president of the charity, following in the esteemed footsteps of Sir John Major and Phil Tufnell. Theo Sergiou became known to us in his early teens, initially through our blind cricket programme. He found safety and support with us and having faced some struggles in his teenage years has now flourished into an inspirational young man who is now studying PPE at Oxford University. Theo's creativity and drive has already started to impact our work and we are all really looking forward to working with him in the year ahead.

The year ahead

Our three strategic priorities remain the health of our young people, the development of their skills and securing their first job and these outcomes will be delivered through 11 different sports and 12 different programmes.

Our award-winning Dance 4 Change programme makes a welcome return but with a slightly different name – Dance 4 Freedom. It will target young women who have experienced violence in their lives, providing support to get their lives back on track. This new format will provide a residential introduction through which the young women can share their experiences and start to rebuild their self-confidence, develop new support networks and sign up for a year-round support programme.

'The Agency' is an expanded version of our Inclusive Employers' Network and will include new sector specific initiatives such as StepIn2IT and Women into Finance, which will support our young people with specialist advice, work placements and employment support networks. Other sector specific initiatives are likely to follow, including those focusing on the retail and the hospitality sectors.

THE CHANGE FOUNDATION
(A company limited by guarantee)

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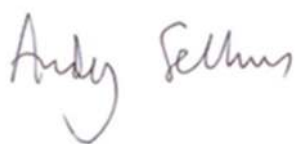
After successful pilot programmes, Fencing 4 Change, Golf 4 Change and Rugby 4 Change will all be expanding and our visually impaired rugby programme has a big year ahead, with an international showcase event in France and a three match series between England and Japan in London.

We are delighted to welcome Coutts as our new partner and their ideas and energy are already starting to make an impact on our work.

As demand for our programmes continues to grow, we have re-introduced our apprenticeship programme, which will train a new generation of Change Foundation Coach Mentors and our new Research and Development Team will continue its research into areas we seek to understand in greater depth, including in the year ahead, how to best support young mothers into sustainable and rewarding employment and the importance of language in recruiting young people and developing their trust.

Our brilliant Ambassadors for Change have helped us develop our range of fundraising events and challenges, including our new Corporate Netball Festival supported by Hunza G and our Henley Regatta event we are running in partnership with the Mayfair Collective.

It is always hard to predict all the new ideas that will be tested and trialled in the year ahead, but it looks like this may be our busiest year to date.



Andy Sellins, CEO

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2. About us

The Change Foundation is an award-winning charity that uses sport to change the lives of marginalised young people. We deliver targeted long-term education interventions for the most vulnerable people in our communities through coach mentors with first-hand experience, providing regular sport, personalised mentoring, and work-related opportunities.

The Change Foundation was founded in 1981 following the Brixton Riots in south London, using cricket as a tool to promote community cohesion and peace during the conflict in the heart of the local community. For over 40 years we have pioneered the use of sport for social change education programmes, helping children and young people around the world, which are designed and led by the communities we serve. Guided by our young people, our work focuses on three key outcomes through sport: health, skills and employment. We achieve these outcomes by providing life changing daily programmes that combine sport, youth work and social work for the most vulnerable in our communities. In inclusive and safe spaces, young people can access daily mentoring, both face-to-face and virtual with inspiring coach mentors. Each year young people's achievements are recognised at the annual Change Foundation Young People's Awards.

Who we are

We are bold, flexible, innovative, curious and collaborative and we come from a diverse range of backgrounds. We don't follow the crowd and we encourage each other to experiment with new ways to solve social problems. We are a group of Young Ambassadors, full time staff, Trustees, Ambassadors for Change and partner organisations who aim to change the lives of young people using the power of sport. Crucially, our programmes are run by a brilliant group of Coach Mentors who have first-hand experience of the issues our young people are facing and who therefore understand what they need to do to unlock their aspirations and talents.

What we do

We use sport to help our young people feel safe, feel like they belong and feel they are valued. Through working with us they grow to understand that through their commitment and hard work they can unlock a host of personal development opportunities and networks of support to help them maximise their potential and start a fulfilling work life. We also believe in helping other charities, youth groups, corporates and sport for social change organisations to increase their capacity and their effectiveness and this is a core element of our work, which we undertake throughout London, across the UK and around the world.

Why we do what we do

We believe strongly in providing opportunities for young people who might not normally have had access to them to develop their skills and experience and to work with them to develop their aspirations. We do what we do because we want our young people to fulfil their potential and live happy and fulfilling lives and we do it through listening, joint decision making and by showing our young people that by working as a team and creating a group consensus, great results can be achieved.

How we do what we do

We use sport as the vehicle to develop our young people's mental, physical and emotional health, their personal and professional skills and their overall employment and career prospects. Our Young Ambassadors guide our work and our Research and Development Team ensure our work remains relevant, highly targeted and continues to break the mould in terms of unlocking the power of sport to create social change.

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3. Impact highlights of the year

- The Change Foundation recruited and engaged 1,008 (unique participants) vulnerable people across London, Birmingham, Bristol, and Brighton. 43% of participants are male, 57% are female, with a small number that 'prefer not to say' and one person identifying as trans. 18% of participants have one or more disabilities.
- The Change Foundation delivered 912 structured sport for social change sessions with an average of 4.5 hours of additional mentoring a day for individuals and small groups.
- The Change Foundation inclusive employers' network that provides employability and career development support for our young people has grown from 20 employers to 25 since last year's annual report.
- The Change Foundation collaborated with 111 referral agencies to recruit the most vulnerable young people in our communities. These agencies consist of local charities, community groups and statutory services.
- The Change Foundation programmes focused on these key outcomes, knife crime, social media addiction, disability inclusion, youth unemployment and mental health.
- The Change Foundation welcomed new charity President and former participant of the charity's disability programmes, Theo Sergiou.
- The Change Foundation hosted a 10 year anniversary event of our Street Elite programme and showcased the power of the work through this film: <https://www.youtube.com/watch?v=jLq9yaea82o&t=3s>
- The Change Foundation established the Research and Development Team to focus on supporting programme design, evaluation, research and impact.
- The Change Foundation were the recipients of the Darren Cambell Sports Award at the Kids Count Awards Ceremony which was hosted in the Houses of Parliament by Elliot Colburn, MP of Carshalton and Wallington.
- The Change Foundation began an emergency response programme for Ukrainian refugees in Przemysl, Poland setting up a play area in the refugee camp to provide relief and education for children and young people. The programme then grew into regular support in Poland with equipment and expertise. Here is a diary entry from the first trip to Poland: <https://www.thechangefoundation.org.uk/a-diary-account-of-przemysl-written-by-navjeet-sira/>
- We launched our 'HEAR ME OUT' podcast which is a platform to project the voices of our young people from our programmes and our communities.
- Our Director of Design and Impact, Navjeet Sira was reappointed as Chair of the Sport for Development Coalition's Impact Working Group. The Sport for Development Coalition is a UK-wide movement of more than 200 charities and civil society organisations, leagues, clubs and networks over-arching thousands of projects and programmes intentionally using targeted interventions to tackle key health and societal inequalities. This voluntary appointment is an opportunity for The Change Foundation to share our learning and experience with the sector as well as learn from other good practice and collective and iterative evidencing.
- The Change Foundation facilitated the development of the new strategy for the Muslim Girls Fence project which is delivered by charity Maslaha and British Fencing. The Change Foundation were invited to become independent facilitators and advisors to help form their new sport for social change strategy.
- The Change Foundation Graduate Ahmed Hayle was shortlisted for the Community Champion Award at the Young Ealing Foundation Awards 2022 for setting up his own project called the Right Path in his local community.

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- The Change Foundation facilitated a consortium of sport for development organisations to deliver a pilot initiative for the Mayor of London's Sport Unites work to test a collaborative approach to providing a leadership programme for young people affected by violence and train as sport for development coaches. The pilot was a success and the Mayors office have since invested £100,000 in this area for more organisations to continue the work.
- Out talented Senior Coach Mentor Yvette Santana wrote and recorded an incredible poem for Youth Mental health day 2022: [ARE YOU STILL LISTENING? on Vimeo](#)
- The Change Foundation created awareness about the street harassment women and girls face by creating this animation of stories from our graduates with the aim of delivering awareness workshops in schools around London: [Stand up to street harassment. - YouTube](#)
- The Change Foundation launched the Change the Game Not the Girl campaign at the International Working Group Women in Sport Conference in New Zealand. The campaign aims to change the rules of sports and activities to meet the needs of marginalised girls and young women who do not engage in sport. A video diary of the conference can be found here: <https://www.youtube.com/watch?v=FiK45OyuzU>
- Following the work with Ukrainian refugees in Poland, The Change Foundation set up holiday camps with families housing them in Sussex. We delivered camps in the summer and over Christmas working with local volunteers. A video of the highlights of the camps was created: https://www.youtube.com/watch?v=6tzZcLc_Pj0

4. How we measure change

Identify the social need: The Change Foundation takes social action by responding to a need in the community. We build an understanding of the context of the social need by gaining the perceptions of young people, using the existing evidence base and understanding the political and social environment we are working in.

Work with young people using a pilot test methodology: The Change Foundation design sport for social change programmes by testing a variety of sports and adapting their rules, trialling impact measurement tools, understanding the resources required and questioning assumptions. We do this by asking for, acting on young people's ideas, and evaluating them by delivering 6 – 12-month pilot programmes.

Recruit and retain: The Change Foundation invest time and resources in developing recruitment plans to ensure we work with the most marginalised young people in our communities. We work in partnership with local authorities, community groups, other charities and 'on the street' recruitment. The Change Foundation spend time matching the right programme for the right young person and learn about root causes that affect attendance.

Deliver programmes: The Change Foundation deliver sport for social change programmes that are flexible, adaptable, and inclusive where you can 'learn as you go.' We take this approach because social change programmes are complex and unpredictable – they require supportive environments, dependable Coach Mentors that lead by example and new and innovative coaching methods that weave in learning.

Provide opportunities: The Change Foundation recognise that change is personal, and each young person drives their own change at their own pace dependent on their relationships, motivations, behaviours, values, and aspirations. We provide a range of opportunities for young people once they graduate from our programmes including paid employment, one-to-one career development support, involvement in alumni programmes, work experience opportunities and mentoring.

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Innovate and share: The Change Foundation systematically reviews impact through reflective practice, openly discussing successes and failures with all stakeholders and amending methods based on learning. We then share our learning with the international sport for social change sector helping them to innovate in their communities. We do this by training their coaches, consulting with national governing bodies and engaging partners to deliver programmes with regular, ongoing development support.

Giving back: The Change Foundation change the lives of marginalised young people through the power of sport, many of whom go on to inspire other young people to also change their lives.

The Change Foundation approach to impact measurement is based on the following principles:

- **Authentic:** We capture and translate authentic data from our young people, sharing knowledge and experiences that are relevant and true to the need we are addressing.
- **Creative:** We design creative impact measurement tools that practitioners relate to and engage our young people effectively to provide high quality information.
- **Consistent:** We measure impact in a systematic way while young people are on our programmes and after they graduate to regularly track the difference we are making.
- **Storytellers:** We share the impact of our work as often as is possible with all stakeholders, taking an initiative-taking rather than reactive approach to sharing our stories.
- **Holistic:** We believe that impact measurement is a coaching technique that is fundamental when delivering social impact programmes and thus requires the same preparation, innovation and training as delivering the sport itself.

We use a mixed methodology to measure the impact of our work:

- **Basic demographics:** We use an information management system to upload an individual profile for each young person we work with, capturing basic demographics.
- **Self-reflection:** We use creative journey tracking tools designed by our Coach Mentors and young people to measure the progress of our young people while on a programme.
- **Coach observations:** We use coach observation checklists that are used at the beginning and at the end of a programme to provide a baseline measurement against an end of programme assessment of each young person.
- **External perspective:** We seek to gain external feedback for each of our programmes. This can be through independent evaluation, stakeholder evaluation and/or family, employer, teacher, and friends' feedback.
- **Alumni offer:** Each graduate of The Change Foundation programmes is invited to become part of our alumni programme where they can continue to gain support and opportunities and enable us to track their progress beyond their programme engagement.
- **Young Ambassadors:** We recruit a group of young people that give back to the charity by adding their skills and experience to find new and innovative ways to create change through sport. Young Ambassadors take on individual roles that inform the charity's strategy and programmes for the benefit of young people.

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5. Our programmes

The Change Foundation uses sport as a mechanism not just to engage marginalised young people, but to deliver measurable and sustained social impact. We systematically review and share social impacts, seeking to set and beat benchmarks, and continuously raise the bar through innovation, 'test and refine,' continuous learning and delivering relevant and flexible programmes.

Programmes impact in numbers:

Programme	Aim	Number of participants	Impact
Netball 4 Change	Netball 4 Change uses the game of netball to teach girls affected by overuse of social media how to stay safe online. It empowers them to think more positively about their social graph, how it can affect their prospects and raises awareness of negative social media influences.	204	In 2022/23 75% of the young women taking part across London and Bristol, reported that after the programme they implemented key Netball 4 Change social media safety rules and felt they had a healthier relationship with social media.
Street Elite	Street Elite is an award-winning training for work programme which engages young people aged 18 – 25 impacted by crime, violence, and inequality. This is achieved through sport, helping them transition from NEET (not in education, employment, or training) into work, apprenticeships, training, or education opportunities.	108	In 2022/23, Street Elite recruited and engaged young people from across London and Birmingham. From those that completed the programme, 80% transitioned into work, education or training.
Fencing 4 Change	Fencing 4 Change uses the art of fencing to reduce the risk of social isolation for young people aged 11 - 16 with autism spectrum disorder (ASD). It provides fencing sessions in after school clubs across London for young people with ASD and uses creative coaching methodology to encourage integration, develop motor skills and provide a unique experience for young people who may never access fencing or do not engage with mainstream sports.	13	In 2022/23 a review by the University of Hertfordshire concluded: "It is clear that from an observational point of view fencing has impacted autistic children's symptomology in a positive manner. From improvements in confidence, communication skills and learning life skills such as learning to fail, to an augmentation in posture, agility and range of motion, the benefits for the autistic children are clear to see."

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NFL Flag	The NFL Flag Project is designed to improve young people's mental health. The project targets vulnerable young people aged 12 – 18 who are marginalised girls and young women, young people with a disability or young people at risk of high knife crime and serious youth violence.	130	In 2022/23 we hosted 3 mini NFL Flag festivals after the growth of the project since last year. Over 60% of participants believe that American football is a welcoming and open sport that is good for mental and physical health.
London Futures	London Futures is an employability programme for young Londoners aged 18 – 25 with learning disabilities and mental health problems, facing social isolation and loneliness. Using sport and specialised mentoring, these young Londoners unite to compete in employability challenges to improve their career aspirations and become more integrated in their communities.	37	In 2022/23, 79% of participants transitioned from being NEET to EET. Of those, 62% went into education or training and 38% went into employment. Young people attended two trips, to Lee Valley Water Centre and white water rafting. These opportunities showed development of confidence, ability to challenge themselves, and the positive relationships they have developed.
Girls Win	Girls Win uses sport to help young women with a disability aged 11 – 21 set short, medium- and long-term goals. It empowers young women to think more positively about their future, how goal setting can develop their prospects for the future and engages them in activities that keep the body and mind healthy to adopt a positive attitude.	55	In 2022/23 100% of the participants have become more confident in putting their views across and making decisions which will help them to live more independently. 95% increased body confidence and fitness. 73% developed a growth mindset and set achievable goals for the future.
Esports 4 Change	Esports 4 Change engages vulnerable young people aged 16 – 25 at considerable risk of developing poor mental health, severe loneliness and at-risk of involvement in crime and violence. This is achieved through gaming, mentoring and career development opportunities in the Esports industry.	42	In 2022/23 an independent evaluation revealed that 89% of young people surveyed 'strongly agreed' or 'agreed' that playing Esports made them feel less alone and 100% of young people surveyed found the coach mentors created a comfortable place to talk.
Intergenerational Table Tennis	The Intergenerational Table Tennis programme uses table tennis to mix old and young people in the London borough of Sutton,	64	In 2022/23 participants said they have enjoyed meeting up exercising together and then having a chat over tea,

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	to meet to play table tennis and chat over tea and coffee, which facilitates an exchange of views across the generations and enables participants to forge new bonds.		coffee and refreshments. Socialising after the Table Tennis has been shown to be one of the most important elements. It has encouraged exchange of experience, knowledge, networks and use of mobile phones, technology, Esports and social media.
Walking Sports	Walking Sports delivers a range of activities for local older residents, helping them improve their physical and mental health while providing an opportunity for socialising and networking.	112	In 2022/23 we held 46 cricket sessions, 48 football, 48 netball, 35 less mobile football, 47 intergenerational table tennis and 15 fitness sessions, 239 sessions in total.
Cricket 4 Change (formally Refugee Cricket Project)	Cricket 4 Change collaborates with young refugees and child asylum seekers providing them with a safe space to play cricket, integrate into their new environment, gain advocacy support, and help them develop a sense of belonging.	74	In 2022/23 the project was rebranded to Cricket 4 Change and now offers weekly cricket sessions, Esports, time to socialise, access to advocacy support and groups and one-to-one mentoring.
VI Rugby	Visually Impaired (VI) Rugby aims to train rugby coaches in inclusive coaching skills for those with a visual impairment and improve the wellbeing of participants through VI Rugby competitions and training.	25	This year we hosted a tournament featuring Harlequins, Cardiff Rugby and Worcester Warriors at Sixways Stadium, Worcester. A guests team of Wasps Legends also participated, but Harlequins were victorious.
Rugby 4 Change	Rugby 4 Change educates children and young people in primary and secondary education about the dangers of county lines and how to not become a victim of gang-based activities.	75	In 2022/23 end of programme questionnaires showed young people had a greater understanding of what to be aware of in county lines recruitment and who to speak to if they felt they were in danger.

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6. Stories of change

We are fortunate to have seen a number of young people graduate from our programmes and go on to positive pathways for their own personal or professional development. The following are three case studies from this year:

Case study Z:

Z was referred to The Change Foundation's Street Elite programme by our referral partners St Michaels Fellowship. Z is 20 years old and a single mother to a one-year-old daughter. The programme's focus on development and employment skills motivated Z to enrol. Z shared: "I want to be the best role model for my daughter and my old job as a care assistant was impacting her negatively because I'd be at work from 9am – 8pm each day."

Prior to working with The Change Foundation, Z shared that their mental health was suffering. Z's Coach Mentor initiated difficult conversations around mental health during their one to one mentoring sessions encouraging Z to acknowledge where they could make positive changes. Z shared: "The conversations with my Coach Mentors weren't easy, but they encouraged me to practice self-care and mindfulness and not be so hard on myself which has made me more resilient to stressful scenarios in my life."

During their Street Elite sessions, Z could bring their daughter along because professional childcare was provided for free. This allowed Z to relax and enjoy exercise and conversations with other young mothers from the same cohort. Z shared: "That time each week, made me feel less isolated from the world, and I've made friends and built connections with other young people that can relate to me."

Z moved house part-way through the programme making it challenging to always attend sessions. Coach Mentors made sure one to one mentorship sessions were frequent, so Z had access to every possible opportunity. This allowed Z to successfully apply for a role as a Young Ambassador of The Change Foundation. The role gives Z an opportunity to network with charity and corporate partners, ambassadors and trustees whilst improving their public speaking, presentation and networking skills.

The opportunities and support offered to Z over the past year have greatly benefited their outlook on their future. Z shared: "Now I feel hopeful about my future and my daughter's future because the support network I have with my mentors and my new friends helps me to be the best person I can and try new opportunities that I would not have tried a year ago."

Case study Y:

Y was actively recruited by Change Foundation Coach Mentors on a London high street as part of the Street Elite programme. Young people are provided with £20 to attend a Street Elite session as an incentive to reduce any access barriers. Y shared: "Being funded to attend each session motivated me to start the programme because I didn't feel confident playing sports when I first joined."

Before joining The Change Foundation, Y was struggling with their mental health. The impact of the pandemic combined with a loss of direction and loss of friends from high school meant Y felt isolated, frustrated and lonely. The Change Foundation introduced Y to a network of new friends. Y shared: "The charity helped me flourish and taught me the values and reward of being a true, kind and positive person."

Y's development on the programme was recognised by the Coach Mentors and the wider Change Foundation network. Their experience as part-time youth worker has seen Y's mentoring and coaching skills develop

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substantially. This personal development has seen Y become an Assistant Coach Mentor at The Change Foundation. Y shared: "I've seen myself develop so much. I was so shy and never thought I'd be where I am now standing next to coaches and delivering a session. I can't believe in less than a year I'm on the other side being the person that I looked up to."

Case study X:

X is 26-years old and part of The Change Foundation's London Futures programme. X has been diagnosed with anxiety and moderate learning difficulties. This has made it difficult for X to join traditional recreation clubs, as the clubs cannot always support X's mental and physical needs.

Shortly after joining the London Futures programme, X experienced an unprovoked assault whilst walking home alone. This experience left X with severe anxiety when travelling independently. The Change Foundation's Coach Mentors addressed this challenge during one to one mentorship sessions and taught X how to understand London's bus networks so that X has an alternative way of travelling to London Futures sessions. This has improved X's mental health and opened avenues for X to meet up with friends made on the programme.

Recently, The Change Foundation helped with X's personal development by providing them with their first-ever paid job as Maintenance Assistant at our cricket centre facilities. X states that: "The role has boosted my confidence significantly, being out of the house and understanding financial independence has been a huge part of my personal development."

When asked how they have changed since working with The Change Foundation, X shared: "I'd say my confidence evolving has been the biggest thing. Before I was shy and not confident and it stopped me from working, socialising and being comfortable to go outside. Being here (London Futures) has helped me to evolve and get stronger. I'm also better at adapting to situations now, so when I feel my anxiety levels spiking, I can find solutions like listening to music, contacting my Coach Mentor, or calling a friend before an anxiety attack takes over. I couldn't do this before."

7. Our partners and supporters

Thank you to all our supporters, funders and partners, without your contribution our impact would not be possible.

- A Star Experience
- Aastha Foundation
- Access Sport
- Adam Hall Consultancy
- Aon
- Ardian
- Atalian World
- Barclays
- Barratt Developments Charitable Foundation
- Beagle Media
- Berkeley Foundation
- Best4systems
- Bloomberg
- British Blind Sport

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- British Fencing
- Brookman Park Golf Club
- Bytes
- Castell Wealth Management
- Charles Hayward
- Charles Square
- Children in Need
- Clearwater
- Co-op Community Fund
- Coutts
- David Solomons Charitable Trust
- Dedpro Media
- England Handball
- Euroleague Basketball
- Fairstead Trust
- Fonthill Foundation
- Freestar
- G&F Squire Foundation
- Garfield Weston Foundation
- Geoff Herrington Foundation
- Give as you Live
- Groundwork
- Hargreaves Foundation
- Hattrick Project
- Hunza G
- Joseph Levy Foundation
- Kingsland
- Laureus Sport for Good
- Lawn Tennis Association
- Legal & General
- Limehouse Boxing Academy
- Mackrell
- Magic Bus
- Mayfair Collective
- Mayor of London
- McGill and Partners
- Mercedes-Benz
- Mercers' Company
- MRM
- Munich Re
- National Lottery
- New World Tech
- NFL Foundation UK
- Nicola Lester Consultancy
- NJS Group

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- Norton Rose Fulbright
- Odendaal Diamonds
- Old Oak and Park Royal Development Corporation
- Olly's Future
- Paul Hamlyn Foundation
- Penningtons Manches Cooper
- People Postcode Lottery
- Permira
- Principal Insurance
- Procurement Advantage
- Progressive Sports
- Propel London
- PwC
- Refugee Council
- Rexona
- Robert Walters Group
- Shrewsbury House School
- Souter Charitable Trust
- Springwell Clinic
- St James's Place
- Sterry Family Foundation
- Sutton & Epsom Rugby Club
- Taborns
- Taylormade
- TDR Capital
- Team Sports
- Texel Foundation
- The Forge
- The Royal Household
- Think Beyond
- Toyota Fund for a Better Tomorrow
- Trevor Fund
- TSA Projects
- United Business Group
- VCCP
- Vision Foundation
- Walcot Foundation
- Wasps Legends Charitable Foundation
- Waud Wines
- Westminster Wealth Management
- William Blair

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8. Structure, Governance and Management

Structure, Governance and Management

The Change Foundation is a registered Charity in England & Wales and in Scotland and a company limited by guarantee. The liability of its members in the event of an insolvent liquidation is limited to a contribution of £1. The Charity's governing instrument is its Memorandum and Articles of Association and it was incorporated on 23rd March 1995. It changed its name from The London Community Cricket Association to The Change Foundation on 5th March 2014. The Charity has two subsidiary undertakings – 4Change Enterprises Limited and Street20 Limited, incorporated on 25th March 2015 and 28th March 2006 respectively, and both currently dormant.

The Charity's related parties are the Executive Committee members, senior staff and their related parties.

Committee Structure:

The Change Foundation places great emphasis on strong governance. The Charity currently has an eleven person strong Trustee Board with the following supporting committees:

Resources and Governance Committee (RaG)

The Resources and Governance Committee takes responsibility for the following areas: Governance, company secretarial, legal, risk management, financial management and processes, human resources, board succession planning, operations, audit, benchmarking, Trustee appraisals, whistle blowing and systems management.

Programmes and Impact Committee (PIC)

The PIC has responsibility for ensuring that existing and new programmes are in line with The Change Foundation strategy and values; that programmes that are approved by this committee are referred to the board for approval; that our programmes are reviewed on a quarterly basis in relation to their income and expenditure; and that programmes are regularly reviewed by the committee to assess whether they are achieving the desired outcomes required by the Charity, our partners and funders.

Fundraising, Marketing and Communications Committee (FMC)

The FMC is responsible for overseeing, approving and monitoring our fundraising strategy, supporting the creation and implementation of our marketing and communications strategy and creating and approving innovative fundraising activities.

Principal Risks and Uncertainties

The Trustee Board and each committee monitors and reviews the Charity's risks at least once a year and have put in place effective control plans to manage and mitigate them.

The Charity's current principal risks and their corresponding main control actions are:

1. Risk of an incident or a child protection issue at a programme or other Charity event.

A risk assessment is always undertaken as part of the programme or event planning process. All staff receive ongoing child protection training and DBS checks are mandatory for all staff, Trustees and volunteers.

2. Unpredictability of income

Our fundraising staff aim at maximising the range of applications made to funders, while supplementary income is achieved through a range of fundraising events and challenges, as well as from our Cricket Centre trading activities. All income is monitored on a monthly basis as part of the charity's internal procedures.

3. Insufficient reserves

Our reserves policy aims at minimising such a risk. To this end, the charity's income and expenditure is monitored on a monthly basis, driven by the monthly management accounts and related financial analysis and forecast

EXECUTIVE COMMITTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2023

4. Loss or indisposition of key staff

This remains a risk and regular communication is encouraged through appraisals and debriefings as well as sabbaticals. Trustees continue to monitor and review the Senior Management Structure.

5. Risk of reputational damage caused by failure of a project

Project outcomes are regularly reviewed ensuring that programme goals are being achieved. The emphasis placed upon Impact measurement is fundamental to the success of the Charity. A rapid response group is in place to deal with the media and co-ordinate the Charity's actions.

6. Risk of damage by cyber attacks

IT security is regularly reviewed, and additional measures have been introduced as a result. Regular system backups, new email security, increased staff awareness, regular system updates and the latest anti-virus software are features of the new IT policy.

Charity Governance Code

Our Resources and Governance Committee have conducted a comprehensive review against all of the recommended practices contained in the Governance Code introduced in 2017. We are confident that we conform with the principles and outcomes therein. Some board actions undertaken to ensure ongoing conformity with the code include provision of guidance in the development of the Charity's new 3 year strategy built around its vision and values; and also carrying out a Trustees' skills audit aimed at informing recruitment and training required for board effectiveness.

Fundraising Standards Information

The Change Foundation is not involved in any form of consumer fundraising with the exception of events.

Donations are all entirely voluntary and the only time that collection boxes are ever used is at the occasional event.

All other fundraising is aimed at Trusts, Foundations and companies with a CSR or Foundation arm. Where fundraising consultants have been used, their work is scrutinised and approved by members of the Senior Management Team who are involved in the fundraising bid process. The Charity does not use any professional fundraisers or commercial organisations to assist with its general fundraising and no complaints have been received in relation to this activity.

Remuneration Policy for Key Management Personnel

The Charity considers its key management personnel to comprise Trustees, CEO and the Senior Management Team as detailed in Note 13.

Executive Committee (Trustees)

The Trustees of the Charity are not paid. They may claim travel expenses and other legitimate expenses incurred in the performance of their Trustee duties. These expenses have to be approved by the Chair. The Chair's expenses are approved by the Chair of the Resources and Governance Committee.

Chief Executive Officer

The remuneration of the Chief Executive Officer is decided by the Chair of the Charity in consultation with the Resources and Governance Committee and the Director of Corporate Services (HR) who annually researches pay in the sector and in comparable organisations.

The Charity seeks to remunerate the Chief Executive Officer so that we can recruit and retain a top-class individual who will deliver the Strategic Plan and enable the Charity to continue to develop its great work in a competitive environment. This may mean paying in the upper quartile for the sector.

**EXECUTIVE COMMITTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2023**

Senior Management

The remuneration of the senior management team is reviewed annually in April and decided by the Chief Executive Officer and approved by RaG in consultation with the Director of Corporate Services (HR), whose own salary is reviewed by the CEO.

Staff & Trustee Development

Our development team is one of the Charity's greatest assets. We take pride in recruiting our team members from within our programmes as they have a great understanding of the young people we target with our work.

Staff development is therefore an essential element of the way we work.

The Change Foundation maintains the highest standards of programme delivery and impact measurement. The training structure is designed to support an evolving workforce that is empowered and ready to develop and deliver traditional and non-traditional programmes by:

- Developing the skills of the organisation through team training days and specialist workshops
- Providing personal development in the form of annual skills evaluation, appraisals and one-to-one training reviews
- Providing staff with continual professional development in line with the Charity's delivery needs
- Developing placement opportunities with external organisations

Trustees are advertised for and/or we conduct searches for the required skills and experience taking account of our current skill base and diversity. Once appointed, Trustees are given an induction by the Chair and the CEO which ensures that Trustees:

- Have a shared understanding and commitment to the charity's purposes and can articulate them clearly
- Understand the charity's decision making and monitoring framework
- Are aware of the range of financial and non-financial risks they need to monitor and manage

All Trustees have regular relevant training and updates which are aimed at further equipping them to fulfil their duties to the Charity effectively. Recent Trustees' training has included a session on Safeguarding within the context of the Charity's operations.

9. Financial Review

The results of the year's activities are set out in the attached financial statements. The Charity's total income for the 2022/23 financial year was £1,347,267 (2022: £1,327,867), while total expenditure was £1,357,272 (2022: £1,354,222), resulting in a deficit of £10,005 (2022: £26,355 deficit).

Unrestricted income totalled £548,208 in the year, which is at a similar level to the prior year (2022: £546,079). Unrestricted income included £158,999 from general donations (2022: £140,306); £63,883 from charitable activities (2022: £69,095); £323,311 from fundraising events and Cricket Centre bar and facility income (2022: £336,627) and £2,015 from investment income (2022: £51). The increase in general donations was due to ongoing generous support from donors and corporates and along with an increase in bank interest due to rising interest rates, this offset the reduction in income from trading and charitable activities.

**EXECUTIVE COMMITTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2023**

Unrestricted expenditure totalled £494,815 in the year ended 31 March 2023 (2022: £546,724) which is a decrease of £51,909 or 9%. In the prior year, the charity celebrated its 40th anniversary celebrations with a number of different fundraising events, all of which resulted in increased costs including additional staff time spent on the events.

Restricted income totalled £799,059 in the year (2022: £781,788). Total restricted expenditure was £862,457 (2022: £807,498), an increase of £54,959 or 7%. This resulted in a deficit of £63,398 (2022: £25,710 deficit) in restricted activities. As the charity moved on from the impact of Covid and programme activity picked up, this resulted in more staff time spent on restricted programmes and higher programme costs.

Total funds at the close of the 2022/23 financial year were £1,231,996 (2022: £1,242,001), composed of £791,644 (2022: £855,042) restricted reserves and £440,352 (2022: £386,959) unrestricted reserves. The restricted reserves are represented by the Cricket Centre, Indoor School facilities and Urban Programmes. The unrestricted reserves consist of the designated Innovation Fund balance of £35,050 (2022: £35,050), the designated Fixed Asset Fund of £40,488 (2022: £45,731) and general funds (free reserves) of £364,814 (2022: £306,178).

Reserves Policy

The Trustees recognise that The Change Foundation needs to hold a certain level of free reserves. The purpose of the free reserves is to strengthen our core financial resilience in order to be able to effectively manage and navigate financial risks such as delays in grant receipts, programme funding shortfalls, inability to achieve fundraising and Cricket Centre income targets and challenges posed by unforeseen expenditure demands. The Trustees have reviewed the level of reserves required to cover these eventualities. In line with good practice, the Trustees have opted to link the target level of free reserves directly to its analysis of the key risks faced by the Charity, the likely impact of those risks, and the probability of them occurring. On that basis, the Trustees currently estimate the amount of free reserves required to cover those risks to be £350,000 – which is equivalent to around 3-4 months' worth of the Charity's normal operating expenditure. The actual free reserves level at 31 March 2023 was £364,814 (2022: £306,178).

Public Benefit Statement

The Executive Committee members confirm that they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers and duties. The public benefit of the Charity's activities are outlined under 'About us' earlier in this document. This report was approved and authorised for issue by the Trustees and signed on its behalf by:


.....
Vicky Lowe

Date: 12/12/2023

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

**STATEMENT OF EXECUTIVE COMMITTEE'S RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2023**

The Executive Committee (who are also the Directors of the Charity for the purposes of company law) are responsible for preparing the Executive Committee's 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 Executive Committee to prepare financial statements for each financial year. Under company law, the Executive Committee must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Executive Committee are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 business.

The Executive Committee are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity 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 Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the Members of the Board of Executive Committee and signed on its behalf by:



Daniel Drury
Treasurer

Date: 12 - 12 - 2023

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CHANGE FOUNDATION

Opinion

We have audited the financial statements of The Change Foundation (the 'Charity') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. 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).

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 2023 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, Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 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 Auditors' 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 United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CHANGE FOUNDATION (CONTINUED)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Executive Committee are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Executive Committee's Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Executive Committee's 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 Executive Committee's Report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require 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 Executive Committee's remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Executive Committee 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 Executive Committee's Report and from the requirement to prepare a Strategic Report.

Responsibilities of Trustees

As explained more fully in the Statement of Executive Committee's Responsibilities, the Executive Committee (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 Executive Committee determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CHANGE FOUNDATION (CONTINUED)

In preparing the financial statements, the Executive Committee 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 Executive Committee either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

- Obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements
- Enquiry of management to identify any instances of known or suspected instances of fraud;
- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management and those charged with governance about any instances of non-compliance with laws and regulations;
- Reviewing the control systems in place and testing the effectiveness of the controls;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness;
- Evaluating the business rationale of significant transactions outside the normal course of business;
- Reviewing accounting estimates for bias;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CHANGE FOUNDATION (CONTINUED)

Use of our report

This report is made solely to the Charitable Company's Members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's Trustees, as a body, in accordance with regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the Charitable Company's Members and Executive Committee those matters we are required to state to them in an Auditors' 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 its Members, as a body, for our audit work, for this report, or for the opinions we have formed.



David Boosey BFP ACA (Senior Statutory Auditor)

for and on behalf of

MHA

Statutory Auditors
Reigate, United Kingdom

Date: 13 December 2023

MHA are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

MHA is the trading name of MacIntyre Hudson LLP, a limited liability partnership in England and Wales (registered number OC312313).

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2023**

	Note	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income from:					
Donations	4	158,999	20,263	179,262	158,804
Charitable activities	5	63,883	748,424	812,307	799,053
Trading activities	6	323,311	30,372	353,683	369,959
Investments	7	2,015	-	2,015	51
Total income		548,208	799,059	1,347,267	1,327,867
Expenditure on:					
Raising funds	8	318,990	-	318,990	440,352
Charitable activities	9,10	175,825	862,457	1,038,282	913,870
Total expenditure		494,815	862,457	1,357,272	1,354,222
Net movement in funds		53,393	(63,398)	(10,005)	(26,355)
Reconciliation of funds:					
Total funds brought forward		386,959	855,042	1,242,001	1,268,356
Net movement in funds		53,393	(63,398)	(10,005)	(26,355)
Total funds carried forward		440,352	791,644	1,231,996	1,242,001

The Statement of Financial Activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The notes on pages 29 to 52 form part of these financial statements.

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)
REGISTERED NUMBER: 03039017

BALANCE SHEET
AS AT 31 MARCH 2023

	Note	2023 £	2023 £	2022 £	2022 £
Fixed assets					
Tangible assets	14		775,097		809,266
Investments	25		3		3
			775,100		809,269
Current assets					
Stocks	15	2,163		2,867	
Debtors: Amounts falling due within one year	16	94,711		138,899	
Cash at bank and in hand	21	672,559		589,223	
		769,433		730,989	
Creditors: Amounts falling due within one year	17	(312,537)		(298,257)	
Net current assets			456,896		432,732
Net assets			1,231,996		1,242,001
Charity funds					
Restricted funds	18		791,644		855,042
Unrestricted funds	18		440,352		386,959
Total funds			1,231,996		1,242,001

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The Executive Committee have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006. However, an audit is required in accordance with section 144 of the Charities Act 2011 and section 44 (1)(c) of the Charities and Trustee Investment (Scotland) Act 2005.

The Executive Committee acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)
REGISTERED NUMBER: 03039017

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2023

The financial statements were approved and authorised for issue by the Executive Committee and signed on their behalf by:


.....
Daniel Drury
Treasurer
Date: 12 /12 /2023

The notes on pages 29 to 52 form part of these financial statements.

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023

	Note	2023 £	2022 £
Cash flows from operating activities			
Net cash used in operating activities	20	89,913	19,025
Cash flows from investing activities			
Investment income	7	2,015	51
Purchase to acquire tangible fixed assets	14	(8,592)	(16,421)
Net cash used in investing activities		(6,577)	(16,370)
Change in cash and cash equivalents in the year		83,336	2,655
Cash and cash equivalents at the beginning of the year		589,223	586,568
Cash and cash equivalents at the end of the year	21	672,559	589,223

The notes on pages 29 to 52 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

1. General information

The Change Foundation is a charitable company and is registered with the Charity Commission (Charity Registered Numbers 1046047 and SC043569) and Registrar of Companies (Company Registration Number 03039017) in the United Kingdom.

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 address of the registered office is given in the Charity information on page 1 of these financial statements. The nature of the Charity's operations and principal activity is to change the lives of young people through sport and dance.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Change Foundation meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the Charity and rounded to the nearest pound.

2.2 Funds

General funds are unrestricted funds which are available for use at the discretion of the Executive Committee in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Executive Committee for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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

Investment income, gains and losses are allocated to the appropriate fund.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

2. Accounting policies (continued)

2.3 Income recognition

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

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. No amounts are included in the financial statements for services donated by volunteers.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

For donations to be recognised the Charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Charity and it is probable that they will be fulfilled.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the Charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Investment income 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.

The Charity receives government grants in respect of furthering its charitable objectives. Income from government and other grants are recognised at fair value when the Charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be reliably measured. If entitlement is not met then these amounts are deferred.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.4 Expenditure recognition

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Charity to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

2. Accounting policies (continued)

2.4 Expenditure recognition (continued)

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

The Cricket for Change Centre	- 2% on building cost
Indoor school	- 3.33% on building cost
Freehold land	- Not depreciated
Sporting and Office Equipment and Fixtures	- 25% on depreciated cost
Buildings Fixtures and Fittings	- 10% on depreciated cost

2.6 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.7 Debtors

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

2. Accounting policies (continued)

2.8 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

2.9 Financial instruments

The Charity only holds basic Financial Instruments. The financial assets and financial liabilities of the Charity are as follows:

Debtors - trade debtors, other debtors and grants receivable are basic financial instruments and are debt instruments measured at amortised cost, this can be seen at Note 16. Prepayments and accrued income are not financial instruments.

Cash at bank - is classified as a basic financial instrument and is measured at face value.

Liabilities - accruals are classified as financial instruments, and are measured at amortised cost, this can be seen at Note 17. Taxation and social security are not included in the financial instruments disclosure. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is simply an obligation to deliver services rather than cash or another financial instrument.

2.10 Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2.11 Going concern

The Executive Committee have assessed the use of going concern and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue.

The Executive Committee have made this assessment for a period of one year from the date of the approval of these financial statements. The Executive Committee have therefore concluded that there is a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The Charity therefore continues to adopt the going concern basis in preparing these financial these financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

2. Accounting policies (continued)

2.12 Employee benefits

When employees have rendered service to the Charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The Charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

3. Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

- Depreciation rates for tangible fixed assets
- Performance related grants income recognition

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

4. Income from donations

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
General donations	148,906	20,263	169,169
Government Grants	10,093	-	10,093
	<u>158,999</u>	<u>20,263</u>	<u>179,262</u>
	<u><u>158,999</u></u>	<u><u>20,263</u></u>	<u><u>179,262</u></u>
	<i>Unrestricted funds 2022 £</i>	<i>Restricted funds 2022 £</i>	<i>Total funds 2022 £</i>
General donations	97,557	18,498	116,055
Government Grants	42,749	-	42,749
	<u>140,306</u>	<u>18,498</u>	<u>158,804</u>
	<u><u>140,306</u></u>	<u><u>18,498</u></u>	<u><u>158,804</u></u>

Included within Income from donations is grant income of £NIL (2022 - £2,139) received from the Coronavirus Retention Scheme, £NIL (2022 - £8,000) from the London Borough of Sutton business grant and £10,093 (2022 - £32,610) under the Kickstart Scheme. There are no unfulfilled conditions or other contingencies attached to the government grants above.

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

5. Income from charitable activities

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
Disability	-	133,020	133,020
Urban	-	615,404	615,404
Cricket Centre and Indoor School	63,883	-	63,883
Total 2023	63,883	748,424	812,307

Included within Income from Charitable Activities is grant income received from the following government sources:

- Greater London Authority (GLA) £NIL (2022 - £49,940)

There are no unfulfilled conditions or other contingencies attached to the government grants above.

	<i>Unrestricted funds 2022 £</i>	<i>Restricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Disability	-	174,458	174,458
Urban	-	555,500	555,500
Cricket Centre and Indoor School	69,095	-	69,095
<i>Total 2022</i>	<i>69,095</i>	<i>729,958</i>	<i>799,053</i>

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

6. Income from other trading activities

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
Facility hire	33,271	-	33,271
Bar income	33,982	-	33,982
Fundraising events	245,075	30,372	275,447
Other income	10,983	-	10,983
Total 2023	323,311	30,372	353,683

	<i>Unrestricted funds 2022 £</i>	<i>Restricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Facility hire	38,522	-	38,522
Bar income	39,353	-	39,353
Fundraising events	119,583	3,132	122,715
Other income	139,169	30,200	169,369
	336,627	33,332	369,959

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

7. Income from investments

	Unrestricted funds 2023 £	Total funds 2023 £
Bank interest receivable	2,015	2,015

	<i>Unrestricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Bank interest receivable	51	51

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

8. Expenditure on raising funds

	2023 £	<i>2022</i> <i>(restated)</i> £
Direct costs		
Direct costs	250,650	355,340
	250,650	355,340
Support costs		
Overheads	18,058	22,719
Premises costs	894	4,175
Website, advertising and publications	1,135	2,584
Legal, professional and consultancy fees	1,570	3,962
Governance costs	4,978	5,073
Staff costs	22,179	22,516
Depreciation	10,050	12,529
Other staff costs	9,476	11,454
	68,340	85,012
	318,990	440,352

In 2022/23, all expenditure on raising funds was from unrestricted funds.

See Note 27 for further information about the restatement.

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

9. Analysis of expenditure on charitable activities - by fund

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
Disability	66,233	120,366	186,599
Urban	-	713,165	713,165
Cricket Centre and Indoor School	79,385	28,926	108,311
Other Charitable Activities	30,207	-	30,207
Total 2023	175,825	862,457	1,038,282
	<i>Unrestricted funds 2022 £</i>	<i>Restricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Disability	14,456	257,643	272,099
Urban	70,467	521,542	592,009
Cricket Centre and Indoor School	3,854	28,313	32,167
Other Charitable Activities	17,595	-	17,595
<i>Total 2022</i>	<i>106,372</i>	<i>807,498</i>	<i>913,870</i>

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

10. Analysis of expenditure by charitable activities - by type

	Activities undertaken directly 2023 £	Support costs 2023 £	Total funds 2023 £
Disability	146,621	39,978	186,599
Urban	560,372	152,793	713,165
Cricket Centre and Indoor School	85,107	23,204	108,311
Other Charitable Activities	23,735	6,472	30,207
Total 2023	815,835	222,447	1,038,282

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £
Disability	219,569	52,530	272,099
Urban	477,719	114,290	592,009
Cricket Centre and Indoor School	25,947	6,220	32,167
Other Charitable Activities	14,198	3,397	17,595
Total 2022	737,433	176,437	913,870

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

10. Analysis of expenditure by charitable activities - by type (continued)

Analysis of support costs

	Total funds 2023 £	<i>Total funds 2022 (restated) £</i>
Staff costs	72,190	46,726
Depreciation	32,711	26,000
Overheads	58,786	47,163
Premises costs	2,909	8,665
Website, advertising and publications	3,696	5,363
Legal, professional and consultancy fees	5,110	8,223
Governance costs	16,202	10,527
Other staff costs	30,843	23,770
Total 2023	222,447	176,437

See Note 27 for further information about the restatement.

11. Governance costs

	2023 £	<i>2022 £</i>
Auditors' remuneration - Audit of the financial statements	15,300	13,500
Auditors' remuneration - Prior year Audit fees' under/(over) provision	2,280	(1,500)
Auditors' remuneration - Accounts preparation	3,600	3,600
	21,180	15,600

Governance costs of £21,180 (2022 - £15,600) are represented by £16,202 (2022 - £10,527) expenditure on charitable activities and £4,978 (2022 - £5,073) of expenditure on raising funds.

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

12. Executive Committee's remuneration and expenses

During the year, no Executive Committee Members received any remuneration or other benefits (2022 - £NIL).

During the year, no Executive Committee received any benefits in kind (2022 - £NIL).

During the year ended 31 March 2023, no Executive Committee expenses have been incurred (2022 - £NIL).

13. Staff costs

	2023 £	2022 (restated) £
Wages and salaries	678,223	673,090
Social security costs	65,558	62,561
Pension costs	40,342	41,587
	784,123	777,238

See Note 27 for further information about the restatement.

The average number of persons employed by the Charity (including casual and part-time staff) during the year was as follows:

	2023 No.	2022 No.
Raising funds	3	3
Urban	14	12
Disability	5	5
Cricket Centre	16	16
Support	5	10
	43	46

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

13. Staff costs (continued)

The average headcount expressed as full-time equivalents was:

	2023 No.	2022 No.
Raising funds	2	3
Urban	8	8
Disability	4	5
Cricket Centre	1	2
Support	4	4
	19	22

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2023 No.	2022 No.
In the band £70,001 - £80,000	1	1

The total amount of employee benefits received by Key Management Personnel is £309,596 (2022 - £333,049). The Charity considers its Key Management Personnel comprise:

- The Trustees (Executive Committee Members)
- Chief Executive Officer
- Director of Design and Impact
- Corporate Services Director
- Head of Finance
- Head of Business Development
- Head of Programmes

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

14. Tangible fixed assets

	Cricket Centre £	Indoor school £	Sporting & Office Equipment & Fixtures £	Fixtures and fittings £	Total £
Cost or valuation					
At 1 April 2022	964,600	289,329	101,610	25,999	1,381,538
Additions	-	-	8,592	-	8,592
At 31 March 2023	964,600	289,329	110,202	25,999	1,390,130
Depreciation					
At 1 April 2022	365,536	124,858	78,509	3,369	572,272
Charge for the year	19,292	9,634	11,235	2,600	42,761
At 31 March 2023	384,828	134,492	89,744	5,969	615,033
Net book value					
At 31 March 2023	579,772	154,837	20,458	20,030	775,097
At 31 March 2022	599,064	164,471	23,101	22,630	809,266

The Cricket Centre comprises freehold land and buildings at Plough Lane, Wallington which was converted to a cricket ground together with a pavilion and ancillary facilities. The land was originally purchased for a nominal £1. There is a covenant on the land restricting its use to sporting purposes.

The indoor cricket school, which was built on the Plough Lane land, is also restricted as to its use.

The Building fixtures and fitting additions are costs of installing new industry standard floor carpets and an energy efficient lighting system at the indoor cricket nets facility of the Indoor School. The bulk of the costs, as well as those for five new table tennis tables (included under Sporting & Office equipment & fixtures) were donated by Viridor credits.

15. Stocks

	2023 £	2022 £
Bar stock	2,163	2,867

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

16. Debtors

	2023	2022
	£	£
Due within one year		
Trade debtors	19,685	-
Other debtors	223	-
Prepayments and accrued income	74,803	138,899
	94,711	138,899

17. Creditors: Amounts falling due within one year

	2023	2022
	£	£
Trade creditors	7,153	4,961
Other taxation and social security	15,104	33,332
Other creditors	312	-
Accruals and deferred income	289,968	259,964
	312,537	298,257

	2023	2022
	£	£
Deferred income		
Deferred income at 1 April	242,829	241,410
Resources deferred during the year	266,568	242,829
Amounts released from previous periods	(242,829)	(241,410)
Deferred income at 31 March	266,568	242,829

Deferred income in the year relates to grants that have been received in the year but relate to the next year.

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

18. Statement of funds

Statement of funds - current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2023 £
Designated funds					
Fixed Asset Fund	45,731	-	(13,835)	8,592	40,488
The Innovation Fund	35,050	-	-	-	35,050
	<u>80,781</u>	<u>-</u>	<u>(13,835)</u>	<u>8,592</u>	<u>75,538</u>
Unrestricted funds					
General Funds	306,178	548,208	(480,980)	(8,592)	364,814
	<u>306,178</u>	<u>548,208</u>	<u>(480,980)</u>	<u>(8,592)</u>	<u>364,814</u>
Total Unrestricted funds	<u>386,959</u>	<u>548,208</u>	<u>(494,815)</u>	<u>-</u>	<u>440,352</u>
Restricted funds					
The Cricket for Change Centre	599,064	-	(19,292)	-	579,772
Indoor Cricket School	164,471	-	(9,634)	-	154,837
Disability Programmes	236	120,130	(120,366)	-	-
Urban Programmes	91,271	678,929	(713,165)	-	57,035
	<u>855,042</u>	<u>799,059</u>	<u>(862,457)</u>	<u>-</u>	<u>791,644</u>
Total of funds	<u>1,242,001</u>	<u>1,347,267</u>	<u>(1,357,272)</u>	<u>-</u>	<u>1,231,996</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

18. Statement of funds (continued)

Designated funds

Fixed Asset Fund

The fixed assets are not easily realisable and therefore, for clarity, are not represented by the general reserve. The balance carried forward is equal to the year end net book value of fixed assets without continuing restriction. Restricted funds are those held for those subject to continuing restriction. The transfer from general funds in the year represents the net of additions of new fixed assets and the depreciation charged on the assets still in use.

The Innovation Fund

The Change Foundation Innovation Fund was created from £50,000 of unrestricted reserves in 2017. The award winning Fund aims to create a platform for our inspirational team to bring their ideas to life, with priority given to projects which:

- Align with the Charity's key objectives;
- Increase our effectiveness to help us reach new standards and take our work to new levels; or
- Promote creativity and innovation of approach in relation to our sector.

The fund is available to all staff to apply for, either on their own or in partnership with other members of staff and/or in partnership with Trustees, ambassadors and our young people. The grant making panel is currently made up of the TCF Chair, TCF Vice Chair and TCF CEO.

To date, the Fund has facilitated some of our innovative pilot programmes such as Visually Impaired Rugby, Boxing 4 Change, and our Small Grants Programme for our young programme participants (nominal contributions towards specific promising career development activities).

Restricted funds

The Cricket for Change Centre

This relates to the cricket pavilion and grounds at Plough Lane which was funded by a restricted grant. The fund is reduced in line with the depreciation of the buildings.

Indoor School

This fund relates to capital grants received to develop the indoor cricket school (renamed The Paul Wickham Indoor Centre). The balance carried forward reflects the funds with continuing restriction, and is reduced each year in line with depreciation of the capital asset.

Disability Programmes Fund

This fund is for projects that improve the lives of people with a disability. During the year, two of our programmes, namely London Futures and Girls Win were successfully engaged in the Charity's delivery of such intervention.

Funding for these programmes was received from various sources during 2022/23, notably The Paul Hamlyn Foundation, The Barratt Development Fund, The Souter Charitable Trust, The Trevor Fund, TDR Capital LLP, BBC Children in Need, Access Sport, The David Solomon's Charitable Trust and The Toyota Charitable Fund.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

18. Statement of funds (continued)

Programmes Urban Fund

The fund is for projects that improve the lives of young people from 'at risk' and disadvantaged backgrounds in addition to walking sports provided at the Centre for local residents over the age of 50. Our charitable interventions are delivered using creative sport-based methodologies involving sports such as cricket, rugby, netball, boxing, dance and e-sport. Programmes delivered within this category during the year are Street Elite London, Street Elite Birmingham, Netball 4 Change, Dance 4 Change, 12 Rounds, Visually Impaired Rugby, Walking Sports and the Refugee Cricket Project.

During the financial year, funding for continuing programmes was notably received from the Berkeley Foundation, Old Oak and Park Royal Development Corporation, The Walcot Foundation, The Dulverton Trust, The Mayor's Impact Fund, British Blind Sport, The Fairstead Trust, The Refugee Council, GLA Sport Unites, Groundwork, Fonthill Trust, London Sport, National Lottery Community Fund, Mercers and The Lakehouse Trust as well as from numerous other charitable donations.

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

18. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2021 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2022 £</i>
Designated funds					
Fixed Asset Fund	13,682	-	(9,603)	41,652	45,731
The Innovation Fund	35,050	-	-	-	35,050
	<u>48,732</u>	<u>-</u>	<u>(9,603)</u>	<u>41,652</u>	<u>80,781</u>
Unrestricted funds					
General Funds	338,872	546,079	(537,121)	(41,652)	306,178
	<u>338,872</u>	<u>546,079</u>	<u>(537,121)</u>	<u>(41,652)</u>	<u>306,178</u>
Total Unrestricted funds	<u>387,604</u>	<u>546,079</u>	<u>(546,724)</u>	<u>-</u>	<u>386,959</u>
Restricted funds					
The Cricket for Change Centre	621,572	-	(22,508)	-	599,064
Indoor Cricket School	174,105	-	(9,634)	-	164,471
Disability Programmes	80,587	177,292	(257,643)	-	236
Urban Programmes	4,488	604,496	(517,713)	-	91,271
	<u>880,752</u>	<u>781,788</u>	<u>(807,498)</u>	<u>-</u>	<u>855,042</u>
Total Restricted funds	<u>880,752</u>	<u>781,788</u>	<u>(807,498)</u>	<u>-</u>	<u>855,042</u>
Total of funds	<u><u>1,268,356</u></u>	<u><u>1,327,867</u></u>	<u><u>(1,354,222)</u></u>	<u><u>-</u></u>	<u><u>1,242,001</u></u>

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

19. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	40,488	734,609	775,097
Fixed asset investments	3	-	3
Current assets	712,398	57,035	769,433
Creditors due within one year	(312,537)	-	(312,537)
Total	440,352	791,644	1,231,996

Analysis of net assets between funds - prior year

	<i>Unrestricted funds 2022 £</i>	<i>Restricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Tangible fixed assets	45,731	763,535	809,266
Fixed asset investments	3	-	3
Current assets	639,482	91,507	730,989
Creditors due within one year	(298,257)	-	(298,257)
Total	386,959	855,042	1,242,001

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

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

		2023 £	2022 £
Net expenditure for the year (as per Statement of Financial Activities)		(10,005)	(26,355)
Adjustments for:			
Depreciation charges	14	42,761	38,530
Investment income	7	(2,015)	(51)
Decrease in stocks	15	704	-
Decrease/(increase) in debtors	16	44,188	(11,337)
Increase in creditors	17	14,280	18,238
Net cash provided by operating activities		89,913	19,025

21. Analysis of cash and cash equivalents

	2023 £	2022 £
Cash in hand	672,559	589,223
Total cash and cash equivalents	672,559	589,223

22. Analysis of changes in net debt

	At 1 April 2022 £	Cash flows £	At 31 March 2023 £
Cash at bank and in hand	589,223	83,336	672,559

23. Contingent liabilities

The Charity is currently investigating with its advisors whether it has breached VAT thresholds. While any associated liability is small in the context of the Charity's financial position, the Trustees have taken advice and, at the point of signing off the financial statements, concluded that any economic outflow relating to conditions present at the balance sheet date is currently less likely than not to occur. The timing of any potential outflow and full possible financial effect is not known at this point as agreement of the Charity's position will need to be sought with HMRC.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

24. Pensions

The Charity contributes to some staff members' pension schemes. The assets of the schemes are held separately from those of the Charity in independently administered funds. The pension cost charge represents contributions payable by the Charity to these funds and amounted to £40,342 (2022 - £41,587). The contributions outstanding at the year end amounted to £1,251 (2022 - £2).

25. Related party transactions

Unrestricted donations were received from 1 Trustee, V Lowe, amounting to £100 (2022 - 1 Trustee, A Clode, amounting to £3,500).

There were no other related party transactions during either period.

26. Subsidiary undertakings

The Charity has two subsidiary undertakings:

4Change Enterprises Limited - a dormant company registered in England and Wales with registration number 09510925 and registered address: The Cricket Centre, Plough Lane, Wallington, Surrey, England, SM6 8JQ; and

Street20 Limited - a dormant company registered in England and Wales with registration number 05759598 and registered address: The Cricket Centre, Plough Lane, Wallington, Surrey, England, SM6 8JQ.

The two issued shares of Street20 Ltd amounting to £2 and one issued share of 4 Change Enterprises Ltd amounting to £1 are held by The Change Foundation.

27. Prior year restatement

The prior year comparative balances for Support costs and Staff costs have been restated in these financial statements, to more accurately reflect the nature of the expenditure included within these categories. The total expenditure incurred has not altered from the previously issued accounts.

The prior year restatement has had no impact on the year-end reserves of the Charity, nor on any Balance Sheet assets or liabilities.

THE CHANGE FOUNDATION

England & Wales - Charity number 1046047

Accounts

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

AUDITED

EXECUTIVE COMMITTEE'S REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

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THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS EXECUTIVE COMMITTEE AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2022

Executive Committee	Alex Clode, Chair (resigned 9 December 2021) Vicky Lowe, Vice Chair Steve Wootten, Treasurer (resigned as Treasurer December 2021) Rachel Billsberry-Grass Asha Haji Daniel Drury, Treasurer (appointed as Treasurer December 2021) Jaya Handa Helen Webster Tarun Patel (appointed 20 June 2022) Luke Southall (appointed 20 June 2022) Rebecca Martin (appointed 20 June 2022) Daniel Button (appointed 20 June 2022)
Company registered number	03039017
Charity registered numbers	1046047 and SC043569
Registered office	Cricket for Change Cricket Ground Plough Lane Wallington Surrey SM6 8JQ
Company secretary	Henry Wereko (resigned 25 April 2022) Helen Robinson Povey (appointed 25 April 2022)
Chief executive officer	Andy Sellins
Independent auditors	MHA MacIntyre Hudson Statutory Auditors 6th Floor 2 London Wall Place London United Kingdom EC2Y 5AU
Bankers	HSBC Bank Plc The Helicon 1 South Place London EC2M 2UP

**EXECUTIVE COMMITTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2022**

Our aim

The Change Foundation aims to change the lives of marginalised young people using the power of sport.

Our approach is to be daring, empowering and agile and for our leadership to be recognised around the world by sharing our knowledge, experience and solutions.

A message from our CEO

I am not sure many years are 'normal' years but our 40th year was anything but. We emerged from the various covid lockdowns stronger than we went in, ran over 40 events and challenges as part of our 40th anniversary celebrations and worked in our 40th country.

Due to increased demand for our work, we now have a bigger delivery team – welcome to the brilliant Hamid, Olivia, Yvette and Jordan - we have boosted our Innovation Fund, enabling us to invest our own funds in new pilot ideas and set up a network of safe play zones for Ukrainian refugees in Poland.

We also celebrated ten years of our incredible Street Elite programme, expertly led by Ross Defoe, marking the occasion by supporting our 700th young person affected by crime, violence and inequality into employment, education or training and our London Futures team, superbly led by Ryan Jones, is now hitting similar success levels as Street Elite by supporting over 80% of the young people on the programme, who have a learning disability, into employment, further education or training. Our growing delivery team is led brilliantly by our Head of Programmes, Henry Glynn, supported by a team of programme managers all of whom have come through our programmes, something we are very proud of.

Our inclusive employers' network has now grown to include 20 companies and we now work with a staggering 109 referral agencies, who make sure we work with the young people who need our help the most. We do this using 12 different sports and as well as our own highly targeted programmes, we now partner with five sports' governing bodies to help them develop their understanding of how they can use their sport to create a social impact as well as a sporting impact.

Much of our programme design work and our advisory work is led by our highly skilled and experienced Director of Design and Impact, Navjeet Sira, whose vision and expertise ensures our programmes are relevant, effective and offer excellent value for money. Our interventions in young people's lives are often for a year and due to the highly targeted nature of each of our programmes, this 12 months with us often transforms our young people's life chances for good, equipping them to go forward and live happy and fulfilling lives.

We hosted the first Netball4Change national training, partnered with the NFL Foundation to deliver a pilot NFL Flag programme for girls and young women aimed at improving their mental health and our visually impaired rugby players represented us brilliantly at the Premiership Final at Twickenham.

Three new pilot programmes have tested three pioneering ideas – fencing to reduce social isolation amongst young people aged 11 to 16 with autism spectrum disorder (ASD), rugby to teach year 6s in the last year of primary school about the danger of county line drugs gangs and golf to mentor young people into employment in the golf sector.

Having celebrated its ten-year anniversary in 2020, our Refugee Cricket Project had a sudden influx of new unaccompanied child asylum seekers following the Taliban take-over of Afghanistan and our intergenerational table tennis programme doubled in size at our Centre in Sutton. This programme is now one part of a growing 'Walking Sports Hub' we have developed which now sees six walking sports played each week with two more to follow in the year ahead. Brilliantly led by Carol Driver and Rae Tasyaka, we are learning more and more about the power of sport to improve the lives of our players who are all over 60 and some considerably older. Mental, physical and emotional health are all improved and the sense of purpose developed by members of the group, who mentor and support some of our young people who also use the Centre, is profound and life changing for the young people and our older players.

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These headline statistics rightly make us take great pride in our work but behind them lie constant discussions about how to make them more effective and more efficient. There is not one of the above-mentioned programmes that has not been reviewed, amended, re-focused or in some cases, completely restructured. During the covid lockdowns we learnt about the power of Esports to help recruit and retain young people on our programmes and these now feature across a number of our interventions. We learnt that some young people, who might lack the confidence to join a new group, feel much more comfortable joining an online group at first playing Esports and getting to know other players from the 'safety' of home before venturing out to play in a face-to-face setting.

We are also constantly reviewing and updating our fundraising strategy to ensure we have the same innovation and flexibility across our fundraising as we do in our programming. Over the last few years our portfolio of fundraising events and challenges has been transformed by our Head of Business Development, Alex Bassan, whose original thinking and willingness to try out new ideas has led to new events and challenges, such as our 'Battle of Brains' quiz for London's legal firms and our highly popular 'Thames Kayak' challenge.

It is the work of our highly skilled and highly dedicated coach mentors who help unlock our young people's potential and help them change their lives but we also have two other groups of people who have transformed our charity in a different way and they are our 'Ambassadors for Change' and our 'Young Ambassadors'. This time last year I reported on our Ambassadors for Change's work planning and running fundraising events and challenges, introducing us to potential new corporate partners and securing charity of the year status with a wide range of organisations and in the last 12 months this group has really delivered. Amongst the many great things they did for us include helping us run our most successful ever golf day, identifying three new corporate funding partners, providing an ever growing range of employment opportunities for our young people and using their contacts to secure the 40 high value auction prizes for our 40th Anniversary Gala Dinner.

Our Young Ambassadors continued to inspire and guide us and as well as helping us to review and fine tune our programmes. In October they held their very own alternative, 'COP26' climate conference, which led to the creation of our first 'Green Team', made up of our young people, our staff, our trustees and our ambassadors and in the year ahead this group will work together to make our operations as environmentally friendly as possible and ensure that our decision making includes a strong 'green' focus at all times.

As a charity used to taking every opportunity to support young people to develop and grow, we signed up early for the Government's post-covid recovery 'Kickstart' programme and this proved to be a goldmine of new talent for us. Emily Gaunt, Caine Rochford and Priscilla Djaba all proved to be exceptional young people whose hard work has been instrumental in helping us bounce back from the uncertainties of the covid lockdowns.

In the past year our marketing and comms have been greatly improved through the skills and hard work of our new Communications Manager, Anna Heslop and she, along with Emily, Caine, Priscilla and our new coach mentors – Hamid, Olivia, Yvette and Jordan - have reminded us again that if you create opportunities for young people and empower them to try new things, they nearly always surprise you with their insight and commitment.

We said goodbye to Henry Wereko and hello to Helen Robinson Povey as our new Head of Finance and we also said goodbye to our inspirational, long-serving Chair of Trustees, Alex Clode and welcomed our equally inspirational new Chair of Trustees, Vicky Lowe. Thank you, Alex for everything you did for us over the last ten years, your legacy is a brilliant charity still curious to true new things and happy with taking risks with unproven ideas.

Vicky has inherited a range of programmes large and small created by our young people for our young people, which in the last year have provided inspiration and support for over 1,000 young people – 57% of whom were female 80% were from an ethnic minority background and just under 20% had a disability. Vicky is now set to evolve our trustee board in the year ahead to ensure we have the skills and experience to continue to be the pioneering charity we have always been.

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Impact highlights – April 2021 – March 2022

- The Change Foundation recruited and engaged 1,047 vulnerable people across London, Birmingham, Bristol, and Newcastle. 43% of participants were male, 57% were female, with a small number that 'prefer not to say' and one person identifying as trans. 18% of participants have one or more disabilities.
- The Change Foundation delivered 1,050 structured sport for social change sessions with an average of 4 hours of additional mentoring a day for individuals and small groups.
- The Change Foundation trained 3 new employers to join our inclusive employers' network that provides employability and career development support for our young people. The network now has 20 employers.
- The Change Foundation collaborated with 109 referral agencies to recruit the most vulnerable young people in our communities. These agencies consist of local charities, community groups and statutory services.
- The Change Foundation celebrated 40 years of change and documented some incredible stories of change from The Change Foundation graduates. You can watch the video here:

<https://www.youtube.com/watch?v=bW5Wq59ewpw>

- The Change Foundation programmes focused on these key outcomes - knife crime, social media addiction, disability inclusion, youth unemployment and mental health.

The story of 'B'

B lives in a youth hostel and is well known to the local authorities. When we first met B, they had just been arrested for possession of an illegal substance and was on bail. B was referred to the programme by a social worker, who was concerned for their safety and the path they were taking. The social worker informed Street Elite Coach Mentors that B was mixing with known gang members. During the first session B didn't seem interested at all and was very disruptive, so much so that at first Coach Mentors spent much of the time discussing appropriate behaviour as opposed to potential opportunities and how B could engage in them. B responded to this quite well and started to behave far more appropriately. During a one-to-one session, they asked for help with money and budgeting as they were struggling and would often go hungry as B had no one to turn to. The impact of the pandemic only intensified their situation and B felt very alone and isolated. We arranged for B to attend a financial literacy workshop which B really enjoyed, and we also referred them to a local foodbank which Coach Mentors went to with B to show there is no shame in taking support. B connected with Coach Mentors now more than any other point during Street Elite sessions and started to thrive under new guidance and restored faith in the fact that there are still good people out there that will help you. B has started to engage far more with a social worker and with this wrap around support, B has now successfully started an apprenticeship, which is the first step to building a career in construction.

The story of 'Y'

Y joined the Girls Win programme in summer 2019 with the support of two friends who knew the programme. Y was shy and relied on the encouragement of their friends to join in and engage with the Girls Win group. It was a challenge for Coach Mentors to develop a rapport with Y because they struggled so much with confidence and their social skills. The lockdowns had prevented any physical meet ups for the Girls Win groups and it meant that when we returned to face-to-face delivery, the young people took some time to settle back into activities. Y surprised Coach Mentors and adapted quicker than others. This was due to the Coach Mentors being able to get to know Y online a little more instead of trying to get to know them through physical activities. After weekly check ins over the phone and regular messaging and zoom calls, Y has grown significantly in confidence, motivation, communication and interestingly, their leadership potential. Not only has Y been getting involved in nearly every

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single activity, but they have also recommended others to join the programme, connected the Coach Mentors much more and introduced new young people to the Girls Win network. Since returning to sessions in person, Y has become a role model to others. On a regular basis, Y will inform the Girls Win Coach Mentors of what they are doing each day, sharing news of progress, for example, creating a dance routine or going shopping independently, demonstrating high levels of improvement in themselves and transferable skills, such as effective and appropriate communication and problem solving. Y has been involved with Girls Win trips and taken part in the extra-curricular challenges young people can take part in during their own time outside the session. Y is now proactively planning their schedule, transport routes and using the skills and confidence they have built to become a support for other young people facing similar challenges. It is always wonderful to see our young people learn the skills and confidence to look after themselves and then use what they have learnt to help others.

The story of 'D'

D is from the Waltham Forest area of London and is part of the London Futures Hackney Hub and now has Level 2 and Level 3 Personal Training (PT) Qualifications. When we first met D, they were working two days a week as a kitchen porter, a job they hated but had to do as they needed the money to live on. When D joined the London Futures programme, they struggled with confidence due to their disability, but showed a dedication in looking for opportunities to progress in their career. Despite having PT qualifications, D told Coach Mentors that they would like to move away from that industry and work with animals. By attending London Futures sessions, D has been able to develop their communication skills and increase in confidence. Notably, D was able to deliver a very good speech with little preparation time in front of the whole group. In the sports portion of sessions, D started to overcome challenges around co-ordination, improving their balance and physical health and develop teamworking skills. In his personalised one-to-ones, D has had support with CV writing, getting career advice and learned more about job opportunities. Earlier this year D was invited for an interview with a well-known supermarket chain. They impressed Coach Mentors by taking initiative to research the company and prepare answers for questions they may be asked. In February 2022, they were offered the job. D is really enjoying the new role and is getting used to their new routine. Although D likes the idea of working with animals, they are keen to step up the career ladder in the new company, save money and gain volunteer experience with animals first and is determined not to look back. D is now talking to London Futures Coach mentors, who stay in touch with our young people once they have graduated our programmes, to help employers understand how to employ more young people with disabilities and create a working environment in which they can flourish personally and be a great benefit to their employer and their colleagues. This is a key part of The Change Foundation's work and is critical in creating more opportunities for young people with a disability to secure rewarding and sustainable employment.

How we measure impact

Identify the social need – The Change Foundation takes social action by responding to a need identified by our young people, our Coach Mentors or our partners. We build an understanding of the context of the social need by gaining the perceptions of a wide range of young people, using the existing evidence base and understanding the social, political and funding environment we are working in.

Work with young people initially using pilot testing – The Change Foundation design sport for social change programmes by testing a variety of sports and adapting their rules, trialling impact measurement tools, understanding the resources required and questioning assumptions. We do this by asking for and acting on young people's ideas and evaluating them by delivering 6 – 12-month pilot programmes.

Recruit and retain – The Change Foundation invest time and resources in developing recruitment plans that ensure we work with the most marginalised young people. We work in partnership with local authorities, community groups, other charities and often undertake 'on the street' recruitment. The Change Foundation spend time matching the right programme with the right young person and always alert to learning about the root causes that affect a young person's attendance and performance on a programme.

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Deliver programmes – The Change Foundation deliver sport for social change programmes that are flexible, adaptable and inclusive and through which our young people can 'learn as they go.' We take this approach because social change programmes are complex and unpredictable – they require supportive environments, highly dependable and trustworthy Coach Mentors who lead by example and who employ new and innovative coaching methods that seek to weave in learning and inspirational support.

Provide opportunities – The Change Foundation recognise that change is personal and each young person drives their own change at their own pace dependent on their relationships, motivations, behaviours, values and aspirations. We provide a range of opportunities for young people when on our programmes and also once they graduate from them, including paid employment, one to one career development support, involvement in alumni programme, work experience opportunities and ongoing mentoring.

Innovate and share – The Change Foundation systematically reviews impact through reflective practice, openly discussing successes and failures with all stakeholders and amending methods based on learning. We then share our learning with the international sport for social change sector helping them to innovate in their work. We do this by training their coaches, consulting with national governing bodies and engaging partners to deliver programmes with regular, ongoing development support.

Giving back – We change the lives of marginalised young people using the power of sport, many of our programme graduates go on to inspire other young people to change their lives.

The Change Foundation's approach to impact measurement is based on the following principles:

Being authentic – we capture and translate authentic data from our young people, sharing knowledge and experiences that are relevant and true to the need we are addressing.

Being creative – we design creative impact measurement tools that practitioners relate to and engage our young people effectively to provide high quality information.

Being consistent – we measure impact in a systematic way while young people are on our programmes and after they graduate to regularly track the difference we are making.

Sharing stories – we share the impact of our work as often as is possible with all stakeholders, taking an initiative-taking rather than reactive approach to sharing our stories.

Taking a holistic approach – we believe that impact measurement is a coaching technique that is fundamental when delivering social impact programmes thus it requires the same preparation, innovation and training as delivering the sport itself.

We use a mixed methodology to measure the impact of our work:

Basic information – we use an information management system to upload an individual profile for each young person we work with, capturing basic demographics.

Self-reflection – we use creative journey tracking tools designed by our Coach Mentors and young people to measure the progress of our young people while on a programme.

Coach observations – we use coach observation checklists that are used at the beginning and at the end of a programme to provide a baseline measurement against an end of programme assessment of each young person.

External perspectives – we seek to gain external feedback for each of our programmes, this can be through independent evaluation, stakeholder evaluation and/or family, employer, teacher, and friends' feedback.

Alumni feedback – each graduate of The Change Foundation programmes is invited to become part of our alumni programme where they can continue to gain support and opportunities and enable us to track their progress beyond their programme engagement.

Through the work of our Young Ambassadors – we recruit a group of young people that give back to the charity by adding their skills and experience to find new and innovative ways to create change through sport.

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Young Ambassadors take on individual roles that inform the charity's strategy and programmes for the benefit of young people.

The Change Foundation Programmes

The Change Foundation uses sport as a mechanism to engage marginalised young people and to deliver measurable and sustained social impact. We systematically review and share social impacts, seeking to set and beat benchmarks, and continuously raise the bar through innovation, 'test and refine,' continuous learning and delivering relevant and flexible programmes. The Change Foundation programme impact highlights of this year include:

- Our long-standing sport and employability programme, Street Elite, celebrated its 10th anniversary, reaching over 700 young people across London and Birmingham over the last 10 years with 80% transitioning into sustained employment, training or education.
- We hosted the first Netball 4 Change national training which involved delivery partners and coaches from London, Bristol and Newcastle. The training trained and empowered coach mentors to build the confidence and competence to deliver social media safety sessions through netball for vulnerable girls and young women.
- On 26 June 2021, our Visually Impaired Rugby players represented the charity and the sport at the Premiership Rugby Final at Twickenham Stadium, taking part in a demonstration on the pitch. In front of tens of thousands of rugby fans.
- We partnered with the NFL Foundation UK to deliver a pilot NFL Flag programme for girls and young women aimed at improving their mental health. This is a new sport for us to deliver and 13 coach mentors went through a training programme to qualify to deliver NFL Flag to the children and young people.
- We delivered an evaluation of the Lawn Tennis Association's main sport for development initiative called SERVES, which targets areas not usually engaged with tennis. We used our experience and knowledge of sport for social change programmes to deliver a research study that produced a set of recommendations for future improvements to the programme.
- Our Director of Design and Impact, Navjeet Sira was appointed Co-Chair of the Sport for Development Coalition's Impact Working Group. The Sport for Development Coalition is a UK-wide movement of more than 200 charities and civil society organisations, leagues, clubs and networks over-arching thousands of projects and programmes intentionally using targeted interventions to tackle key health and societal inequalities. This voluntary appointment is an opportunity for us to share our learning and experience with the sector and also learn from other good practice.
- After delays due to lockdowns, we were able to deliver our 12 Rounds project in partnership with Imperial College, who alongside our boxing sessions, provided knife crime simulation workshops through which school children were taken through a simulation on the impact of knife crime from when a stabbing takes place, to the arrival of paramedics and on to the longer-term aftermath of knife crime.
- We launched a new pilot golf programme called 'On Par' engaging a cohort of young people to help support them in developing employability skills and build a career in the golf industry. The programme takes place at Tilgate Forest Golf Club and is a partnership with Modest Golf Management.
- We facilitated the development of the new strategy for the Muslim Girls Fence project which is delivered by charity Maslaha alongside British Fencing. We were invited to become independent facilitators and advisors to help British Fencing create their new sport for social change strategy.

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Programmes impact in numbers

Programme	Aim	Number of participants	Impact
Netball 4 Change	Netball 4 Change uses the game of netball to teach girls affected by overuse of social media how to stay safe online. It empowers them to think more positively about their social graph, how it can affect their prospects and raises awareness of negative social media influences.	260	In 2021/22 70% of the young women taking part across London, Bristol, and Birmingham, reported that after the programme they implemented key Netball 4 Change social media safety rules and felt they had a healthier relationship with their social media use.
Street Elite	Street Elite is an award-winning training for work programme which engages young people aged 18 – 25 impacted by crime, violence and inequality through sport, helping them transition from NEET (not in education, employment, or training) into work, apprenticeships, training, or education.	172	In 2021/22, Street Elite recruited and engaged young people from across London and Birmingham. From those who completed the programme 83% transitioned into work, education, or training.
Fencing 4 Change	Fencing 4 Change uses the sport of fencing to reduce the risk of social isolation for young people aged 11 - 16 with autism spectrum disorder (ASD). It provides fencing sessions in after school clubs across London for young people with ASD and uses creative coaching methodology to encourage integration, develop motor skills and provide a unique experience for young people who would not normally access fencing or do not usually engage with any sports.	35	In 2021/22, schools reported that all the young people participating on the programme had improved their social skills. There is currently an independent evaluation being conducted by the University of Hertfordshire to evaluate the programme's impact on the health of young people with ASD, which we think will make for very interesting reading and will help inform the future development of the programme.
NFL Flag Pilot	The NFL Flag Pilot Project is designed to improve young people's mental health. The project targets vulnerable young people aged 12 – 18 from who are either marginalised girls and young women, young people with a disability or young people at risk of high knife crime and serious youth violence.	79	In 2021/22 48% of participants believed that American Football is a welcoming and open sport that is good for mental and physical health. 90% of those taking part in the pilot programme reported an improvement in their emotional and mental wellbeing.

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London Futures	London Futures is an employability programme for young Londoners aged 18 – 25 with learning disabilities and mental health problems who face social isolation and loneliness. Using sport and specialised mentoring, these young Londoners unite to compete in employability challenges to improve their career aspirations and become more integrated into their communities.	62	In 2021/22 80% transitioned into work, training, or education and 20% needed additional support with their employability skills.
Dance 4 Change	Dance 4 Change uses dance therapy and performance to support marginalised young women in Lambeth with mental health problems which were exacerbated by the Covid-19 pandemic. It helps focus on the body instead of the mind, facilitating improvements in mental and emotional wellbeing.	17	In 2021/22 90% of young women reported improvements in their mental health and wellbeing levels. 80% said they are better able to manage their emotions through developing coping techniques and 70% said they experienced improved resilience.
12 Rounds	12 Rounds is an anti-knife crime education programme for children and young people in primary and secondary education. 12 Rounds uses boxercise, self-defence, and boxing to educate children and young people about the dangers of carrying a knife for protection and the impact carrying can have on themselves and others.	113	In 2021/22 90% of participants said they had increased their knowledge and understanding of the long-term effects of knife crime. Every school we worked in said they would like us to return to educate more of their children.
Generation STORM	Generation STORM (Special Team of Role Models) is a mentoring programme for and by black women aged 16-25. Through weekly wellbeing sessions mentees are matched with black female leaders, addressing the lack of black representation in certain sectors and industries and helping to progress life goals with more confidence and support.	17	In 2021/22 100% of participants created a personal development plan for the next 12 months and 75% felt empowered through being part of group of young women, which quickly developed into a peer support network.

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Girls Win	Girls Win uses sport to help young women with a disability aged 11 – 21 to set short, medium and long-term goals and to use these goals to think more positively about their future. It helps the girls and young women discover how goal setting can develop their future prospects and engages them in activities that keep the body and mind healthy to help them adopt and maintain a positive attitude.	102	In 2021/22 75% of Girls Win graduates demonstrated through one-to-one mentoring sessions with their Coach Mentor that they achieved their short, medium, and long-term goals and felt much more confident about their future.
Esports 4 Change	Esports 4 Change engages vulnerable young people aged 16 – 25 at considerable risk of developing poor mental health, severe loneliness and involvement in crime and violence. Through gaming, mentoring and education about possible careers in the Esports industry the young people are encouraged to use their gaming and IT experience to create a career that fits their interests and skills.	12	In 2021/22, coaches' observations showed that as the year went on the cohort formed a stronger friendship bond and began to discuss their personal and professional aspirations while gaming and started a form of peer support network.
Indoor Adventure	Indoor Adventure is a virtual task orientated programme that is delivered through text message correspondence and weekly Zoom calls. Each week young people took part in an adventure that included a physical task, a critical thinking task and a creative task. Young people have 5 days to complete and evidence the steps of each task and then they come together at the end of the week to share their progress.	13	In 2021/22 100% of the cohort of young people reported that they had improved their timekeeping and critical thinking skills by taking part in Indoor Adventure activities.
Intergenerational Table Tennis	The Intergenerational Table Tennis programme uses table tennis to mix together older and younger people in the London borough of Sutton, to meet to play table tennis and chat over tea and coffee. This helps facilitate an exchange of views and ideas across the generations and enables participants to forge new bonds and develop ways to support each other's development.	53	In 2021/22 100% of participants said that they have found the sessions incredibly valuable particularly returning from COVID lockdowns and has helped them transition back to face-to-face socialising.

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Walking Sports	We deliver three walking sports sessions each week which include walking football, cricket, and netball. Local residents over the age of 60 attend the walking sports clubs, helping them improve their physical and mental health while providing an opportunity for socialising and networking and mutual support.	121	In 2021/22 75% of residents taking part in walking sports developed new friendships in a social space that has become an important part of sharing their everyday stories and seeking support with challenges in their lives.
Refugee Cricket Project	The Refugee Cricket Project targets young refugees and unaccompanied child asylum seekers, providing them with a safe space to play cricket, integrate into their new environment, gain advocacy support and help them develop a sense of belonging.	90	In 2021/22 young people attended weekly sessions but sessions became over-subscribed and we had to expand our provision. This was mainly due to most of the young people being from an Afghan background and demand increased due to the collapse of the government and the Taliban takeover in Afghanistan.
On Par	On Par is a golf-based employability programme that aims to help young people access work opportunities in the golf industry. Young people participate in an 18-week programme that combines golf and employability skills.	10	In 2021/22 case studies of participants revealed improvements in confidence and transferable employability skills and include individual placements in the golf industry.
Rugby 4 Change	Rugby 4 Change uses the sport of Rugby to educate young people in their final year of primary school about the dangers of county lines gangs.	20	In 2021/22 80% of young people who took part in this pilot programme said that they felt more informed about how to stay safe on the streets since taking part in the programme.

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VI Rugby	Visually Impaired Rugby is an inspirational and completely new sport, designed to build on rugby's commitment to social inclusion and personal wellbeing. Through the programme we train rugby coaches to be inclusive in their coaching skills and help them understand how participants can improve their wellbeing through training, competitions and the development of new sporting friendship networks. In addition, media coverage of their sporting achievements helps develop self- confidence and individual motivation which positively affects other parts of their lives.	120	We have trained coaches and development staff from eight Premiership Rugby clubs - Harlequins, Wasps, Bristol Bears, Worcester Warriors, Exeter Chiefs, Bath Rugby, Saracens and Sale Sharks. In England, 120 players with a visual impairment play the game with 80 coaches and 70 officials trained. After delays due to covid, in October 2022, we are hosting our very first VI Premiership Rugby competition including guest teams from Ireland, Scotland and Wales as well as launching our VI Rugby online education platform and preparing a showcase event to take place during next year's Rugby World Cup.
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Developing a 'hybrid' approach

Being a sports charity, COVID-19 had an obvious and direct impact on our engagement with the vulnerable groups we work with. However, we adapted our approach and continued to support all our young people through the various lockdowns with online mentoring, training sessions, workshops, sports related tasks and challenges along with one-to-one counselling support by phone, Teams, Zoom and Skype. Two years on from the first lockdown, we are back to working face to face but took some time to reflect on what we had learned during the pandemic and how we might implement lessons learnt and new perspectives into our programme delivery. The Change Foundation staff took part in a series of reflection workshops to identify any changes we might make to our approach. The key five outcomes of this workshop were:

1. To include online mentoring options for each Change Foundation programme and develop a layered approach to the type of mentoring you can receive. Some examples are momentum mentoring which is about motivation and support when young people feel like they lack direction. Identity mentoring is matching with someone of a similar background so you can share experiences. Industry mentoring is matching with mentors from an industry you wish to seek employment in.
2. Virtual mental health support – The Change Foundation is currently going through training to enable coach mentors to provide better mental health support and be in a stronger position to sign post when medical or further support is needed. We are aiming to develop an online service accessible to young people whenever they need it.
3. The Change Foundation has fully implemented flexible working, empowering staff to work online and face to face, at home or in the office and be mindful of the balance they need. Organised meetings are offering both virtual and face to face attendance providing options for productivity and wellbeing.
4. The Change Foundation are in the process of developing a charity app to help provide more real time information and support for our young people. It will also help to develop a monitoring system to track long term progress.

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5. The Change Foundation offer – hybrid working will enable us to work with more young people and employers across the UK. Young people will be able to access the charity virtually and we can reach more employers by eliminating travel time and expense, growing our inclusive employers' network.

We have begun to implement these approaches and have undergone a staff reshuffle to ensure we have the capacity to deliver programmes in this way as well as identify funding gaps to ensure we raise money to help us build our resources to imbed hybrid delivery.

Our new 'Green Team'

Our Young Ambassadors held their own alternative 'COP26' in November 2021, which led to the creation of our new 'Green Team'. The aim of the Green Team's work is to ensure that measurable 'green' targets are created and that environmental considerations are at the forefront of our decision making and our operations.

In addition:

- We aim to develop a 'green lens' through which we make decisions at our management meetings, including SMTs, trustees', PLTs and PMGs.
- We aim to include a Green Team update at each monthly SMT and as part of the CEO report at our quarterly trustees' meetings.
- We suggest the sub-committee responsible for monitoring the work of our Green Team is our 'Programme and Impact Committee'.
- We recommend that we look to make regular small changes that demonstrate clearly our commitment to reducing the environmental impact of our work.
- We recommend that our Green Team comms plan makes these changes visible and inspirational to staff, trustees, our young people, ambassadors and partner organisations.
- We recommend that once we have agreed our 'Green Action Plan' targets and timelines we start to add them to funding applications and partnership agreements and factor them into project budgets in the same way we factor in the cost of monitoring and evaluation and a contribution to charity overheads.
- We recommend that our new Research and Development Team build our Green Action Plan targets into their new work.
- We recommend that our new Green Action Plan targets are built into our benchmarking measures.
- We suggest that we aim to secure external funding for as many of our Green Action Plan targets as possible and also consider the use of our own Innovation Fund to fund aspects we cannot secure external funding for.

We identified five areas for inclusion in our initial Green Action Plan for the year ahead, these are:

- Developments at our Centre, including possibly some or all of the following – the feasibility of solar panels, the feasibility of ground source heat pumps, the fitting of electric car charging points and the development of gardening and ground maintenance by our over 60s and our young people.
- The feasibility of carbon offsetting the business flights we take.
- The purchase of clothing and other consumable items, such as event goody bags.
- The development of an inspirational educational module across all our programmes.
- The development of a strategy to challenge all our partners to work towards minimising the environmental impact of their operations.

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The year ahead

Each year brings different challenges, and we think the year ahead might prove to be a difficult one for fundraising due to economic uncertainties caused by a combination of the war in Ukraine, post covid readjustments by some funders and our first bout of high inflation for a number of years. To ensure we hit our fundraising targets we took the following action at the start of our new financial year:

- We asked our ambassadors to focus on five priority funding areas, including helping us to secure corporate sponsorship for two of our programmes and helping us to organise our annual fundraising cycle challenge.
- We have reviewed and fine-tuned all our events and challenges to minimise costs and maximise income.
- We undertook an in-depth review of the trusts and foundations climate and have prioritised our funding applications on areas where we think we have a competitive advantage, including our Walking Sports Hub at our Centre and the development of our mental health work with our young people.
- We took a fresh look at our offer to potential new corporate partners and updated our approach in light of this being a year when corporate funding is likely to be harder to come by.

After a year spent thinking and consulting about our new strategy in a post covid world, we have settled on a strategy that is very simple and has three main underlying priorities for the foreseeable future and one key focus for the year ahead.

The three priorities are the health of our young people, their skills for life and securing their first job.

The one key focus is the reinvention of our impact strategy to ensure we measure every last bit of our impact and communicate this impact to our young people, our staff, our ambassadors, our supporters and our ever-growing range of corporate partners and funders. To support this new impact focus in the first half of 2022 we will develop our new Research and Development Team and by September we plan for them to have created a new, digital approach to monitoring and evaluation with a strong emphasis on sharing our impact effectively with all our stakeholders and especially our young people.

We have also created three new initiatives to develop the size and skill levels of our delivery team with the aim of increasing their experience, expertise and the charity's overall sustainability.

The three initiatives are:

- The creation of a new Programme Leadership Team made up of four senior programme managers who take on more responsibilities in the planning and running of our programmes.
- The further development of our Street Elite Academy to identify and develop the next generation of Coach Mentors
- The further training of all our Coach Mentors in their understanding of their own and our young people's mental, physical and emotional health in order that they develop their understanding of when and how to intervene in a young person's life when they are facing mental health challenges in particular.

Our one significant new programme is our Ukraine Refugee Sports Project, which we launched in March and now has two elements. The first is based on the Ukraine/Poland border where our team of Coach Mentors have run a series of sports camps aimed at giving children recently arrived from over the border in Ukraine the chance to run around, have some fun and make new friends in their temporary new homes in refugee hostels and camps. The second element is based in a network of towns and villages in the south-east of England in August and will provide summer sports camps for Ukrainian children and children from their host families.

**EXECUTIVE COMMITTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2022**

Our partners

The National Lottery	Barratt Developments Charitable Foundation	Openworks Foundation
Wasps Legends Charitable Foundation	The Grace Trust	Fonthill Foundation
TDR Capital	Lord Barnby's Foundation	Mayor Of London's Office
Charles Square	The Bring Joy Foundation	Merchant Taylors' Foundation
Odendaal Diamonds	William Blair	Pwc Colourbrave
Taborns	St James's Place	Shanly Foundation
New World Tech	Lawn Tennis Association	Adam Hall Consultancy
United Business Group	Limehouse Boxing Academy	Laureus
Hunza G	British Fencing	Beagle Media
Springwell Clinic	England Handball	Rivervale Leasing
Mrm	Barclays	Aon
Procurement Advantage	Norton Rose Fulbright	Machrie Hotels
Give as you Live	Principal Insurance	Channel 4
VCCP	Bloomberg	Team Sports
Best4systems	The Hargraves Foundation	MacDonald Hotel
Waud Wines	Refugee Council	TaylorMade
A Star Experience	Impact 100	Golfers CBD
British Blind Sport	Investec	Doubletree Hilton
A&J Ryan Mechanical Services	Berkeley Foundation	Arrange Group
Penningtons Manches Cooper	Rexona	2k Tiger
Modest Golf Management	Nicola Lester Consultancy	Royal Hospital Chelsea
258 Management	Shoosmiths	Park Dean Resorts
Mackrell	Mercedes-Benz	Think Beyond
The Joseph Levy Foundation	The Walcot Foundation	Movement To Work
Garfield Weston Foundation	Four Acres Trust	TSA Projects
Peter Harrison Foundation	Paul Hamlyn Foundation	Progressive Sports
The Lake House Charitable Foundation	Dulverton Trust	Hattrick
Souter Charitable Trust	The Toyota Fund For A Better Tomorrow	The Astor Foundation
The National Lottery Community Fund	The Coop Local Community Fund	Leeds Building Society
The Forrester Family Trust	Queens Club Foundation	

EXECUTIVE COMMITTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Structure, Governance and Management

The Change Foundation is a registered Charity in England & Wales and in Scotland and a company limited by guarantee. The liability of its members in the event of an insolvent liquidation is limited to a contribution of £1. The Charity's governing instrument is its Memorandum and Articles of Association and it was incorporated on 23rd March 1995. It changed its name from The London Community Cricket Association to The Change Foundation on 5th March 2014. The Charity has two subsidiary undertakings – 4Change Enterprises Limited and Street2O Limited, incorporated on 25th March 2015 and 28th March 2006 respectively, and both currently dormant.

The Charity's related parties are the Executive Committee members, senior staff and their related parties.

Committee Structure:

The Change Foundation places great emphasis on strong governance. The Charity currently has an eleven person strong Trustee Board with the following supporting committees:

Resources and Governance Committee (RaG)

The Resources and Governance Committee takes responsibility for the following areas: Governance, company secretarial, legal, risk management, financial management and processes, human resources, board succession planning, operations, audit, benchmarking, Trustee appraisals, whistle blowing and systems management.

Programmes and Impact Committee (PIC)

The PIC has responsibility for ensuring that existing and new programmes are in line with The Change Foundation strategy and values; that programmes that are approved by this committee are referred to the board for approval; that our programmes are reviewed on a quarterly basis in relation to their income and expenditure; and that programmes are regularly reviewed by the committee to assess whether they are achieving the desired outcomes required by the Charity, our partners and funders.

Fundraising, Marketing and Communications Committee (FMC)

The FMC is responsible for overseeing, approving and monitoring our fundraising strategy, supporting the creation and implementation of our marketing and communications strategy and creating and approving innovative fundraising activities.

Principal Risks and Uncertainties

The Trustee Board and each committee monitors and reviews the Charity's risks at least once a year and have put in place effective control plans to manage and mitigate them.

The Charity's current principal risks and their corresponding main control actions are:

1. Risk of an incident or a child protection issue at a programme or other Charity event.

A risk assessment is always undertaken as part of the programme or event planning process. All staff receive ongoing child protection training and DBS checks are mandatory for all staff, Trustees and volunteers.

2. Unpredictability of income

Our fundraising staff aim at maximising the range of applications made to funders, while supplementary income is achieved through a range of fundraising events and challenges, as well as from our Cricket Centre trading activities. All income is monitored on a monthly basis as part of the charity's internal procedures.

**EXECUTIVE COMMITTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2022**

3. Insufficient reserves

Our reserves policy aims at minimising such a risk. To this end, the charity's income and expenditure is monitored on a monthly basis, driven by the monthly management accounts and related financial analysis and forecast

4. Loss or indisposition of key staff

This remains a risk and regular communication is encouraged through appraisals and debriefings as well as sabbaticals. Trustees continue to monitor and review the Senior Management Structure.

5. Risk of reputational damage caused by failure of a project

Project outcomes are regularly reviewed ensuring that programme goals are being achieved. The emphasis placed upon Impact measurement is fundamental to the success of the Charity. A rapid response group is in place to deal with the media and co-ordinate the Charity's actions.

6. Risk of damage by cyber attacks

IT security is regularly reviewed, and additional measures have been introduced as a result. Regular system backups, new email security, increased staff awareness, regular system updates and the latest anti-virus software are features of the new IT policy.

7. The impact of the Covid-19 pandemic

The Charity developed and implemented a set of strategies and contingency plans in April 2020 to enable us to mitigate the potential impact of the pandemic on our operations and finances. The outcome and effectiveness of each of the strategies are regularly reviewed by the Executive Committee at scheduled / special committee and board meetings.

Charity Governance Code

Our Resources and Governance Committee have conducted a comprehensive review against all of the recommended practices contained in the Governance Code introduced in 2017. We are confident that we conform with the principles and outcomes therein. Some board actions undertaken to ensure ongoing conformity with the code include provision of guidance in the development of the Charity's new 3 year strategy built around its vision and values; and also carrying out a Trustees' skills audit aimed at informing recruitment and training required for board effectiveness.

Fundraising Standards Information

The Change Foundation is not involved in any form of consumer fundraising with the exception of events. Donations are all entirely voluntary and the only time that collection boxes are ever used is at the occasional event.

All other fundraising is aimed at Trusts, Foundations and companies with a CSR or Foundation arm. Where fundraising consultants have been used, their work is scrutinised and approved by members of the Senior Management Team who are involved in the fundraising bid process. The Charity does not use any professional fundraisers or commercial organisations to assist with its general fundraising and no complaints have been received in relation to this activity.

Remuneration Policy for Key Management Personnel

The Charity considers its key management personnel to comprise Trustees, CEO and the Senior Management Team as detailed in Note 13.

Executive Committee (Trustees)

The Trustees of the Charity are not paid. They may claim travel expenses and other legitimate expenses incurred in the performance of their Trustee duties. These expenses have to be approved by the Chair. The Chair's expenses are approved by the Chair of the Resources and Governance Committee.

**EXECUTIVE COMMITTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2022**

Chief Executive Officer

The remuneration of the Chief Executive Officer is decided by the Chair of the Charity in consultation with the Resources and Governance Committee and the Director of Corporate Services (HR) who annually researches pay in the sector and in comparable organisations.

The Charity seeks to remunerate the Chief Executive Officer so that we can recruit and retain a top-class individual who will deliver the Strategic Plan and enable the Charity to continue to develop its great work in a competitive environment. This may mean paying in the upper quartile for the sector.

Senior Management

The remuneration of the senior management team is reviewed annually in April and decided by the Chief Executive Officer and approved by RaG in consultation with the Director of Corporate Services (HR), whose own salary is reviewed by the CEO.

Staff & Trustee Development

Our development team is one of the Charity's greatest assets. We take pride in recruiting our team members from within our programmes as they have a great understanding of the young people we target with our work. Staff development is therefore an essential element of the way we work.

The Change Foundation maintains the highest standards of programme delivery and impact measurement. The training structure is designed to support an evolving workforce that is empowered and ready to develop and deliver traditional and non-traditional programmes by:

- Developing the skills of the organisation through team training days and specialist workshops
- Providing personal development in the form of annual skills evaluation, appraisals and one-to-one training reviews
- Providing staff with continual professional development in line with the Charity's delivery needs
- Developing placement opportunities with external organisations

Trustees are advertised for and/or we conduct searches for the required skills and experience taking account of our current skill base and diversity. Once appointed, Trustees are given an induction by the Chair and the CEO which ensures that Trustees:

- Have a shared understanding and commitment to the charity's purposes and can articulate them clearly
- Understand the charity's decision making and monitoring framework
- Are aware of the range of financial and non-financial risks they need to monitor and manage

All Trustees have regular relevant training and updates which are aimed at further equipping them to fulfil their duties to the Charity effectively. Recent Trustees' training has included a session on Safeguarding within the context of the Charity's operations.

Financial Review

The results of the year's activities are set out in the attached financial statements. The Charity's gross income for the 2021/22 financial year was £1,327,867 (2021 - £1,059,721), while its total expenditure was £1,354,222 (2021 - £1,063,633), thus resulting in an overall net deficit of £26,355 (2021 - £3,912 deficit).

The charity is still feeling the effects of Covid, in that many funders have re-evaluated their charitable giving and changed the way in which they donate. This has led to new funders supporting the charity's programmes and other business relationships being postponed or ending. There is also an increased time lapse between sending applications and receiving responses and then funds, which has a negative effect on cashflow.

**EXECUTIVE COMMITTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2022**

However, this year The Change Foundation celebrated its 40th anniversary with many different fundraising events, culminating in a Gala Dinner in March 2022. Each of these events raised money though they all had accompanying costs. Many of the events were run by individual staff members, so this provided a valuable opportunity for them to show what they could achieve if given the chance.

Our unrestricted income increased by 58% year-on-year to £546,079 (2021 - £344,216). The unrestricted income comprised general donations of £140,306 (2021 - £265,355), unrestricted income from charitable activities of £69,065 (2021 - £15,046), fundraising and Cricket Centre trading income of £336,627 (2021 - £63,606), and investment income (bank interest) of £51 (2021 - £209).

The increase in our unrestricted income is mainly due to the increased usage of the Cricket Centre after the lockdowns of the pandemic. Many people wanted to hire the nets, book the venue for parties and events and so the bar income was also much higher. Facilities hire generated £28,924, bar income £39,353, indoor nets £50,361 and walking sports earned £18,704. These figures far exceeded their budgeted income.

Total unrestricted expenditure was up 65% to £546,724 (2021 - £331,305), reflecting the resumption of many activities at the Cricket Centre and in person. Covid lockdown meant that many activities were either cancelled or done remotely and, once everything opened up again, there were lots of bookings with the accompanying costs. Overall, our unrestricted activities had a net shortfall of £645 for the year (2021 - £12,911 surplus).

Restricted income totalled £781,788 for the year (2021 - £715,505). The increased income is mainly attributable to £78,750 in grants given to fund non-programme costs for the charity. Our restricted expenditure was £807,498 (2021 - £732,328), the year-on-year increase being a result of the reversal of the pandemic lockdown, so more activities could be done in person rather than remotely. Restricted activities consequently incurred a net deficit of £25,710 for the year (2021 - £16,823 deficit).

Total funds as at close of our 2021/22 financial year was £1,242,001 (2021 - £1,268,356), of which £855,042 (2021 - £880,752) is attributable to restricted reserves and £386,959 (2021 - £387,604) to unrestricted reserves. The restricted reserves comprise the Cricket Centre and Indoor School facilities with total book value of £763,535 (2021 - £795,676) and net programmes reserves of £91,507 (2021 - £85,075). The unrestricted reserves consist of our designated Innovation Fund balance of £35,050 (2021 - £35,050), our designated Fixed Asset Fund of £45,731 (2021 - £13,682), and general funds (free reserves) of £306,178 (2021 - £338,872). The £32,694 decrease in free reserves corresponds with the £645 net deficit for unrestricted activities and for a net increase of £32,049 in the balance of the Fixed Asset Fund.

Reserves Policy

The Trustees recognise that The Change Foundation needs to hold a certain level of free reserves. The purpose of the free reserves is to strengthen our core financial resilience in order to be able to effectively manage and navigate financial risks such as delays in grant receipts, programme funding shortfalls, inability to achieve fundraising and Cricket Centre income targets and challenges posed by unforeseen expenditure demands and events such as the Covid-19 pandemic.

The Trustees have reviewed the level of reserves required to cover these eventualities. In line with good practice, the Trustees have opted to link the target level of free reserves directly to its analysis of the key risks faced by the Charity, the likely impact of those risks, and the probability of them occurring. On that basis, the Trustees currently estimate the amount of free reserves required to cover those risks to be £300,000 - which is equivalent to about 3 months' worth of the Charity's normal operational expenditure. The actual free reserves level at 31 March 2022 was £306,178 (2021 - £338,872). The free reserves are lower than the previous year but still in line with the level of reserves required by the Trustees.

THE CHANGE FOUNDATION
(A company limited by guarantee)

**EXECUTIVE COMMITTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2022**

This report was approved and authorised for issue by the Trustees and signed on its behalf by:



.....
Vicky Lowe
Chair

Date: 03 November 2022

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

STATEMENT OF EXECUTIVE COMMITTEE'S RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2022

The Executive Committee (who are also the Directors of the Charity for the purposes of company law) are responsible for preparing the Executive Committee's 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 Executive Committee to prepare financial statements for each financial year. Under company law, the Executive Committee must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Executive Committee are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 business.

The Executive Committee are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity 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 Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the Members of the Board of Executive Committee and signed on its behalf by:



.....
Daniel Drury

Treasurer

Date: 03 November 2022

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CHANGE FOUNDATION

Opinion

We have audited the financial statements of The Change Foundation (the 'Charity') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. 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).

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 2022 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, Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 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 Auditors' 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 United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CHANGE FOUNDATION (CONTINUED)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Executive Committee are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Executive Committee's Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Executive Committee's 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 Executive Committee's Report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require 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 Executive Committee's remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Executive Committee 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 Executive Committee's Report and from the requirement to prepare a Strategic Report.

Responsibilities of Trustees

As explained more fully in the Statement of Executive Committee's Responsibilities, the Executive Committee (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 Executive Committee determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CHANGE FOUNDATION (CONTINUED)

In preparing the financial statements, the Executive Committee 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 Executive Committee either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

- Obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements
- Enquiry of management to identify any instances of known or suspected instances of fraud;
- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management and those charged with governance about any instances of non-compliance with laws and regulations;
- Reviewing the control systems in place and testing the effectiveness of the controls;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness;
- Evaluating the business rationale of significant transactions outside the normal course of business;
- Reviewing accounting estimates for bias;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CHANGE FOUNDATION (CONTINUED)

Use of our report

This report is made solely to the Charitable Company's Members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's Trustees, as a body, in accordance with regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the Charitable Company's Members and Executive Committee those matters we are required to state to them in an Auditors' 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 its Members, as a body, for our audit work, for this report, or for the opinions we have formed.



Stuart McKay BSc DCA DChA (Senior Statutory Auditor)

for and on behalf of

MHA MacIntyre Hudson

Statutory Auditors

London, United Kingdom

Date: 16/12/2022

MHA MacIntyre Hudson are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2022**

	Note	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Income from:					
Donations	4	140,306	18,498	158,804	265,355
Charitable activities	5	69,095	729,958	799,053	730,551
Trading activities	6	336,627	33,332	369,959	63,606
Investments	7	51	-	51	209
Total income		546,079	781,788	1,327,867	1,059,721
Expenditure on:					
Raising funds	8	440,352	-	440,352	239,447
Charitable activities	9,10	106,372	807,498	913,870	824,186
Total expenditure		546,724	807,498	1,354,222	1,063,633
Net movement in funds		(645)	(25,710)	(26,355)	(3,912)
Reconciliation of funds:					
Total funds brought forward		387,604	880,752	1,268,356	1,272,268
Net movement in funds		(645)	(25,710)	(26,355)	(3,912)
Total funds carried forward		386,959	855,042	1,242,001	1,268,356

The Statement of Financial Activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The notes on pages 30 to 53 form part of these financial statements.

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)
REGISTERED NUMBER: 03039017

BALANCE SHEET
AS AT 31 MARCH 2022

	Note	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Tangible assets	14		809,266		831,375
Investments	25		3		3
			809,269		831,378
Current assets					
Stocks	15	2,867		2,867	
Debtors: Amounts falling due within one year	16	138,899		127,562	
Cash at bank and in hand		589,223		586,568	
		730,989		716,997	
Creditors: Amounts falling due within one year	17	(298,257)		(280,019)	
Net current assets			432,732		436,978
Net assets			1,242,001		1,268,356
Charity funds					
Restricted funds	18		855,042		880,752
Unrestricted funds	18		386,959		387,604
Total funds			1,242,001		1,268,356

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The Members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006. However, an audit is required in accordance with section 144 of the Charities Act 2011 and section 44 (1)(c) of the Charities and Trustee Investment (Scotland) Act 2005.

The Executive Committee acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)
REGISTERED NUMBER: 03039017

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2022

The financial statements were approved and authorised for issue by the Executive Committee and signed on their behalf by:



.....
Daniel Drury

Treasurer

Date: 03 November 2022

The notes on pages 30 to 53 form part of these financial statements.

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

	Note	2022 £	2021 £
Cash flows from operating activities			
Net cash used in operating activities	20	19,025	79,256
Cash flows from investing activities			
Investment income	7	51	209
Purchase to acquire tangible fixed assets	14	(16,421)	(31,910)
Net cash used in investing activities		(16,370)	(31,701)
Change in cash and cash equivalents in the year		2,655	47,555
Cash and cash equivalents at the beginning of the year		586,568	539,013
Cash and cash equivalents at the end of the year	21	589,223	586,568

The notes on pages 30 to 53 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

1. General information

The Change Foundation is a charitable company and is registered with the Charity Commission (Charity Registered Numbers 1046047 and SC043569) and Registrar of Companies (Company Registration Number 03039017) in the United Kingdom.

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 address of the registered office is given in the Charity information on page 1 of these financial statements. The nature of the Charity's operations and principal activity is to change the lives of young people through sport and dance.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Change Foundation meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the Charity and rounded to the nearest pound.

2.2 Funds

General funds are unrestricted funds which are available for use at the discretion of the Executive Committee in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Executive Committee for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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

Investment income, gains and losses are allocated to the appropriate fund.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. Accounting policies (continued)

2.3 Income recognition

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

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. No amounts are included in the financial statements for services donated by volunteers.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

For donations to be recognised the Charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Charity and it is probable that they will be fulfilled.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the Charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Investment income 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.

The Charity receives government grants in respect of furthering its charitable objectives. Income from government and other grants are recognised at fair value when the Charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be reliably measured. If entitlement is not met then these amounts are deferred.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.4 Expenditure recognition

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Charity to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. Accounting policies (continued)

2.4 Expenditure recognition (continued)

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

The Cricket for Change Centre	- 2% on building cost
Indoor school	- 3.33% on building cost
Freehold land	- Not depreciated
Sporting and Office Equipment and Fixtures	- 25% on depreciated cost
Buildings Fixtures and Fittings	- 10% on depreciated cost

2.6 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.7 Debtors

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. Accounting policies (continued)

2.8 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

2.9 Financial instruments

The Charity only holds basic Financial Instruments. The financial assets and financial liabilities of the Charity are as follows:

Debtors - trade debtors, other debtors and grants receivable are basic financial instruments and are debt instruments measured at amortised cost, this can be seen at Note 16. Prepayments and accrued income are not financial instruments.

Cash at bank - is classified as a basic financial instrument and is measured at face value.

Liabilities - accruals are classified as financial instruments, and are measured at amortised cost, this can be seen at Note 17. Taxation and social security are not included in the financial instruments disclosure. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is simply an obligation to deliver services rather than cash or another financial instrument.

2.10 Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. Accounting policies (continued)

2.11 Going concern

The Executive Committee have assessed the use of going concern and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue including the impact of COVID-19.

The Executive Committee have made this assessment for a period of one year from the date of the approval of these financial statements. When assessing, the Executive Committee reviewed its overall reserves, cost and revenue implications and any specific additional costs. It concluded that for the period assessed, its cost base will reduce in line with any reduction in revenue caused by COVID-19 in areas such as event and centre income. The forecasted income for 2021 and beyond remains strong and the pipeline for securing more funding to address the issues caused by the pandemic looks fruitful. The Executive Committee have therefore concluded that there is a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The Charity therefore continues to adopt the going concern basis in preparing these financial these financial statements.

2.12 Employee benefits

When employees have rendered service to the Charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The Charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

3. Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

In particular, due consideration was given to the potential implications of the COVID-19 pandemic on accounting judgements made in connection with the 2020 financial statements. The pandemic has not impacted the judgements made.

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

- Depreciation rates for tangible fixed assets
- Performance related grants income recognition

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

4. Income from donations

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
General donations	97,557	18,498	116,055
Government Grants	42,749	-	42,749
	140,306	18,498	158,804

	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
General donations	136,421	136,421
Government Grants	90,896	90,896
Donations-in-kind	38,038	38,038
	265,355	265,355

Included within the prior year General donations is a donation of goods (in the form of 50 units of PS4 Playstation consoles) valued by the Charity at £15,600 (2022 - £NIL). The value of the goods was fully expensed in the 2020/21 accounts.

Also included within Income from donations is grant income of £2,139 (2021 - £72,368) received from the Coronavirus Retention Scheme, £8,000 (2021 - £NIL) from the London Borough of Sutton business grant and £32,610 (2021 - £NIL) under the Kickstart Scheme. There are no unfulfilled conditions or other contingencies attached to the government grants above.

THE CHANGE FOUNDATION
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

5. Income from charitable activities

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Disability	-	174,458	174,458
Urban	-	555,500	555,500
Cricket Centre and Indoor School	69,095	-	69,095
Total 2022	69,095	729,958	799,053

Included within Income from Charitable Activities is grant income received from the following government sources:

- Greater London Authority (GLA) £49,940 (2021 - £59,928)
- City of London (LCSF) £NIL (2021 - £18,144)

There are no unfulfilled conditions or other contingencies attached to the government grants above.

	<i>Unrestricted funds 2021 £</i>	<i>Restricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Disability	-	180,315	180,315
Urban	-	535,190	535,190
Cricket Centre and Indoor School	15,046	-	15,046
Total 2021	15,046	715,505	730,551

THE CHANGE FOUNDATION
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

6. Income from other trading activities

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Facility hire	38,522	-	38,522
Bar income	39,353	-	39,353
Fundraising events	119,583	3,132	122,715
Other income	139,169	30,200	169,369
Total 2022	336,627	33,332	369,959

	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Facility hire	7,155	7,155
Bar income	526	526
Fundraising events	38,621	38,621
Other income	17,304	17,304
	63,606	63,606

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

7. Income from investments

	Unrestricted funds 2022 £	Total funds 2022 £
Bank interest receivable	51	51

	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Bank interest receivable	209	209

8. Expenditure on raising funds

	2022 £	2021 £
Direct costs		
Direct costs	355,340	214,498
	355,340	214,498
Support costs		
Overheads	20,297	5,819
Premises costs	2,712	1,359
Website, advertising and publications	1,443	806
Legal, professional and consultancy fees	4,454	2,846
Governance costs	5,073	2,798
Staff costs	38,504	9,449
Depreciation	12,529	1,872
	85,012	24,949
	440,352	239,447

In 2021/22, all expenditure on raising funds was from unrestricted funds.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

9. Analysis of expenditure on charitable activities - by fund

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Disability	14,456	257,643	272,099
Urban	70,467	521,542	592,009
Cricket Centre and Indoor School	3,854	28,313	32,167
Other Charitable Activities	17,595	-	17,595
Total 2022	106,372	807,498	913,870
	<i>Unrestricted funds 2021 £</i>	<i>Restricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Disability	-	170,068	170,068
Urban	-	535,780	535,780
Cricket Centre and Indoor School	19,488	26,480	45,968
Other Charitable Activities	72,370	-	72,370
<i>Total 2021</i>	<i>91,858</i>	<i>732,328</i>	<i>824,186</i>

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

10. Analysis of expenditure by charitable activities - by type

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £
Disability	219,569	52,530	272,099
Urban	477,719	114,290	592,009
Cricket Centre and Indoor School	25,947	6,220	32,167
Other Charitable Activities	14,198	3,397	17,595
Total 2022	737,433	176,437	913,870

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £
Disability	147,554	22,514	170,068
Urban	464,853	70,927	535,780
Cricket Centre and Indoor School	43,389	2,579	45,968
Other Charitable Activities	56,040	16,330	72,370
Total 2021	711,836	112,350	824,186

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

10. Analysis of expenditure by charitable activities - by type (continued)

Analysis of support costs

	Total funds 2022 £	Total funds 2021 £
Staff costs	79,907	42,551
Depreciation	26,000	8,428
Overheads	42,135	26,202
Premises costs	5,628	6,118
Website, advertising and publications	2,996	3,633
Legal, professional and consultancy fees	9,244	12,816
Governance costs	10,527	12,602
Total 2022	176,437	112,350

11. Governance costs

	2022 £	2021 £
Auditors' remuneration - Audit of the financial statements	13,500	12,600
Auditors' remuneration - CY Audit fees' under/(over) provision	(1,500)	-
Auditors' remuneration - PY Audit fees' under/(over) provision	-	1,800
Auditors' remuneration - Accounts preparation	3,600	-
	15,600	14,400

Governance costs of £15,600 (2021 - £14,400) are represented by £10,527 (2021 - £10,944) expenditure on charitable activities and £5,073 (2021 - £3,456) of expenditure on raising funds.

12. Executive Committee's remuneration and expenses

During the year, no Executive Committee Members received any remuneration or other benefits (2021 - £NIL).

During the year, no Executive Committee received any benefits in kind (2021 - £NIL).

During the year ended 31 March 2022, no Executive Committee expenses have been incurred (2021 - £NIL).

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

13. Staff costs

	2022	2021
	£	£
Wages and salaries	722,259	622,033
Social security costs	62,561	59,030
Pension costs	41,587	39,305
	826,407	720,368

The average number of persons employed by the Charity (including casual and part-time staff) during the year was as follows:

	2022	2021
	No.	No.
Raising funds	3	3
Urban	12	10
Disability	5	5
Cricket Centre	16	6
Support	10	4
	46	28

The average headcount expressed as full-time equivalents was:

	2022	2021
	No.	No.
Raising funds	3	2
Urban	8	10
Disability	5	4
Cricket Centre	2	1
Support	4	3
	22	20

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

13. Staff costs (continued)

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2022	2021
	No.	No.
In the band £60,001 - £70,000	-	1
In the band £70,001 - £80,000	1	-

The total amount of employee benefits received by Key Management Personnel is £333,049 (2021 - £315,618). The Charity considers its Key Management Personnel comprise:

- The Trustees (Executive Committee Members)
- Chief Executive Officer
- Director of Design and Impact
- Corporate Services Director
- Head of Finance
- Head of Business Development
- Head of Programmes

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

14. Tangible fixed assets

	Cricket Centre £	Indoor school £	Sporting & Office Equipment & Fixtures £	Fixtures and fittings £	Total £
Cost or valuation					
At 1 April 2021	964,600	289,329	85,189	25,999	1,365,117
Additions	-	-	16,421	-	16,421
At 31 March 2022	964,600	289,329	101,610	25,999	1,381,538
Depreciation					
At 1 April 2021	346,244	115,223	71,507	768	533,742
Charge for the year	19,292	9,635	7,002	2,601	38,530
At 31 March 2022	365,536	124,858	78,509	3,369	572,272
Net book value					
At 31 March 2022	599,064	164,471	23,101	22,630	809,266
At 31 March 2021	618,356	174,106	13,682	25,231	831,375

The Cricket Centre comprises freehold land and buildings at Plough Lane, Wallington which was converted to a cricket ground together with a pavilion and ancillary facilities. The land was originally purchased for a nominal £1. There is a covenant on the land restricting its use to sporting purposes.

The indoor cricket school, which was built on the Plough Lane land, is also restricted as to its use.

The Building fixtures and fitting additions are costs of installing new industry standard floor carpets and an energy efficient lighting system at the indoor cricket nets facility of the Indoor School. The bulk of the costs, as well as those for five new table tennis tables (included under Sporting & Office equipment & fixtures) were donated by Viridor credits.

15. Stocks

	2022 £	2021 £
Bar stock	2,867	2,867

THE CHANGE FOUNDATION
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

16. Debtors

	2022 £	2021 £
Due within one year		
Trade debtors	-	760
Other debtors	-	500
Prepayments and accrued income	138,899	126,302
	138,899	127,562

17. Creditors: Amounts falling due within one year

	2022 £	2021 £
Trade creditors	4,961	3,796
Other taxation and social security	33,332	15,519
Other creditors	-	4,894
Accruals and deferred income	259,964	255,810
	298,257	280,019

	2022 £	2021 £
Deferred income		
Deferred income at 1 April	241,410	141,994
Resources deferred during the year	242,829	241,410
Amounts released from previous periods	(241,410)	(141,994)
Deferred income at 31 March	242,829	241,410

Deferred income in the year relates to grants that have been received in the year but relate to the next year.

THE CHANGE FOUNDATION
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

18. Statement of funds

Statement of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
Designated funds					
Fixed Asset Fund	13,682	-	(9,603)	41,652	45,731
The Innovation Fund	35,050	-	-	-	35,050
	<u>48,732</u>	<u>-</u>	<u>(9,603)</u>	<u>41,652</u>	<u>80,781</u>
Unrestricted funds					
General Funds	338,872	546,079	(537,121)	(41,652)	306,178
Total Unrestricted funds	<u>387,604</u>	<u>546,079</u>	<u>(546,724)</u>	<u>-</u>	<u>386,959</u>
Restricted funds					
The Cricket for Change Centre	621,572	-	(22,508)	-	599,064
Indoor Cricket School	174,105	-	(9,634)	-	164,471
Disability Programmes	80,587	177,292	(257,643)	-	236
Urban Programmes	4,488	604,496	(517,713)	-	91,271
	<u>880,752</u>	<u>781,788</u>	<u>(807,498)</u>	<u>-</u>	<u>855,042</u>
Total of funds	<u><u>1,268,356</u></u>	<u><u>1,327,867</u></u>	<u><u>(1,354,222)</u></u>	<u><u>-</u></u>	<u><u>1,242,001</u></u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

18. Statement of funds (continued)

Designated funds

Fixed Asset Fund

The fixed assets are not easily realisable and therefore, for clarity, are not represented by the general reserve. The balance carried forward is equal to the year end net book value of fixed assets without continuing restriction. Restricted funds are those held for those subject to continuing restriction. The transfer from general funds in the year represents the net of additions of new fixed assets and the depreciation charged on the assets still in use.

The Innovation Fund

The Change Foundation Innovation Fund was created from £50,000 of unrestricted reserves in 2017. The award winning Fund aims to create a platform for our inspirational team to bring their ideas to life, with priority given to projects which:

- Align with the Charity's key objectives;
- Increase our effectiveness to help us reach new standards and take our work to new levels; or
- Promote creativity and innovation of approach in relation to our sector.

The fund is available to all staff to apply for, either on their own or in partnership with other members of staff and/or in partnership with Trustees, ambassadors and our young people. The grant making panel is currently made up of the TCF Chair, TCF Vice Chair and TCF CEO.

To date, the Fund has facilitated some of our innovative pilot programmes such as Visually Impaired Rugby, Boxing 4 Change, and our Small Grants Programme for our young programme participants (nominal contributions towards specific promising career development activities).

The fund had two active projects during the year: the TCF Impact Assessment and Social Return On Investment (SROI) project (awarded £25,000 over three years). Its main objective is to work with experts and consultants to develop a more comprehensive and holistic framework for the assessment and measurement of the impact of the Charity's work and programmes. The SROI project expenditure was £14,250 during the year. The fund also financed the set up of our new Young Ambassadors project (awarded £5,000 for one year). The project aims at creating and engaging an active group of young people aged between 17-25 in various ways to give them a voice to influence the charity's work and represent all of the young people on our programmes. Continuing from last year.

16/2/2022 –application for £2,815 + VAT for the women and girls' safety film, which was approved. All the expenses have been assigned to other codes.

There were 2 other applications which were rejected, as not fitting the parameters of the Innovation Fund.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

18. Statement of funds (continued)

Restricted funds

The Cricket for Change Centre

This relates to the cricket pavilion and grounds at Plough Lane which was funded by a restricted grant. The fund is reduced in line with the depreciation of the buildings.

Indoor School

This fund relates to capital grants received to develop the indoor cricket school (renamed The Paul Wickham Indoor Centre). The balance carried forward reflects the funds with continuing restriction, and is reduced each year in line with depreciation of the capital asset.

Disability Programmes Fund

This fund is for projects that improve the lives of people with a disability. During the year, two of our programmes, namely London Futures and Girls Win were successfully engaged in the Charity's delivery of such intervention.

Funding for these programmes were received from various sources during 2021/22, notably BBC Children in Need, Comic Relief, St James Place Foundation, Investec, Garfield Weston Foundation, Education and Skills Funding Agency, National Grid, Sport England, Merchant Taylor's Company and The Tony & Sheelagh Williams Foundation.

Programmes Urban Fund

The fund is for projects that improve the lives of young people from 'at risk' and disadvantaged backgrounds. Our charitable interventions are delivered using creative sport-based methodologies involving sports such as cricket, rugby, netball, boxing, dance and e-sport. Programmes delivered within this category during the year are Street Elite London, Street Elite Birmingham, Netball 4 Change, Dance 4 Change, 12 Rounds, Visually Impaired Rugby, the Refugee Cricket Project as well as a range of ad hoc Covid-19 support projects. During the financial year, funding for continuing programmes were notably received from the Berkeley Foundation, Comic Relief, Greater London Authority's (GLA) Mayor's Impact Partnership Fund, Laureus, Comic Relief, Hargreaves Foundation, EBM Charitable Trust, MIND, Impact 100 - London, Eranda Rothschild Foundation, Shoosmiths and The Refugee Council as well as from numerous other charitable donations. Additionally, funding for our cross-programmes Covid-19 support projects were received from Barclays Bank plc, Take Two Interactive, Comic Relief, The National Lottery Community Fund, The City Bridge Trust, Laureus Sport for Good, Toyota, PWC Foundation and The Lake House Charitable Foundation.

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**NOTES TO THE FINANCIAL STATEMENTS
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18. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2020 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2021 £</i>
Unrestricted funds					
Designated funds					
Fixed Asset Fund	14,856	-	-	(1,174)	13,682
The Innovation Fund	50,000	-	(14,950)	-	35,050
	<u>64,856</u>	<u>-</u>	<u>(14,950)</u>	<u>(1,174)</u>	<u>48,732</u>
Unrestricted funds					
General Funds	309,837	344,216	(316,355)	1,174	338,872
	<u>309,837</u>	<u>344,216</u>	<u>(316,355)</u>	<u>1,174</u>	<u>338,872</u>
Total Unrestricted funds	<u>374,693</u>	<u>344,216</u>	<u>(331,305)</u>	<u>-</u>	<u>387,604</u>
Restricted funds					
The Cricket for Change Centre	640,863	-	(19,292)	-	621,571
Indoor Cricket School	183,740	-	(9,635)	-	174,105
Disability Programmes	70,340	180,315	(170,068)	-	80,587
Urban Programmes	2,632	535,191	(533,334)	-	4,489
	<u>897,575</u>	<u>715,506</u>	<u>(732,329)</u>	<u>-</u>	<u>880,752</u>
Total Restricted funds	<u>897,575</u>	<u>715,506</u>	<u>(732,329)</u>	<u>-</u>	<u>880,752</u>
Total of funds	<u><u>1,272,268</u></u>	<u><u>1,059,722</u></u>	<u><u>(1,063,634)</u></u>	<u><u>-</u></u>	<u><u>1,268,356</u></u>

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

19. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	45,731	763,535	809,266
Fixed asset investments	3	-	3
Current assets	639,482	91,507	730,989
Creditors due within one year	(298,257)	-	(298,257)
Total	386,959	855,042	1,242,001

Analysis of net assets between funds - prior year

	<i>Unrestricted funds 2021 £</i>	<i>Restricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Tangible fixed assets	13,682	817,693	831,375
Fixed asset investments	3	-	3
Current assets	653,938	63,059	716,997
Creditors due within one year	(280,019)	-	(280,019)
Total	387,604	880,752	1,268,356

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

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

		2022 £	2021 £
Net expenditure for the year (as per Statement of Financial Activities)		(26,355)	(3,912)
Adjustments for:			
Depreciation charges	14	38,530	36,780
Investment income	7	(51)	(209)
Increase in stocks	15	-	1,524
Increase in debtors	16	(11,337)	(50,092)
Increase in creditors	17	18,238	95,165
Net cash provided by operating activities		19,025	79,256

21. Analysis of cash and cash equivalents

	2022 £	2021 £
Cash in hand	589,223	586,568
Total cash and cash equivalents	589,223	586,568

22. Analysis of changes in net debt

	At 1 April 2021 £	Cash flows £	At 31 March 2022 £
Cash at bank and in hand	586,568	2,655	589,223

23. Pensions

The Charity contributes to some staff members' pension schemes. The assets of the schemes are held separately from those of the Charity in independently administered funds. The pension cost charge represents contributions payable by the Charity to these funds and amounted to £41,587 (2021 - £39,305). The contributions outstanding at the year end amounted to £2 (2021 - £NIL).

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

24. Related party transactions

Unrestricted donations were received from 1 Trustee amounting to £3,500 (*2021 - 1 Trustee amounting to £2,000*).

There were no other related party transactions during either period.

25. Subsidiary undertakings

The Charity has two subsidiary undertakings:

4Change Enterprises Limited - a dormant company registered in England and Wales with registration number 05759598 and registered address: The Cricket Centre, Plough Lane, Wallington, Surrey, England, SM6 8JQ; and

Street20 Limited - a dormant company registered in England and Wales with registration number 09510925 and registered address: The Cricket Centre, Plough Lane, Wallington, Surrey, England, SM6 8JQ.

The two issued shares of Street20 Ltd amounting to £2 and one issued share of 4 Change Enterprises Ltd amounting to £1 are held by The Change Foundation.

THE CHANGE FOUNDATION

England & Wales - Charity number 1046047

Accounts

Company registration number: 03039017
Charity registration numbers: 1046047 & SC043569

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

Audited

EXECUTIVE COMMITTEE'S REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS EXECUTIVE COMMITTEE
AND ADVISERS**

Executive Committee

Alex Clode, Chair
Victoria Lowe, Vice-Chair
Steve Wootten, Treasurer
Rachel Billsberry-Grass
Asha Haji
Dan Drury (Appointed 17th June 2020)
Jaya Handa
Helen Webster
Angela Murphy (Resigned 14th May 2020)
Harry Lewis (Resigned 14 May 2020)

Registered name

The Change Foundation

Company registered no.

03039017

Charity registered nos.

1046047 and SC043569

Registered office:

Cricket for Change Cricket Ground, Plough Lane
Wallington, Surrey, SM6 8JQ

Company Secretary

Henry Wereko

Chief Executive Officer

Andy Sellins

Independent auditors

MHA MacIntyre Hudson
Sixth Floor, 2 London Wall Place
London
EC2Y 5AU

Bankers

HSBC Bank plc
The Helicon, 1 South Place,
London
EC2M 2U

1.0 Executive Summary

The Executive Committee present their annual report together with the audited financial statements of the Charity for the period 1 April 2020 to 31 March 2021. The Executive Committee confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

Since the Charity qualifies as a 'Small' company under section 383 of The Companies Act 2006, the strategic report required of medium and large companies (Strategic Report and Director's Report - Regulations 2013) is not required.

2.0 Our Aims and Objectives

The Change Foundation aims to change the lives of marginalised young people using the power of sport and dance.

Our approach is to be daring, empowering, and agile and for our leadership to be recognised around the world by sharing our knowledge, experience and solutions.

2.1 Message from our CEO

Changing times

When the Covid-19 pandemic hit in March 2020, many youth charities closed down temporarily and others sadly went out of business. With so many normal activities curtailed and mental and physical health challenges heightened by lockdown and social distancing, it was clear that the vulnerable young people we help needed us more than ever.

The response from The Change Foundation team was remarkable. We adapted our trusted face-to-face operations to become a pioneering online delivery model in just five days. Our team of Coach Mentors expanded our programming to include Esports sessions, online workshops and one-to-one mentoring. TikTok challenges, team fitness sessions and a whole range of online competitions kept our young people engaged and motivated, whilst mock interviews, CV writing workshops and career development advisors ensured that young people on our employability programmes stayed on track to secure their first job.

Our online delivery became the new normal, with sessions taking place up to ten times a day, including at weekends, providing a solid routine and something to look forward to for our vulnerable young people. Our regular contact and support ensured they did not feel isolated or anxious and helped prevent them being tempted into harmful activities. Our online services added to a range of new online platforms linking young people together from across London and the UK, with new friendships being formed every day. Instead of being traumatised by this extended period of lockdown, we worked harder than ever to make sure our young people developed positive memories of things they achieved and can be proud of, during these unprecedented times.

We are particularly proud of maintaining the same annual success rate of 85% on our Street Elite programme, which supports young people on the edges of gangs and criminal activity into employment, education or training and of maintaining or exceeding previous attendance and graduation rates on over 80% of our other programmes.

In the first half of the year, we made use of the government furlough scheme for some of our staff and by January all except our Centre bar staff were back to full time working. To help cover a portion of our loss of income at our Centre we received a number of local authority grants and made use of a number of Covid emergency grants made available by funders who were worried about charities who they had supported for years, going under.

In addition, we also embraced the government's new Kickstart programme and the brilliant young people who have joined us to launch their careers have already started to make their mark on the Charity. Once again, we have learnt that if you find a way to unleash young people's ideas and energies, they will often amaze you.

As our programmes have had to adapt to new circumstances, so have our finances. Like most charities, we re-assessed our budget for the 2020/21 financial year several times and are delighted to have eventually finished the year with a modest deficit of around £4,000. Planning for our 2021/22 budget began early and with income from our Centre still uncertain and only gradually emerging rules about when we could expect to start expecting income from our extensive list of events and challenges, we created a budget for the year ahead which we think is conservative and achievable.

An exciting part of our planned 2021/22 financial year activities are our 40 events and challenges being undertaken by our staff, Trustees and Ambassadors as part of our 40th Anniversary celebrations. These are likely to produce a one-off fundraising income for this year of between £100,000 and £200,000, which we intend to use to expand the scope of our internal Innovation Fund, which can be used by our staff, young people and our Young Ambassadors to pioneer new ideas, which will improve our impact and efficiency.

By the end of the year, we intend to have 40 'Ambassadors for Change' in place and the current 31 are all involved in fundraising for the charity in a range of different ways. Our Ambassadors have transformed our fundraising capacity and their impact will continue to be felt for many years after our 40th Anniversary celebrations have finished. In addition, we have strengthened our Trusts and Foundation Fundraising Team and their efforts bore great fruit in the 2020/21 financial year, with funding from this source exceeding income from the previous year.

We will also work with our Ambassadors to continue to grow our network of employers who are open to welcoming our young people into their workforce and running employer workshops to prepare them to recruit and support young people from a range of diverse backgrounds. This will in turn help them to become more inclusive in their employment practices, whilst allowing them to access a new source of young talent.

Over the last twelve months, we have secured a host of new corporate partners, including Give as you Live, Principal Insurance, Adidas and Barclays and our consultancy work is in greater demand than ever, with five sports' governing bodies among the organisations now using our expertise to develop the sport for social change element of their operations.

We are also proud to have celebrated the tenth anniversary of both our Refugee Cricket Project, which has provided support and a safe place to play for over seven hundred child refugees, and our Street Elite programme, which has helped over six hundred young people evolve from a life of gangs and criminal activity into employment, further education or training.

Our Trustees have adapted extremely well to a rapidly changing budget, new online safeguarding guidelines and Trustees' meetings on Zoom. Similarly, our Young Ambassadors have had to adapt how they operate and their ideas and their drive to make their mark on the world have helped us to transform our impact strategy, our programme design and our approach to digital communications.

Our entire team has been exhilarated by having to adapt to these changing times and find exciting new ways to keep our young people engaged. I am enormously proud of their response and it has been a truly amazing time to be the head of an organisation buzzing with new people, new energy and so many new ideas.

One of these ideas is for us to undertake a piece of research looking into the mental health of our young people as we emerge out of lockdown and use our findings to make changes to the way we run our programmes and to see if we are missing anything in our approach. We hope this research will inform our programme design and our recruitment strategies for the foreseeable future.

None of our success would have been possible without the support of all our funders, donors, delivery partners and supporters, so on behalf of our young people, our staff, our Trustees and our Ambassadors, an enormous thank you. Your support has never been more important.

Finally, I would like to celebrate one member of our team who has been instrumental in The Change Foundation becoming a truly world class operation and that person is Carol Driver. Having played a high standard of cricket when she was younger and possessing an instinctive understanding of the power of sport to change young people's lives, Carol initially joined us as a Trustee in the early 90s, when much of our work was focused on providing pioneering cricket opportunities for women and girls, young people with a disability and young people from ethnic minority communities living on some of London's most deprived housing estates. Carol is now a member of staff and her role includes the running of our Centre and her pioneering work developing our Walking Sports programme. The programme now involves over a hundred over 60s playing football, netball, cricket and table tennis each week, the latter having been recently launched to link together our Walking Sports players with some of our young people on a programme in which they support each other to learn new skills. Carol's wisdom and constant reminder to us to always do things in the right way, rather than the quickest way, has been a key part of developing our reputation for cooperation, constant learning and I hope, a strong sense of trust and reliability across everything we do. As we evolve again using the lessons learnt through the pandemic into a highly influential and constantly pioneering organisation, I would like to thank Carol for her three-decade contribution to making us who we are today.

How it all started

Thirty-nine years ago, in 1981, I was playing in a midweek cricket evening league on a park pitch in Islington. Each week we would have to chuck off local kids using it so we could play. After a couple of weeks, I suggested if they came back the following evening, I would bring some spare kit and would do some coaching. If they were keen, I could perhaps organise some matches. It caught on and pretty soon we had the makings of a squad.

The Brixton Riots, a few weeks earlier, had led to fears of gangs of disgruntled youths roaming the streets of London and Islington Council gladly gave me free use of the ground, a bag of cricket equipment and even printed some posters for me which went up in bus stops and on lamp posts. Our first 'housing estate team' was born. Cricket gave those young people from Islington something to do all summer. They particularly relished the chance to travel all over London and beat teams with 'proper' grounds, 'proper' kit and who played in 'proper' leagues. Over the course of the following year, I also helped some of the players get a job, helped some stay in school and watch all of them make new friends and feel a great sense of achievement. Some are still friends today.

That summer, I met three other people who were also pushing for social change and greater inclusivity in the sport. Mike Barnett had a plan to get cricket into every London primary school, Jenny Wostrack wanted exactly equal opportunities for women and girls to play cricket as boys and men and former West Indian cricketer, Reg Scarlett, was creating a college which would support black and Asian players to become professional players. Mike, Jenny, Reg and I were part of a movement that was initially called the 'London Community Cricket Association', later to be called 'Cricket 4 Change' and eventually to be renamed, 'The Change Foundation', to reflect the growing range of sports we were now using to deliver a social impact.

Whenever I hear youth workers, teachers and parents talk about sport 'keeping kids out of trouble' I think back to that summer in 1981 and the vital work that our foundation does up and down the country today. Well-run sports programmes can do much more than keep kids out of trouble. Outcomes can range from

'social inclusion' to 'community cohesion', but above all they have the power to build self-confidence and transform young lives. These four stories illustrate this perfectly

DC is a young man who is from a very tough neighbourhood in south London. He moved to the UK from Angola when he was only ten and really struggled in lessons due to his limited English. Like many young people, he was desperately looking to 'fit in' and find acceptance during his early teenage years and this is what unfortunately led him to becoming involved with the wrong crowd and caught up in what could be called 'gang activity'. Academically he struggled through school from start to finish but became very popular and developed a large friendship circle. It was upon leaving school that he felt completely lost and with very few qualifications and no work experience to speak of, he lacked direction and his confidence in his own ability started to drop rapidly. Reflecting on this time in his life, he said, *"I felt lost, in a bit of a hole and didn't know how to get myself out of it"*.

Coming from a poor household, money was not easy to come by and the need for bringing in some form of income was becoming increasingly more desperate. At times he contemplated *'doing a few things he shouldn't'* just to get by and was often a whisper away from getting involved with the police. This all changed when one day he took a trip down to his local youth centre to see who was about and saw one of the charity's Street Elite sessions going on in the sports hall. Watching on from the balcony above he was spotted by one of our Coach Mentors, who immediately went up to speak to him and told him about the programme and how it supports young people to find employment.

"At first it felt a bit too good to be true you know, I thought to myself yeah yeah this probably won't go anywhere, just another project saying their gonna do this for you, gonna do that for you"

During the first few weeks, DC often became frustrated during the sessions and would react badly to things that did not go his way. His time keeping was poor and he was nearly always late. However, as the weeks went on and by spending time with his Coach Mentor, he started to change. His time management improved dramatically as did the way he dealt with conflict. After identifying the career he wanted to get into, his Coach Mentor arranged a work placement taster day with one of our programme employer partners. This really fuelled his hunger for work and after successfully completing a two-week work placement, he was awarded a three-month contract. Putting in an incredible effort over those three months, he was then offered a full-time apprenticeship. In 2019 he completed his apprenticeship a year ahead of schedule and has rapidly progressed through the ranks at the company. He is now a supervisor and mentors young apprentices who are facing the same types of pressures he faced when he was younger and starting out in the world of work.

"Without Street Elite I really don't know where I would of ended up. I was completely lost. A lot of people I grew up with are either dead or in prison due to getting mixed up in bad stuff. Street Elite has given me everything. I'm proud of the hard work I've done to get me where I am today, I'm proud that I am able to financially support my family and I'm proud of the man and the father that I've become. However, none of that would of happened without Street Elite. It changed my life and I'll always be thankful".

OP is a young man with a moderate learning disability and autism, who was part of our London Futures disability employability programme. At the start of the programme, it was clear that OP had a lot of potential but his lack of faith in his own ability was really holding him back from securing paid employment. He would often report that he had seen job advertisements that he liked but didn't have the confidence to apply for them. After attending the programme consistently, OP began to grow in confidence and after sharing that he wanted to improve his fitness and overall mobility, he and his Coach Mentor met regularly during lockdown in a Covid safe way to take part in a structured exercise programme. This regular interaction also served as a great vehicle for conversation about his personal goals and aspirations and provided space for him to share the mental health challenges he was experiencing throughout lockdown. OP worked hard with

his Coach Mentor to identify what employability skills he wanted to work on and what job roles he was interested in and after a couple of months of preparation and with support from his Coach Mentor, OP applied for a position at a central London Hotel and was successful in securing the job. He is currently in a great place, feeling that he has purpose, growing in confidence all the time and he now feels he has become a contributing and important member of society. His sense of confidence and self-worth led to him volunteering at a local charity project that helps isolated and lonely people connect back into wider society. This is something he is incredibly passionate about and is currently seeking out additional volunteering roles. He continues to be involved with the London Futures programme and acts as a peer mentor to other young people within the group.

When we first met MK and recruited her onto the G-Storm programme, she told her Coach Mentor that her aspiration was to become a stripper and marry a drug dealer. She was known to social services for being an 'at risk' young person and would often get caught up with the police. She was trafficking drugs as she saw it as a quick way of making money and she would often get involved in very dangerous situations, especially through her brother and his gang affiliations. During her time on G-Storm, she started to change how she viewed herself and her aspirations started to head in a more positive direction. She started to focus more at school and there were some marked improvements in her attitude. She reached out to us once again a year down the line because she was struggling with college and her mental health was not in a great place. After meeting with one of our Coach Mentors we offered her a place on our Street Elite programme and she grabbed the opportunity with both hands. MK worked well with others on the programme and as the weeks went on, she started to grow in confidence and believe in her own ability. Then the Covid pandemic hit. During the first lockdown MK really struggled mentally and she was finding it increasingly difficult to stay motivated and complete college. However, her Coach Mentors worked with her to develop a daily routine and would check in on her each day and set her goals and challenges. MK responded well to this and used this time to work on her personal development as well as increase her knowledge in her career interest of choice, which is quantity surveying. After completing a two-week work placement with one of our employer partners, MK was invited to apply for an apprenticeship opportunity with them. She worked hard with her Coach Mentor on her interview technique and it paid off as she was successful with the interview and was awarded an apprenticeship. MK is thrilled with where she is currently at in life. From the teenager who was caught up in drug dealing to a young professional making her way in the world, MK has come a really long way and we are incredibly proud of her achievements. She now has a career in a growth sector and has a very bright looking future ahead of her.

MI is a young man who lives independently in a hostel. MI got involved in gang activity from a young age, which ultimately resulted in him being arrested and spending time in prison. Upon his release, a former Street Elite participant put MI in contact with us and we met with him to discuss the programme. Keen to start afresh and not make the same mistakes again, MI was really motivated from the outset. He knew three people from the previous year's cohort and inspired by their success, he wanted to follow in their footsteps and start a career in the construction industry. MI has shown incredible dedication and resilience whilst studying for his CSCS (Construction Skills Certification Scheme) test, which he initially really struggled with. The online group revision sessions really helped MI realise that it was not just him who was struggling and that as a group everyone was there to support him. MI successfully passed his CSCS test and completed a two-week work placement with a plumbing company and after impressing during his placement, he was subsequently awarded an apprenticeship in plumbing with the company.

The success and social value of what we do as an organisation starts and ends with the young people we work with. Ultimately, they change their own lives. Our role is to empower, create opportunities, coach and support. We start by understanding their circumstances, their lives and their communities, through our Coach Mentors and alumni, who have experienced the same challenges. We work from the ground up, often encountering a broad spectrum of social problems, and applying four decades of 'learning by doing'. Our work is only made possible by our community partner networks, who help us identify and recruit our

young people, and a growing group of corporate partners who help our young people take their first step into a career and employment.

A handwritten signature in dark ink, reading "Andy Sellins". The signature is written in a cursive, flowing style.

Andy Sellins, CEO

2.2 Programmes and Impact Report

2.2.1 How change happens – our model for change

Our staff: Our staff effect change in others. They are our most powerful resource. We do not expect our staff to fit a certain template, nor develop at the same pace as their colleagues. We do not expect them to have the same interests as each other, nor the same aspirations and nor do we expect them to succeed in everything they try. Indeed, we want them to try new things that end up *not* working; 'fail quickly', learn and move on. We do expect them to be kind to each other, to work hard and to take credit for all their successes, large and small. We believe that if our staff are treated in this way, they will treat our young people in a similar way so their talents emerge, and their aspirations will flourish.

Our approach: Our approach has seven distinct stages, honed and simplified over the course of the last forty years:

1. **Identify the social need** – We take social action by responding to a need identified by our young people.
2. **Pilot new ideas** – We design sport for social change programmes by testing a variety of sports and adapting their rules, trialling impact measurement tools, understanding the resources required and questioning assumptions. We do this by asking for and acting on young people's ideas and testing them by delivering six to twelve-month pilot programmes.
3. **Recruit and retain** – We invest time and resources in developing recruitment plans to ensure we work with the most marginalised young people in our communities. We work in partnership with local authorities, community groups, other charities and 'on the street' recruitment. The Change Foundation spends time matching the right programme for the right young person and learning about root causes that affect attendance.
4. **Deliver programmes that are flexible** – We deliver sport for social change programmes that are flexible, adaptable and inclusive, through which young people can 'learn as they go'. We take this approach because social change programmes are complex and unpredictable – they require supportive environments, reliable Coach Mentors, who lead by example and new and innovative coaching methods that weave in learning.
5. **Provide opportunities for young people to succeed** – We recognise that change is personal, and that each young person drives their own change at their own pace dependent on their relationships, motivations, behaviours, values and aspirations. We provide a range of opportunities for young people as they graduate from our programmes, including high quality work experience, one to one career development support, involvement in our alumni programme and paid employment in their chosen sector.
6. **'Innovate and share' what we learn** – We systematically review impact through reflective practice, openly discussing successes and failures with all stakeholders and amending methods based on learning. We then share our learning with the international sport for social change sector helping them to innovate according to their own social and economic environments. We do this by training their coaches, consulting with national governing bodies and engaging partners to deliver programmes and access regular, ongoing development support.
7. **Provide the platform for programme graduates to give back** – We encourage graduates of our programmes to visit regularly to inspire other young people to make good choices, work hard and make the most of their lives.

2.2.2 Changing the story – identifying the social issues we tackle through sport

Responding to the challenges facing our young people, we have had to focus on a broad range of social issues over the past twelve months:

Knife crime and serious youth violence – Many of us do not realise half of all knife crime offenders in London are teenagers or even younger children (Metropolitan Police).

Social media influence on young women – Social media addiction is thought to affect around 5% of young people, particularly young women, with social media being described as more addictive than cigarettes and alcohol (Royal Society for Public Health).

Unemployment amongst vulnerable young people – The cost of youth unemployment over the next decade has been estimated at £28 billion, having wide social and economic effects (Youth Employment UK).

Disability inclusion in the workplace and in wider society – 3.3 million people of working age with a disability in the UK are economically inactive (Disability Rights UK – March 2018).

Mental health – One in eight children have a diagnosable mental health disorder; that is approximately three children in every classroom. One in six young people between the ages of sixteen to twenty-four has symptoms of a common mental disorder, such as depression or an anxiety disorder. In 2017, suicide was the most common cause of death for girls aged between five and nineteen (Young Minds).

2.2.3 Impact highlights – April 2020 – March 2021

- The Change Foundation recruited and engaged 456 vulnerable people across London, Birmingham and Newcastle. 52% of participants were male and 48% were female.
- The Change Foundation delivered 481 structured sport for social change sessions with an average of four hours of additional mentoring each day for individuals and small groups.
- The Change Foundation trained 17 employers to join our inclusive employers' network that provided employability and career development support for our young people.
- The Change Foundation collaborated with 107 referral agencies to recruit the most vulnerable young people in our communities. These agencies consist of local charities, community groups and statutory services.

The Change Foundation approach to impact measurement is based on the following principles:

We are authentic – we capture and translate authentic data from our young people, sharing knowledge and experiences that are relevant and true to the need we are addressing.

We are creative – we design creative impact measurement tools that engage our young people to provide high quality information.

We are consistent – we measure impact in a systematic way while young people are on our programmes and after they graduate, in order to track the difference we are making.

We are storytellers – we share the impact of our work as often as is possible with all stakeholders, taking a proactive rather than reactive approach to sharing our stories.

We are holistic in our approach – we believe that impact measurement is a coaching technique that is fundamental when delivering social impact programmes and requires the same preparation, innovation and training as delivering the sport itself.

We use a range of approaches to measure the impact of our work:

- **Gathering basic information** – we use an information management system to upload an individual profile for each young person we work with, capturing basic demographics.
- **Supported self-reflection** – we use creative journey tracking tools designed by our Coach Mentors and young people to measure the progress of our young people while on a programme.
- **Coach Mentor observations** – we use Coach Mentor observation checklists, that are used at the beginning and at the end of a programme to provide a baseline measurement against an end of programme assessment of each young person.
- **An external perspective** – we seek to gain external feedback for each of our programmes, this can be through independent evaluation, stakeholder evaluation and/or family, employer, teacher and friends' feedback.
- **The role of our alumni** – each graduate of The Change Foundation programmes is invited to become part of our alumni programme where they can continue to gain support and opportunities and enable us to track their progress beyond their programme engagement.
- **The role of our Young Ambassadors** – we recruit a group of young people that give back to the charity by adding their skills and experience to find new and innovative ways to create change through sport. Young Ambassadors take on individual roles that inform the charity's strategy and programmes for the benefit of young people.

2.2.4 Programme by programme impact: April 2020 - March 2021

The Change Foundation uses sport as a vehicle to engage marginalised young people and to deliver measurable and sustained social impact. We systematically review and share social impacts, seeking to set and beat benchmarks and continuously raise the bar through innovation, a 'test and refine' approach and through continuous learning.

(i) Netball 4 Change – Teaching social media safety through netball

Netball 4 Change uses the game of netball to teach girls affected by overuse of social media how to stay safe online. It empowers them to think more positively about their social graph, how it can affect their prospects and raises awareness of negative social media influences.

Netball 4 Change started in 2017 and over the last four years it has helped 919 girls aged 10 – 13 in Newcastle and London increase their knowledge about social media safety and reduce the time they spend on social media.

In 2020/21 59% of the young women reported that six months after the programme they were implementing key Netball 4 Change social media safety rules which has reduced the need to use social media so frequently, feelings of 'FOMO' (fear of missing out) and being drawn into unrealistic body images.

"Social media is a minefield and I definitely know that more than most...I've felt the pressure, but now I don't care as much because you realise there's more important things than impressing people you don't know. That's why amazing initiatives like Netball 4 Change are so worthwhile."

Montana Brown, Love Island 2017 star and Netball 4 Change supporter.

(ii) Street Elite – Training for work through sport

Street Elite is an award-winning training for work programme which engages young people aged 18 – 25 impacted by crime, violence and inequality and through sport help them transition from NEET (not in education, employment, or training) into work, apprenticeships, training, or education opportunities.

Street Elite started in 2011 and over the last 10 years Street Elite has recruited and trained 471 NEET young people in London and Birmingham (aged 16 – 25) on the edges of gangs and crime, preparing them

for employment through sport. In 2020/21, Street Elite recruited and engaged 58 young people of which 47 are now in work, education or training giving the programme an 81% success rate.

In 2019, The Change Foundation commissioned Bean Research to conduct a Social Return on Investment analysis of Street Elite based on the distance travelled for the 97 participants of the 2018 and 2019 cohorts. The analysis found, for every £1 invested, Street Elite generates £10.72 in social value over three years, through economic benefits, human capital gains, avoided exchequer costs and wellbeing improvements among programme participants. In fact, this equates to Street Elite generating £3.76million of social value through its last two years of delivery.

"Thank you, Street Elite, for all you have done for me. You gave me the opportunity to pursue something worthwhile and helped me pass my CSCS card and supported me on my way to a career in plumbing. I'm really grateful."

L, Street Elite 2019 Graduate

(iii) London Futures – Reducing isolation through employability and sport

London Futures is an employability programme for young Londoners aged 18 – 25 with learning disabilities and mental health problems, facing social isolation and loneliness. Using sport and specialised mentoring, these young Londoners unite to compete in employability challenges to improve their career aspirations and become more integrated in their communities.

The London Futures programmes started in 2019 and has engaged 92 young Londoners with a learning disability who are at high risk of long-term unemployment status and social exclusion. Their disabilities range from downs syndrome, autism spectrum disorder and moderate to severe learning disabilities and over 50% have associated poor mental health conditions.

In 2020/21, 67% transitioned into work, training, or education and 33% needed additional support with their employability skills.

"To find a service that is specifically for my son who is high functioning was wonderful. The staff are enthusiastic and engage well with all the young people. The activities are varied, and frequent reminders are sent out about what would be happening in each session in advance. I highly recommend the service and wish them all the best in the future!"

Parent of London Futures Graduate

(iv) Girls Win – Goal setting through sport

Girls Win uses sport to help young women with a disability aged 11 – 21 set short, medium and long-term goals. It empowers young women to think more positively about their future, how goal setting can develop their prospects for the future and engages them in activities that keep the body and mind healthy to adopt a positive attitude.

Girls Win started in 2016 and has engaged 242 young women in London, aged 11 – 16, with a minimum of two of the following disabilities: hearing impairment, visual impairment, autism spectrum disorder, physical and learning difficulties.

In 2020/21, 65% of Girls Win graduates demonstrated through one-to-one mentoring sessions with their Coach Mentor that they achieved their short, medium and long-term goals and feel more confident about their future.

"A enjoys coming to Girls Win, even if she's unwell as it's her favourite activity. She has gained in confidence since attending and has made new friends. For me as a parent, the Girls Win residential she attended with you was great as she had never been away before on her own. Her words were 'it was fantastic, I want to

go again'. The Coach Mentor, Maddy, has had a positive impact encouraging A and making her feel at ease. She sees Maddy as a great role model."

Parent of Girls Win Graduate 2019

(v) 12 Rounds – Box smart, live smart

12 Rounds is an anti-knife crime education programme for children and young people in primary and secondary education. 12 Rounds uses boxercise, self-defence, and boxing to educate children and young people about the dangers of carrying a knife for protection and the impact carrying can have on themselves and others.

Our programme aims are:

- To reduce the risk of children and young people carrying knives at school through attending a twelve-week boxing programme.
- To increase children and young people's understanding of the consequences of carrying a knife through self-defence activities.
- To reduce the risk of involvement in knife crime after school by tracking participants route home and providing access to a 12 Rounds boxing club and a team of inspirational 12 Rounds boxing coaches.

100% of the children on the programme reported that 'someone had been stabbed' within two miles of their home, illustrating a desperate need for 12 Rounds in their local area.

In 2020/21, The Change Foundation partnered with Imperial College to deliver anti-knife crime awareness and education through the SHARP (Simulation-based Holistic Approach for Reducing and Preventing Knife Violence) project. The Change Foundation are responsible for delivering an anti-knife crime education through boxing and Imperial College provide virtual reality and in-person simulation, which recreates the story of someone who has been injured in a knife attack. As bystanders who join the simulation after the time of the injury, the young people provide first aid and support in a way that is safe for them and for the injured person. Young people follow the story beyond the initial injury, allowing them to learn more about the long-term impacts on the individual and their families. Young people also engage in facilitated debriefing with trained staff and trusted Change Foundation Coach Mentors and complete guided activities to help make sense of the learnings from the simulation and their own responses. In 2020/21, The Change Foundation young people helped to finalise and co-create the simulation ready for delivery in the autumn of 2021.

"There have been a number of exclusions due to pupils carrying a knife onto the school premises and on one occasion a student brought a BB gun into school and shot another student in the playground. I was shocked by the violence and the genuine intent to harm. What I've noticed is it tends not to be the "harder" students, the ones you'd expect. It's more likely to be your softer, more vulnerable students who are carrying a weapon for protection. As a teacher, you might be afraid, but often it's students I know well. It's so unpredictable. But when they're carrying knives, it's frightening."

Teacher from a school in East London

(vi) Visually Impaired Rugby – Inclusion and diversity across the rugby playing world

In 2015, The Change Foundation set out to create an inspirational and completely new sport, designed to build on rugby's commitment to social inclusion and personal wellbeing. We have been piloting the game

with youth and adult clubs in London and growing the game internationally through a visually impaired rugby three test match series in New Zealand during the British and Irish Lions tour in 2017 and in Japan during the Rugby World Cup in 2019. This has helped develop the rules, equipment and players to create a game based around the Rugby 7's touch format. The gameplay takes into consideration a wide range of sight

conditions whilst maintaining the fundamental codes, laws, and spectacle of rugby to both the players and spectators.

Over six hundred visually impaired players have joined visually impaired rugby clubs in the UK, New Zealand and Japan since the game was developed and over one hundred rugby referees from the UK, New Zealand and Japan have taken part in visually impaired rugby officiating training since 2016, helping to create a safe and accessible game for all.

Over two hundred visually impaired rugby coaches from the UK, New Zealand and Japan have taken part in visually impaired rugby coach training programme since 2016, ensuring there is a well-developed verbal communication system amongst players, which allows them to fulfil their potential as players and perform at high standard.

"I lost the sight in my left eye during a game of rugby. For me aged 20, it was hard to deal with but not as hard as some of the social issues young people face today. I believe strongly in the values within the game of rugby and I know the Change Foundation has been built around those same qualities. I look forward to being part of this positive movement."

Ian McKinley, Rugby Union player for Italian side Benetton and Italian National Team and Change Foundation Visually Impaired Rugby Ambassador

2.2.5 The Impact of the COVID-19 pandemic

Being a sports charity, COVID-19 has had an obvious and direct impact on our engagement with the vulnerable groups we work with, but we adapted to continue to support them through online mentoring, messages, sessions and workshops, sports related tasks and challenges and providing counselling and support on the phone. We continued to create new ways to keep young people engaged otherwise we had the risk of the following to already vulnerable groups:

- Raised anxiety, frustration, and paranoia.
- Further isolation and loneliness.
- Further time spent on social media affecting their mental state as emotions are even more exposed.
- Boredom which enhances chances of breaking the COVID-19 rules and hanging around on the streets.
- Higher risk of depression and self-harm.

Delivering differently

For these reasons we developed online 'sports at home' weekly engagement, by creating a timetable of: TikTok dance challenges, fitness circuits and sports challenges recorded on smart phones, weekly well-being check-ins via WhatsApp groups and phone calls, referrals to online courses encouraging virtual learning and the creation of a Esports programme to help during the crisis. We continued our employability work of interview preparation and CV development remotely through business mentors. We supported very vulnerable young people by:

- Providing a new platform for young people to connect and compete while continuing to instil the values of sport.
- Providing routine to plan their time, alleviate boredom and frustration, having something to look forward to.

- Providing opportunities to work as a team and individually to demonstrate learning of transferable skills.
- Providing an incentive for marginalised groups to stay engaged.
- Providing an opportunity to connect Londoners from all parts of the city, giving them a chance to make new friends and connections, so they feel less lonely.
- Providing another platform to engage young people in something positive during social isolation.
- Providing a positive memory at this time, so that post isolation, they remain engaged, and we can support them.

COVID-19 Response Projects:

Since lockdown was enforced on 16 March 2020, we successfully gained funding for COVID-19 response projects to continue to engage vulnerable young people. The three projects we were funded for were:

1. Esports – Esports is an increasingly popular form of sporting competition. It uses video games to bring individuals and teams together to compete in sports virtually and, like traditional sports, offers an engaging spectator element. At a time when the ongoing activities of the charity are being severely limited due to the coronavirus pandemic, we believe esports offers an innovative means of continuing to support and empower vulnerable young people during these unprecedented times. This pilot project ran for six months and consisted of: weekly esports tournaments, Esports meet-ups, with participants being linked up twice a week before and after tournaments to prepare for tournaments and debrief afterwards. It also served as a channel for participants to connect and get to know each other, share experiences, build friendships and a support network. We received a donation of 50 PlayStations from gaming company Take-Two Interactive which provided us with the necessary hardware to deliver this project.
2. Indoor adventure – Each week for six months young people received a text message about an indoor adventure task and then through weekly Zoom calls we brought the group together to take part in live indoor adventures. Each adventure included a physical task, a critical thinking task and a creative task. Together, young people engaged in and created their own indoor adventure challenges to complete as a team during the calls. These weekly Zoom calls offered the young people an opportunity to socialise with their peers, set themselves goals to achieve and giving them an exciting adventure to look forward to every week.
3. Self-care packs – To provide vulnerable young women with mental health care and support during COVID-19 by working in partnership with local groups in the heart of the community. The Change Foundation provided vital self-care packs to help vulnerable young women feel more positive during COVID-19. The self-care packs included items that reinforce the five NHS messages of maintaining good mental health. We delivered 2,500 self-care packs to vulnerable girls and young women on The Change Foundation programmes and to our referral partners.

The pandemic has helped the charity develop new skills and new methods of delivery, which we intend on keeping in our approach to sport for social change, these include:

- Regular online mentoring for individuals and small groups.
- Esports as a regular offer to our young people.
- Virtual dance and yoga sessions.
- Virtual employability workshops with employers.
- More frequent partnership meetings with national partners and referral agencies.

2.2.6 Changing lives in our local community

The Change Foundation Centre and headquarters is in Wallington, in south London and is a crucial part of the local community. As well as providing a venue for local businesses, residents and sports teams, the Centre is home to two life changing programmes for local people.

Refugee Cricket Project

The Refugee Cricket Project, delivered in partnership with the Refugee Council, works with young refugees and child asylum seekers, providing them with a safe space to play cricket, integrate into their new environment, gain advocacy support and help them develop a sense of belonging.

Over one hundred unaccompanied young refugees attend the Refugee Cricket Project each year. Over three hundred and fifty face-to-face advice sessions are undertaken at the project and young refugees are accompanied and supported at additional legal and welfare appointments.

Walking Sports

The Change Foundation delivers four walking sports sessions each week, which include walking football, cricket, netball and table-tennis. Over one hundred local residents, over the age of sixty, attend the walking sports clubs, helping them improve their physical and mental health, whilst providing an opportunity for socialising and networking.

Walking Sports participants say:

"I just like it here. It's like when you are young kicking a ball around with your mates. It's some time for myself." David

"It helps me with the Parkinson's disease. It's great to kick a ball again with these guys." Julian

2.2.7 Changing lives across the UK

London

The Change Foundation is based in London and employs thirty-two people. Through twelve sport for social change programmes in London, The Change Foundation recruited, engaged and helped 1,314 marginalised young people and vulnerable adults, transition to positive outcomes through sport.

Hat-Trick Project – Newcastle

The Change Foundation work in partnership with the Hat-Trick Project, who engage hard to reach local people in Newcastle's West End by delivering multiple sports projects. They have worked with over 20,000 people, with more than 9000 gaining sports qualifications and awards over thirteen years. The Hat-Trick Project delivers Netball 4 Change in Newcastle working with 158 marginalised girls and young women, aged 11 – 16, teaching social media safety through netball.

Serves – UK wide

The Change Foundation works in partnership with the Lawn Tennis Association, training Tennis Activators, across the UK, to deliver the 'Serves' social change programme, which integrates tennis and youth work to tackle social issues affecting the community. The Change Foundation trained over one hundred Tennis Activators from twenty sport for social change organisations across the UK.

British Fencing – UK wide

The Change Foundation facilitated the development of British Fencing's strategy, building on their successful achievements and desire to increase more sport for social change work. The Change Foundation also helped British Fencing to develop new programme ideas and approaches.

Street Elite – Birmingham

The Change Foundation expanded the Street Elite programme to Birmingham, working in partnership with local community organisation, TSA Projects, aiming to reduce crime levels by supporting marginalised young people to reach their full potential. In 2020, Street Elite Birmingham worked with a cohort of fifteen

young men, aged 18 – 25, involved in gangs and crime, helping them find suitable work and develop their careers to start a new way of life.

2.2.7 Changing lives around the world

The Change Foundation works closely with organisations around the world to help them adapt their methods to deliver sport for social change programmes. The outcome is more confident and skilled organisations capable of creating innovative programmes and measuring their impact.

International Visually Impaired Rugby – New Zealand, Japan and UK

The Change Foundation engaged over six hundred blind and visually impaired people using Visually Impaired Rugby across New Zealand, Japan and the UK and trained over two hundred coaches and one hundred officials in how to run the game. The Change Foundation created this innovative game in 2016, which is supported by World Rugby.

Euroleague Basketball – Spain

The Change Foundation provided online training for eighty-five representatives from forty-seven clubs involved in the Euroleague's One Team CSR programme. The programme provides all clubs across Europe with a methodology to "use the power of basketball to integrate communities" and since its founding in 2012, the One Team programme has helped more than 16,000 participants through its team-focused projects.

2.2.8 Everyone is talking about 'Change': Awards and media

2020:

Awards Won

- Diana Award – Shedaine Henry
- Third Sector Business Charity Awards - mid-term partnership – Street Elite - Berkeley Foundation and The Change Foundation
- Third Sector Excellence Awards – Rising Star – Maddy Ford
- Charity Today Awards – James E. Smith Special Recognition Award – Andy Sellins
- Big Issue Top 100 Changemakers 2020 – Sport – The Change Foundation

2019:

Awards Won

- National Learning Disabilities and Autism Awards - Sporting Chance Award - Maddy Ford for Girls Win
- The Royal Borough of Kensington and Chelsea Sports Awards - Community Engagement Project Award - London Futures West.
- New Generation Fundraisers - Navjeet Sira

Highly Commended / Runner-up

- Sutton Business Awards - Best Charity Award
- Charity Times Awards - Fundraising Innovation Award – The Change Foundation's Innovation Fund
- Rhino Grassroots Rugby Award – For the development of visually impaired rugby around the world
- European Diversity Awards – Charity of the Year

Media:

<https://www.rugbyworld.com/tournaments/rugby-world-cup-2019/visually-impaired-rugby-hits-the-world-stage-in-japan-104434>
<https://www.itv.com/news/wales/2019-08-22/rugby-for-blind-and-visually-impaired-players-introduced-in-wales/>
<https://www.rnib.org.uk/connect-community/connect-news-and-stories/vi-rugby>
<https://warriors.co.uk/2019/08/29/warriors-hugby-players-selected-for-japan-tour/>
<https://www.quins.co.uk/news/harlequins-foundation-hosts-first-premiership-visually-impaired-hugby-match/>
<https://www.stripes.com/visually-impaired-rugby-team-shows-military-kids-how-those-with-low-vision-can-stay-in-the-game-1.603559>
<https://abilitytoday.com/visually-impaired-rugby-hits-the-world-stage-in-japan-rugby-world/>
<https://adventure.com/street-elite-change-foundation-columbia-sportswear-national-parks-uk/>
<https://www.thirdsector.co.uk/rising-stars-fundraisers-new-generation-2019/fundraising/article/1585198>
<https://www.eastlondonadvertiser.co.uk/news/boxing-champ-visits-youth-scheme-in-tower-hamlets-1-6092330>
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<https://www.thisislocallondon.co.uk/news/17974703.new-acton-social-club-welcomes-girls-disability/>
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<https://love.lambeth.gov.uk/street-elite-2019/>
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<https://www.newsshopper.co.uk/news/17719258.council-leader-celebrates-new-opportunities-for-the-local-street-elite-graduates/>
<https://www.southwarknews.co.uk/news/pop-star-visits-young-mother-empowerment-street-elite-programme/>
<https://therooftop.news/2019/06/26/frank-bruno-backs-life-changing-street-elite-programme/>
<https://www.hillingdontimes.co.uk/news/17974703.new-acton-social-club-welcomes-girls-disability/>
<https://bccjacumen.com/saitama-hosts-blind-rugby/>

2.3 Our List of Funders - Champions for Change

Thank you to all our supporters, funders and partners. Without your contribution and generosity, our life changing work would not be possible.

2k Tiger	JMCMRJ Sorrell Foundation	Sure UK/Rexona
A&J Ryan	Laureus Sport for Good	Table Tennis England
Alpha Solutions	Lawn Tennis Association	Taborns
Bank of America	Limehouse Boxing Academy	Take-Two Interactive
Barclays Bank plc	London Sport	Tesco
Barratt Homes	London Youth	The Blagrave Trust
BBC Children In Need	Mackrell Solicitors	The City Bridge Trust
Beagle Media	Magic Bus	The Fairstead Trust
Benetton Rugby	Mayor of London	The Wickham family
Berkeley Foundation	Media Trust	The Good Scout Company
Best4Systems	Mercedes Benz	The Hargreaves Foundation
Bloomberg	Metro Blind Sport	The James Trust
Bridge of Hope	Modest Golf Management	The Lake House Foundation
Bristol Bears Comm. Foundation	Moore Stephens	The Listening Fund
British Blind Sport	Movement to Work	The Mercers' Company
British Fencing	MRM	The Merchant Taylor's Company
Bryan Habana Foundation	National Grid Comm. Fund	The National Lottery
Capital City Media	NaturallyTalentedMe.com	The Primary Club
Cardiff Blues Foundation	New World Tech	The Robert Gavron Trust
Chapman Charitable Trust	NFL Flag	The Sasakawa Foundation
Charles Hayward Foundation	Norton Rose Fulbright	Tony & Sheelagh Williams Foundation
Children in Need	Ospreys Foundation	The Trevor Fund
City and Guilds Group	Penningtons Manches Coopers	The Vintners Company
Comic Relief	Peter Cruddas Foundation	The Will Charitable Trust
Community Action Sutton	Pinkster Gin	Throgmorton Trust
Ealing Borough Council	Postcode Community Trust	Toyota (GB) Charitable Trust
EBM Charitable Trust	Principle Insurance	TSA Projects
Educ.& Skills Funding Agency	PwC Foundation	United Business Group
Eranda Rothschild Foundation	Refugee Council	VCCP
Euroleague Basketball	RNIB	Viridor Credits
Freestar	Shoosmiths LLP	Vision Foundation
Garfield Weston Foundation	Souter Charitable Trust	VX3
Give as you Live	Southgate Rugby Club	Wales Rugby Football Union
Graeme Porteous Legacy Fund	Southwark Council	Waud Wines
Greater London Authority	Sport England	Wasps Foundation
Harlequins Foundation	Springwell Clinic	Wasps Legends Charitable Foundation
Hat-Trick Project	St James's Place Foundation	Wates Foundation
Hodge Foundation	Strathmore Comm Rugby Trust	Willow Twin
Impact 100 London	Sutton Community Fund	World Rugby
Investec	Sutton Educ. & Bus P'ship	Youth Endowment Fund
Ireland Rugby Football Union	Sutton NEET Forum	

2.4 Structure, Governance and Management

The Change Foundation is a registered Charity in England & Wales and in Scotland and a company limited by guarantee. The liability of its members in the event of an insolvent liquidation is limited to a contribution of £1. The Charity's governing instrument is its Memorandum and Articles of Association and it was incorporated on 23rd March 1995. It changed its name from The London Community Cricket Association to The Change Foundation on 5th March 2014. The Charity has two subsidiary undertakings – 4Change Enterprises Limited and Street2O Limited, incorporated on 25th March 2015 and 28th March 2006 respectively, and both currently dormant.

The Charity's related parties are the Executive Committee members, senior staff and their related parties.

Committee Structure:

The Change Foundation places great emphasis on strong governance. The Charity current has an eight-person strong Trustee Board with the following supporting committees:

Resources and Governance Committee (RaG)

The Resources and Governance Committee takes responsibility for the following areas:

Governance, company secretarial, legal, risk management, financial management and processes, human resources, board succession planning, operations, audit, benchmarking, Trustee appraisals, whistle blowing and systems management.

Programmes and Impact Committee (PIC)

The PIC has responsibility for ensuring that existing and new programmes are in line with The Change Foundation strategy and values; that programmes that are approved by this committee are referred to the board for approval; that our programmes are reviewed on a quarterly basis in relation to their income and expenditure; and that programmes are regularly reviewed by the committee to assess whether they are achieving the desired outcomes required by the Charity, our partners and funders.

Fundraising, Marketing and Communications Committee (FMC)

The FMC is responsible for overseeing, approving and monitoring our fundraising strategy, supporting the creation and implementation of our marketing and communications strategy and creating and approving innovative fundraising activities.

Principal Risks and Uncertainties

The board Trustees and each committee monitors and reviews the Charity's risks at least once a year and have put in place effective control plans to manage and mitigate them.

The Charity's current principal risks and their corresponding main control actions are:

1. Risk of an incident or a child protection issue at a programme or other Charity event.

A risk assessment is always undertaken as part of the programme or event planning process. All staff receive ongoing child protection training and DBS checks are mandatory for all staff, Trustees and volunteers.

2. Unpredictability of income

Our fundraising staff aim at maximising the range of applications made to funders, while supplementary income is achieved through a range of fundraising events and challenges, as well as from our Cricket Centre trading activities. All income is monitored on a monthly basis as part of the charity's internal procedures.

3. Insufficient reserves

Our reserves policy aims at minimising such a risk. To this end, the charity's income and expenditure is monitored on a monthly basis, driven by the monthly management accounts and related financial analysis and forecast

4. Loss or indisposition of key staff

This remains a risk and regular communication is encouraged through appraisals and debriefings as well as sabbaticals. Trustees continue to monitor and review the Senior Management Structure.

5. Risk of reputational damage caused by failure of a project

Project outcomes are regularly reviewed ensuring that programme goals are being achieved. The emphasis placed upon Impact measurement is fundamental to the success of the Charity. A rapid response group is in place to deal with the media and co-ordinate the Charity's actions.

6. Risk of damage by cyber attacks

IT security is regularly reviewed, and additional measures have been introduced as a result. Regular system backups, new email security, increased staff awareness, regular system updates and the latest anti-virus software are features of the new IT policy.

7. The impact of the Covid-19 pandemic

The Charity developed and implemented a set of strategies and contingency plans in April 2020 to enable us to mitigate the potential impact of the pandemic on our operations and finances. The outcome and effectiveness of each of the strategies are regularly reviewed by the Executive Committee at scheduled / special committee and board meetings.

Charity Governance Code

Our Resources and Governance Committee have conducted a comprehensive review against all of the recommended practices contained in the Governance Code introduced in 2017. We are confident that we conform with the principles and outcomes therein. Some board actions undertaken to ensure ongoing conformity with the code include provision of guidance in the development of the Charity's new 3 year strategy built around its vision and values; and also carrying out a Trustees' skills audit aimed at informing recruitment and training required for board effectiveness.

Fundraising Standards Information

The Change Foundation is not involved in any form of consumer fundraising with the exception of events. Donations are all entirely voluntary and the only time that collection boxes are ever used is at the occasional event.

All other fundraising is aimed at Trusts, Foundations and companies with a CSR or Foundation arm. Where fundraising consultants have been used, their work is scrutinised and approved by members of the Senior Management Team who are involved in the fundraising bid process. The Charity does not use any professional fundraisers or commercial organisations to assist with its general fundraising and no complaints have been received in relation to this activity.

Remuneration Policy for Key Management Personnel

The Charity considers its key management personnel to comprise Trustees, CEO and the Senior Management Team as detailed in note 13.

Executive Committee (Trustees)

The Trustees of the Charity are not paid. They may claim travel expenses and other legitimate expenses incurred in the performance of their Trustee duties. These expenses have to be approved by the Chair. The Chair's expenses are approved by the Chair of the Resources and Governance Committee.

Chief Executive Officer

The remuneration of the Chief Executive Officer is decided by the Chair of the Charity in consultation with the Resources and Governance Committee and the Director of Corporate Services (HR) who annually researches pay in the sector and in comparable organisations.

The Charity seeks to remunerate the Chief Executive Officer so that we can recruit and retain a top-class individual who will deliver the Strategic Plan and enable the Charity to continue to develop its great work in a competitive environment. This may mean paying in the upper quartile for the sector.

Senior Management

The remuneration of the senior management team is reviewed annually in April and decided by the Chief Executive Officer and approved by RaG in consultation with the Director of Corporate Services (HR), whose own salary is reviewed by the CEO.

Staff & Trustee Development

Our development team is one of the Charity's greatest assets. We take pride in recruiting our team members from within our programmes as they have a great understanding of the young people we target with our work. Staff development is therefore an essential element of the way we work.

The Change Foundation maintains the highest standards of programme delivery and impact measurement. The training structure is designed to support an evolving workforce that is empowered and ready to develop and deliver traditional and non-traditional programmes by:

- Developing the skills of the organisation through team training days and specialist workshops
- Providing personal development in the form of annual skills evaluation, appraisals and one-to-one training reviews
- Providing staff with continual professional development in line with the Charity's delivery needs
- Developing placement opportunities with external organisations

Trustees are advertised for and/or we conduct searches for the required skills and experience taking account of our current skill base and diversity. Once appointed, Trustees are given an induction by the Chair and the CEO which ensures that Trustees:

- Have a shared understanding and commitment to the charity's purposes and can articulate them clearly
- Understand the charity's decision making and monitoring framework
- Are aware of the range of financial and non-financial risks they need to monitor and manage

All Trustees have regular relevant training and updates which are aimed at further equipping them to fulfil their duties to the Charity effectively. Recent Trustees' training have included a session on Safeguarding within the context of the Charity's operations.

2.5 Financial Review

The results of the year's activities are set out in the attached financial statements.

The Charity's gross income for the 2020/21 financial year was £1,059,721 (2020: £989,607), while its total expenditure was £1,063,633 (2020: £1,109,384), thus culminating in an overall net deficit of £3,912 (2020: £119,777 deficit). The improved net outturn relative to the previous year is mainly attributable to the volume of one-off Covid-19 support grants, donations and government grants received during the period. These strengthened our ability to continue to deliver specially adapted support and intervention services to our young people and other client groups all throughout the Covid-19 pandemic. The receipts largely compensated for the significant adverse impact of the pandemic restrictions on our fundraising and Cricket Centre trading incomes for the year.

Our unrestricted income increased by 8% year-on-year to £344,216 (2020: £317,339). The unrestricted income comprised general donations of £265,355 (2020: £71,537), unrestricted income from charitable activities of £15,046 (2020: £47,713), fundraising and Cricket Centre trading income of £63,606 (2020: 196,712), and investment income (bank interest) of £209 (2020: £1,377). The increase in our unrestricted income is predominantly attributable to a 2.4 fold increase in general donations and donations-in-kind to £174,459 (2019: £71,537) thanks to generous receipts aimed at tiding the charity through the pandemic, and to government job retention (CJRS) and business support grants of £90,896 (2019: Nil) - mostly due to the covid-19 pandemic. The increases in the two income streams more than compensated for a 67% reduction in our fundraising and Cricket Centre trading incomes (as most of our planned fundraising events were cancelled save for the few that could be innovatively adapted/ redesigned for delivery online, while demand for Centre facility were curtailed by the pandemic lockdowns). Total unrestricted expenditure was down 8% to £331,305 (2020: £362,291), reflecting savings on fundraising and head office costs as many planned activities were either carried out remotely or cancelled. Overall, our unrestricted activities had a net surplus outturn of £12,911 for the year (2020: £44,952 deficit).

Restricted income totaled £715,505 for the year (2020: £672,268). The increased income is mainly attributable to a range of one-off Covid -19 support grants secured for the provision of specific support interventions aimed at mitigating the potential adverse effects of the pandemic on our client groups. Our restricted expenditure was £732,328 (2020: £747,093), the year-on-year decrease being a result of pandemic lockdown related cost savings. Restricted activities consequently incurred a net deficit of £16,823 for the year (2020: £74,825 deficit).

Total funds as at close of our 2020/21 financial year was £1,268,356 (2020: £1,272,268), of which £880,752 (2020: £897,575) is attributable to restricted reserves and £387,604 (2020: £374,693) to unrestricted reserves. The restricted reserves comprises the Cricket Centre and Indoor School facilities with total book value of £795,676 (2020: £821,389) and net programmes reserves of £85,075 (2020: £72,972). The unrestricted reserves consists of our designated Innovation Fund balance of £35,050 (2020: £50,000), our designated Fixed Asset Fund of £13,682 (2020: £14,856), and general funds (free reserves) of £338,872 (2020: £309,837). The £29,035 increase in free reserves corresponds with the £12,911 net surplus for unrestricted activities, after adjusting for a £14,950 expenditure charged to the Innovation Fund, and for a net expenditure of £1,174 charged to the Fixed Asset Fund.

Reserves Policy

The Trustees recognise that The Change Foundation needs to hold a certain level of free reserves. The purpose of the free reserves is to strengthen our core financial resilience in order to be able to

effectively manage and navigate financial risks such as delays in grant receipts, programme funding shortfalls, inability to achieve fundraising and Cricket Centre income targets and challenges posed by unforeseen expenditure demands and events such as the covid-19 pandemic.

The Trustees have reviewed the level of reserves required to cover these eventualities. In line with good practice, the Trustees have opted to link the target level of free reserves directly to its analysis of the key risks faced by the Charity, the likely impact of those risks, and the probability of them occurring. On that basis, the Trustees currently estimate the amount of free reserves required to cover those risks to be £300,000 - which is equivalent to about 3 months worth of the Charity's normal operational expenditure. The actual free reserves level at 31 March 2021 was £338,872 (2020: 309,837). The slightly higher closing free reserves relative to target gives us increased financial headroom to extend the scope and dimensions of some of our programmes, and to trial some new pilot cross-programmes activities with the aim of improving our levels of outcome overall.

Covid-19

As was anticipated at the outset of the financial year, the Covid-19 pandemic presented a unique set of challenges to our operations and finances during the year. On the whole, the charity's Covid-19 response strategies developed by management in conjunction with the board of trustees proved successful as it enabled us to adapt and effectively deliver most of our continuing, as well as various one-off support programmes throughout the year, while securing diverse sources of funding to sustain our activities during such unprecedented times. We anticipate an ongoing impact of the pandemic into the early months of 2021/22 and have developed appropriate strategies in our operational and financial planning that position us to effectively manage likely eventualities.

2.6 Our plans for the future

During discussions in the sport for development and youth charity sectors, you often hear people talking about the unprecedented challenges facing young people today and the use of the word 'crisis' is regularly used. We do not think this is a useful word when working with young people whose lives often need a strong positive focus and we prefer to highlight the new opportunities that change creates rather than dwell on what might have been. Our main role is to create hope and direction in our young people and increasingly in our many partners, most of whom are re-thinking how they operate, having had a year they had definitely not planned for. We had also not planned for a pandemic but what we do plan for and welcome is the inevitability of change. This approach has meant we have come out of this period of disruption even stronger than we entered it, with a host of new partnerships, pilot programmes, fundraising initiatives and, most importantly, new ideas about how we recruit and retain young people on our programmes, using a new combination of online and face to face delivery.

It is however clear that our young people are facing a host of uncertainties in the year ahead, with predicted high levels of youth unemployment, alongside other pressures, including feeling excluded, being under constant pressure from social media, the threat of knife crime, to feelings of loneliness and isolation. Developing a strong sense of purpose is a powerful way to help tackle these challenges and remains a common theme across our core programmes and our new pilot programmes, all of which have been created by our young people with support from our skilled and experienced Coach Mentors.

Another common theme across all our work is building resilience through being comfortable with change, trying new things and feeling the thrill of unexpected success. Sport provides the perfect vehicle through which young people can learn from failure and share success, life skills which help them develop their self-belief and a positive perspective on their ability to deal with the ups and downs they will inevitably face.

For the charity as a whole, the next twelve months should be an exciting mix of launching new initiatives and getting to know new partner organisations. We already expect our new Esports programme to become an integral part of our programme delivery in the year ahead and for it to remain an important part of how we recruit and engage young people for years to come, complementing our normal face to face work. Our new Esports Academy, delivered in partnership with Razer Gaming, will support young people from a marginalised and disadvantaged background into their first job in the ever-growing gaming sector.

We are also developing an exciting new partnership with New World Tech (NWT), through which we match young people from our programmes who would like to pursue a career in the tech industries, with partner companies of NWT's, who have vacancies they increasingly struggle to fill. It is still early days for these new highly focused employment programmes but we have great hopes for both of them being able to support our young people into these specialist careers.

Our young Coach Mentors and our walking sports players have developed 'Table Tennis 4 Change', a pioneering intergenerational programme based at our Centre in south London, which will link together people, aged sixty and over, with young people from our London Futures disability employment programme. Each group will teach each other new skills, work together to reduce feelings of social isolation, play table tennis together and keep mentally and physically fit.

Dance4Change will also be relaunching after a review by our young people and a re-structure, with a new emphasis on using dance with young women who are suffering from mental health challenges. A combination of year-round dance sessions and regular residencies will offer the young women practical insights into looking after their own mental health, providing group support at times of stress and anxiety and developing techniques to help them get their lives back on track.

In partnership with Imperial College, our anti knife crime programme, 12 Rounds, is expanding its reach to west London, enhanced through a ground-breaking, new 'knife crime simulation roadshow'. The programme teaches years six and seven children how to get home safely after school, by far the most common time for knife attacks.

Our Street20 Premier League will expand to eight cities across the UK, uniting young people from a range of religious, ethnic, cultural and geographic backgrounds, through competitions and residential. Netball4Change is also growing, and the year ahead will see the programme expand into two new London boroughs and two more UK cities as it seeks to inspire more and more teenage girls to make sure their social media use has a positive rather than negative effect on their lives.

Two exciting new pilot programmes will start outside of London. 'On Par' is a new partnership with Modest Golf Management and uses golf to prepare young people who are marginalised or at risk of becoming long-term unemployed for a career in the golf sector and Rugby4Change teaches children in the last year of primary school about the dangers of county lines drugs gangs and how to avoid their growing influence. On Par is being piloted in Crawley and Rugby4Change in Brighton, a high-risk city in terms of county lines activity.

Our 'Blind Lions' visually impaired rugby team tour of South Africa to play the 'Blind Boks' in July was cancelled due to the Covid-19 pandemic, however, the game continues to grow and we will be working closely with each of the Premiership Rugby clubs to help them set up their own visually impaired rugby teams and support them into competing in the first national visually impaired rugby competition in September. We will also be supporting Wales, Scotland, Ireland, Italy and France to establish their own visually impaired rugby programmes in advance of the first Six Nations showcase event in 2022. An associated new 'eye health' campaign will use a host of high-profile rugby events to educate sighted rugby players and fans about the need to look after their eyesight and a new online training platform will educate and inspire players, coaches and officials across the rugby playing world to join us in making visually impaired rugby a truly worldwide sport. A new partnership with the RNIB and the continued support of the Wasps Legends Charitable Foundation, will ensure that this programme continues to inspire the world of rugby to be a world leader in inclusivity and diversity.

Many of our visually impaired players have been busy raising money for the continued development of the game in the UK and around the world, helping themselves and helping others. Our Young Ambassadors also continue to drive change through their ideas and initiatives, including creating our first Christmas gift appeal at the end of 2020 and distributing 2,500 care packs, during the height of lockdown, to socially isolated women and girls across south London, again learning new skills, whilst helping others.

Our growing women and girls' network will also drive change across our programmes and ensure we remain at the cutting edge of using sport to create profound and lasting change in the lives of girls and young women across the UK and around the world.

The drive to 'put something back in' is very strong in our young people and we will continue to help unlock their energy and ideas through our expanded 'Innovation Fund', which our young people can use to support new ideas that increase our impact and which we can then share with the sport for social change sector. Our 40th Anniversary celebrations are a huge milestone for the organisation and our staff, Trustees and Ambassadors are each undertaking a fundraising event or challenge in the year ahead to raise funds for the Innovation Fund.

One of the new projects it is supporting is a new initiative created by the men and the women in the organisation, which is testing new ways to educate boys and young men about their role in making sure women and girls feel safe.

And it looks like the 40th country we will have worked in will be Gambia, where we are delighted to be working with Run the Bases, a relatively new NGO which uses softball to teach children about gender equality.

We know that many charities have struggled over the last twelve months, however, through innovation, feeling comfortable with change and through adapting our approach, we feel proud to report that we are busier and more in demand than we have ever been. Here is to a great 40th birthday.

2.7 Public Benefit Statement

The Executive Committee members confirm that they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers and duties. The public benefit of the charity's activities are outlined under 'Objectives and Activities' earlier in this document.

Auditors

MHA MacIntyre Hudson have indicated their willingness to accept re-appointment under Section 485 of the Companies Act 2006.

This report was approved and authorised for issue by the Executive Committee on 20th December 2021 and signed on its behalf by:



Alex Clode
Chair – The Change Foundation

2.8 STATEMENT OF EXECUTIVE COMMITTEE'S RESPONSIBILITIES FOR THE YEAR ENDED 31 MARCH 2021

The Executive Committee (who are also the directors of the Charity for the purposes of company law) are responsible for preparing the Executive Committee's 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 Executive Committee to prepare financial statements for each financial year. Under company law the Executive Committee must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Executive Committee are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles of the Charities SORP (FRS102);
- Make judgements and accounting estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards (FRS 102) 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 business.

The Executive Committee are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Executive Committee on 20th December 2021
and signed on its behalf by:



Alex Clode
Chair - The Change Foundation

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CHANGE FOUNDATION

Opinion

We have audited the financial statements of The Change Foundation (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. 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).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021, and of 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

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our evaluation of the Trustees' assessment of the entity's ability to continue to adopt the going concern basis of accounting included critical reviews of budgets and forecasts provided.

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

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

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the 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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CHANGE FOUNDATION (CONTINUED)

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 Directors' 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 Directors' report.

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement included in the Trustees' Annual Report, 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.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CHANGE FOUNDATION (CONTINUED)

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

- Obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements;
- Enquiry of management to identify any instances of known or suspected instances of fraud;
- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management about any instances of non-compliance with laws and regulations;
- Reviewing the control systems in place and testing the effectiveness of the controls;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

Use of this report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Stuart McKay BSc FCA DChA (Senior Statutory Auditor)

For and behalf of

MHA MacIntyre Hudson

Statutory Auditors

London, United Kingdom

Date: 20/12/2021

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2021**

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income from:					
Donations	4	265,355	-	265,355	71,537
Charitable activities	5	15,046	715,505	730,551	719,981
Trading activities	6	63,606	-	63,606	196,712
Investments	7	209	-	209	1,377
Total income		344,216	715,505	1,059,721	989,607
Expenditure on:					
Raising funds	8	239,447	-	239,447	304,473
Charitable activities	9,10	91,858	732,328	824,186	804,911
Total expenditure		331,305	732,328	1,063,633	1,109,384
Net movement in funds		12,911	(16,823)	(3,912)	(119,777)
Reconciliation of funds:					
Total funds brought forward		374,693	897,575	1,272,268	1,392,045
Net movement in funds		12,911	(16,823)	(3,912)	(119,777)
Total funds carried forward		387,604	880,752	1,268,356	1,272,268

All income and expenditure derive from continuing activities.

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 33 to 56 form part of these financial statements.

BALANCE SHEET
AS AT 31 MARCH 2021

	Note	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Tangible assets	14		831,375		836,245
Investments	25		3		3
			<u>831,378</u>		<u>836,248</u>
Current assets					
Stocks	15	2,867		4,391	
Debtors	16	127,562		77,470	
Cash at bank and in hand		586,568		539,013	
		<u>716,997</u>		<u>620,874</u>	
Creditors: amounts falling due within one year	17	(280,018)		(184,854)	
Net current assets			<u>436,979</u>		<u>436,020</u>
Net assets			<u>1,268,357</u>		<u>1,272,268</u>
Charity funds					
Restricted funds	18		880,753		897,575
Unrestricted funds	18		387,604		374,693
Total funds			<u>1,268,357</u>		<u>1,272,268</u>

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006. However, an audit is required in accordance with section 144 of the Charities Act 2011 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005.

The Executive Committee acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Executive Committee on 20/12/2021 and signed on their behalf by:



.....
Alex Clode
Chair



.....
Steve Wootten
Treasurer

The notes on pages 35 to 56 form part of these financial statements.

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021**

	Note	2021 £	2020 £
Cash flows from operating activities			
Net cash used in operating activities	20	79,256	11,816
Cash flows from investing activities			
Investment income	7	209	1,377
Purchase to acquire tangible fixed assets	14	(31,910)	(14,190)
Net cash used in investing activities		(31,701)	(12,813)
Change in cash and cash equivalents in the year		47,555	(997)
Cash and cash equivalents at the beginning of the year		539,013	540,010
Cash and cash equivalents at the end of the year	21	586,568	539,013

The notes on pages 35 to 56 form part of these financial statements

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

1. General information

The Change Foundation is a charitable company and is registered with the Charity Commission (Charity Registered Numbers 1046047 and SC043569) and Registrar of Companies (Company Registration Number 03039017) in the United Kingdom.

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 address of the registered office is given in the Charity information on page 1 of these financial statements. The nature of the Charity's operations and principal activity is to change the lives of young people through sport and dance.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Change Foundation meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the Charity and rounded to the nearest pound.

2.2 Funds

General funds are unrestricted funds which are available for use at the discretion of the Executive Committee in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Executive Committee for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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

Investment income, gains and losses are allocated to the appropriate fund where required by the funder.

2.3 Income recognition

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

2. Accounting policies (continued)

amount is then recognised in expenditure in the period of receipt. No amounts are included in the financial statements for services donated by volunteers. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

For donations to be recognised the Charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Charity and it is probable that they will be fulfilled.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the Charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Investment income 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.

The Charity receives government grants in respect of furthering its charitable objectives, including Covid-19 Job Retention Scheme grants during the 2020/21 financial year. Income from government and other grants are recognised at fair value when the Charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be reliably measured. If entitlement is not met then these amounts are deferred.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.4 Expenditure recognition

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Charity to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

2. Accounting policies (continued)

2.5 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

The Cricket for Change Centre	- 2% on building cost
Indoor school	- 3.33% on building cost
Freehold land	- Not depreciated
Buildings Fixtures and Fittings	- 10% on depreciated cost
Sporting and Office Equipment and Fixtures	- 25% on depreciated cost

2.6 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.7 Debtors

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

2.8 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

2. Accounting policies (continued)

2.9 Financial instruments

The Charity only holds basic Financial Instruments. The financial assets and financial liabilities of the charity are as follows:

Debtors - trade debtors, other debtors and grants receivable are basic financial instruments and are debt instruments measured at amortised cost, this can be seen at Note 16. Prepayments and accrued income are not financial instruments.

Cash at bank - is classified as a basic financial instrument and is measured at face value.

Liabilities - accruals are classified as financial instruments, and are measured at amortised cost, this can be seen at Note 17. Taxation and social security are not included in the financial instruments disclosure. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is simply an obligation to deliver services rather than cash or another financial instrument.

2.10 Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2.11 Going concern

The Executive Committee have assessed the charity's financial position using the going concern principle, as part of which it considered possible events or conditions (including the impact of COVID-19 pandemic) that might cast significant doubt on its ability to continue to operate.

The Executive Committee have made this assessment for a period of one year from the date of the approval of these financial statements. When assessing, the Executive Committee reviewed its overall reserves, cost and revenue implications and any specific additional costs. It concluded that for the period assessed, its cost base will reduce in line with any reduction in revenue caused by the COVID-19 pandemic in areas such as fundraising events and centre income. The forecasted income for 2021 and beyond remains strong and the pipeline for securing more funding to address the issues caused by the pandemic looks fruitful. The Executive Committee have therefore concluded that there is a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Furthermore, the Executive Committee does not believe that there are any material uncertainties over the Charity's ability to continue as a going concern. The Charity therefore continues to adopt the going concern basis in preparing these financial statements.

2.12 Employee benefits

When employees have rendered service to the Charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service. The Charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

3. Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

In particular, due consideration was given to the potential implications of the COVID-19 pandemic on accounting judgements made in connection with the 2021 financial statements. The pandemic has not impacted the judgements made.

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

- Depreciation rates for tangible fixed assets
- Performance related grants income recognition

4. Income from donations

	Unrestricted funds 2021 £	Total funds 2021 £	<i>Total funds 2020 £</i>
General donations	136,421	136,421	71,537
Government Grants	90,896	90,896	-
Donations-in-kind	38,038	38,038	
Total	265,355	265,355	71,537
<i>Total 2020</i>	<i>71,537</i>	<i>71,537</i>	

Included within General donations is a donation of goods (in the form of 50 units of PS4 Playstation consoles) valued by the Charity at £15,600 (2020: Nil). The value of the goods was fully expensed in the 2020/21 accounts.

Also included within Income from donations is grant income of £72,368 (2020: £Nil) received from the Coronavirus Retention Scheme. There are no unfulfilled conditions or other contingencies attached to the government grants above.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

5. Income from charitable activities

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Disability	-	180,315	180,315
Urban	-	535,190	535,190
Cricket Centre and Indoor School	15,046	-	15,046
Total 2021	15,046	715,505	730,551

Included within Income from Charitable Activities is grant income received from the following government sources:

- Greater London Authority (GLA) £59,928 (2020: £71,755)
- City of London (LCSF) £18,144 (2020: £Nil)

There are no unfulfilled conditions or other contingencies attached to the government grants above.

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Disability	-	174,347	174,347
Urban	-	497,921	497,921
Indoor School	47,713	-	47,713
Total 2020	47,713	672,268	719,981

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

6. Income from other trading activities

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Facility hire	7,155	7,155	40,360
Bar income	526	526	33,795
Fundraising events	38,621	38,621	109,372
Other income	17,304	17,304	13,185
Total 2021	63,606	63,606	196,712
<i>Total 2020</i>	<i>196,712</i>	<i>196,712</i>	

7. Income from investments

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Bank interest receivable	209	209	1,377
<i>Total 2020</i>	<i>1,377</i>	<i>1,377</i>	

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

8. Expenditure on raising funds

	2021	<i>2020</i>
	£	£
Direct costs		
Direct costs	214,498	<i>254,071</i>
	214,498	<i>254,071</i>
Support costs		
Overheads	5,819	<i>10,338</i>
Premises costs	1,359	<i>3,313</i>
Website, advertising and publications	807	<i>-</i>
Legal, professional and consultancy fees	2,846	<i>1,993</i>
Governance costs	2,798	<i>4,088</i>
Staff costs	9,449	<i>28,873</i>
Depreciation	1,872	<i>1,797</i>
	24,949	<i>50,402</i>
	239,447	<i>304,473</i>

In 2020/21, all expenditure on raising funds was from unrestricted funds.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

9. Analysis of expenditure on charitable activities - by fund

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Disability	-	170,068	170,068
Urban	-	535,780	535,780
Cricket Centre and Indoor School	19,488	26,481	45,969
Other Charitable Activities	72,369	-	72,369
Total 2021	91,857	732,329	824,186

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Disability	-	180,092	180,092
Urban	-	541,289	541,289
Cricket Centre and Indoor School	57,818	25,712	83,530
Total 2020	57,818	747,093	804,911

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

10. Analysis of expenditure by charitable activities - by type

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £
Disability	147,554	22,514	170,068
Urban	464,853	70,927	535,780
Cricket Centre and Indoor School	43,389	2,580	45,969
Other Charitable Activities	56,040	16,330	72,369
Total 2021	711,836	112,350	824,186

	Activities undertaken directly 2020 £	Support costs 2020 £	Total funds 2020 £
Disability	150,709	29,383	180,092
Urban	452,966	88,323	541,289
Cricket Centre and Indoor School	74,098	9,432	83,530
Total 2020	677,773	127,138	804,911

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

10. Analysis of expenditure by charitable activities - by type

(continued) Analysis of support costs

	Total funds 2021 £	Total funds 2020 £
Staff costs	42,551	72,841
Depreciation	8,428	4,532
Overheads	26,202	26,066
Premises costs	6,118	8,359
Legal, professional and consultancy fees	12,816	5,028
Website, advertising and publications	3,633	-
Governance costs	12,602	10,312
Total	112,350	127,138

11. Governance costs

	2021 £	2020 £
Auditors' remuneration - Audit of the financial statements	12,600	12,000
Auditors' remuneration - PY Audit fees' under/(over) provision	1,800	400
Auditors' remuneration - Accounts preparation	-	2,000
	14,400	14,400

Governance costs of £14,400 (2020: £14,400) are represented by £10,944 (2020: £10,312) expenditure on charitable activities and £3,456 (2020 - £4,088) of expenditure on raising funds.

12. Executive Committee's remuneration and expenses

During the year, no Executive Committee Members received any remuneration or other benefits (2020 - £Nil).

During the year, no Executive Committee Members received any benefits in kind (2020 - £Nil)

During the year ended 31 March 2021, no Executive Committee Members' expenses have been incurred (2020 - £ Nil)).

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

13. Staff costs

	2021	2020
	£	£
Wages and salaries	622,033	563,133
Social security costs	59,030	49,146
Pension costs	39,305	35,787
	720,368	648,066

The average number of persons employed by the Charity (including casual and part-time staff) during the year was as follows:

	2021	2020
	No.	No.
Raising funds	3	3
Urban	10	9
Disability	5	5
Cricket Centre	6	6
Support	4	4
	28	27

The average headcount expressed as full-time equivalents was:

	2020	2020
	No.	No.
Raising funds	2	2
Urban	10	9
Disability	4	4
Cricket Centre	1	1
Support	3	3
	20	19

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

13. Staff costs (continued)

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2021 No.	<i>2020 No.</i>
In the band £60,001 - £70,000	1	<i>1</i>

The total amount of employee benefits received by Key Management Personnel is £315,618 (2020: £308,617). The Charity considers its Key Management Personnel comprise:

- The Trustees (Executive Committee members)
- Chief Executive Officer
- Director of Design & Impact
- Corporate Services Director
- Head of Finance
- Head of Business Development
- Head of Programmes

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

14. Tangible fixed assets

	Cricket Centre	Indoor school	Buildings fixtures & fittings	Sporting & office equipment & fixtures	Total
	£	£	£	£	£
Cost or valuation					
At 1 April 2020	964,600	289,329	-	79,278	1,333,207
Additions	-	-	25,999	5,911	31,910
At 31 March 2021	964,600	289,329	25,999	85,189	1,365,117
Depreciation					
At 1 April 2020	326,952	105,588	-	64,422	496,962
Charge for the year	19,292	9,635	768	7,085	36,780
At 31 March 2021	346,244	115,223	768	71,507	533,742
Net book value					
At 31 March 2021	618,356	174,106	25,231	13,682	831,375
At 31 March 2020	637,648	183,741	-	14,856	836,245

The Cricket Centre comprises freehold land and buildings at Plough Lane, Wallington which was converted to a cricket ground together with a pavilion and ancillary facilities. The land was originally purchased for a nominal £1. There is a covenant on the land restricting its use to sporting purposes.

The indoor cricket school, which was built on the Plough Lane land, is also restricted as to its use.

The Building fixtures and fittings additions are costs of installing new industry standard floor carpets and an energy efficient lighting system at the indoor cricket nets facility of the Indoor School. The bulk of the costs, as well as those for five new table tennis tables (included under Sporting & office equipment & fixtures) were donated by Viridor Credits.

15. Stocks

	2021 £	2020 £
Bar stock	2,867	4,391

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

16. Debtors

	2021 £	2020 £
Due within one year		
Trade debtors	760	4,243
Other debtors	500	3,621
Prepayments and accrued income	126,302	69,606
	127,562	77,470

17. Creditors: Amounts falling due within one year

	2021 £	2020 £
Trade creditors	3,796	11,289
Other taxation and social security	15,519	14,596
Other creditors	4,894	2,975
Accruals and deferred income	255,810	155,994
	280,019	184,854

Deferred income

	2021 £	2020 £
Deferred income at 1 April	141,994	151,436
Resources deferred during the year	241,410	141,994
Amounts released from previous periods	(141,994)	(151,436)
Deferred income at 31 March	241,410	141,994

Deferred income relates to:

- Walking and intergenerational sports: £NIL (2020: £300)
- Fundraising challenges: £500 (2020: £1,205)
- Donations: £10,000 (2020: £NIL)
- Grants: £226,547 (2020: £136,422)
- Facility hire income: £2,250 (2020: £2,250)
- Indoor school income: £2,113 (2020: £1,817)

Some of the 2021 deferred income for Facility hire and the Indoor school relate to cash receipts in anticipation of service provision sometime during the 2019/20 and 2020/21 financial years but which the Charity has been unable to provide due to the Covid-19 pandemic restrictions.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

18. Statement of funds

Statement of funds - current year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
Designated funds					
Fixed Asset Fund	14,856	-	-	(1,174)	13,682
The Innovation Fund	50,000	-	(14,950)	-	35,050
	<u>64,856</u>	<u>-</u>	<u>(14,950)</u>	<u>(1,174)</u>	<u>48,732</u>
Unrestricted funds					
General Funds	309,837	344,216	(316,355)	1,174	338,872
	<u>309,837</u>	<u>344,216</u>	<u>(316,355)</u>	<u>1,174</u>	<u>338,872</u>
Total Unrestricted funds	<u>374,693</u>	<u>344,216</u>	<u>(331,305)</u>	<u>-</u>	<u>387,604</u>
Restricted funds					
The Cricket for Change Centre	640,863	-	(19,292)	-	621,571
Indoor Cricket School	183,740	-	(9,635)	-	174,105
Disability Programmes	70,340	180,315	(170,068)	-	80,587
Urban Programmes	2,632	535,190	(533,334)	-	4,488
	<u>897,575</u>	<u>715,505</u>	<u>(732,329)</u>	<u>-</u>	<u>880,751</u>
Total of funds	<u>1,272,268</u>	<u>1,059,721</u>	<u>(1,063,633)</u>	<u>-</u>	<u>1,268,356</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

18. Statement of funds (continued)

Designated funds

Fixed Asset Fund

The fixed assets are not easily realisable and therefore, for clarity, are not represented by the general reserve. The balance carried forward is equal to the year end net book value of fixed assets without continuing restriction. Restricted funds are those held for those subject to continuing restriction. The transfer from general funds in the year represents the net of additions of new fixed assets and the depreciation charged on the assets still in use.

The Innovation Fund

The Change Foundation Innovation Fund was created from £50,000 of unrestricted reserves in 2017. The award winning Fund aims to create a platform for our inspirational team to bring their ideas to life, with priority given to projects which:

- Align with the Charity's key objectives;
- Increase our effectiveness to help us reach new standards and take our work to new levels; or
- Promote creativity and innovation of approach in relation to our sector.

The fund is available to all staff to apply for, either on their own or in partnership with other members of staff and/or in partnership with Trustees, ambassadors and our young people. The grant making panel is currently made up of the TCF Chair, TCF Vice Chair and TCF CEO.

To date, the Fund has facilitated some of our innovative pilot programmes such as Visually Impaired Rugby, Boxing 4 Change, and our Small Grants Programme for our young programme participants (nominal contributions towards specific promising career development activities).

The fund had two active projects during the year: the TCF Impact Assessment and Social Return On Investment (SROI) project (awarded £25,000 over three years). Its main objective is to work with experts and consultants to develop a more comprehensive and holistic framework for the assessment and measurement of the impact of the Charity's work and programmes. The SROI project expenditure was £14,250 during the year. The fund also financed the set up of our new Young Ambassadors project (awarded £5,000 for one year). The project aims at creating and engaging an active group of young people aged between 17-25 in various ways to give them a voice to influence the charity's work and represent all of the young people on our programmes. The project's expenditure was £600 during the year.

Restricted funds

The Cricket for Change Centre

This relates to the cricket pavilion and grounds at Plough Lane which was funded by a restricted grant. The fund is reduced in line with the depreciation of the buildings.

Indoor School

This fund relates to capital grants received to develop the indoor cricket school (renamed The Paul Wickham Indoor Centre). The balance carried forward reflects the funds with continuing restriction, and is reduced each year in line with depreciation of the capital asset.

Disability Programmes Fund

This fund is for projects that improve the lives of people with a disability. During the year, two of our programmes, namely London Futures and Girls Win were successfully engaged in the Charity's delivery of such intervention.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

18. Statement of funds (continued)

Funding for these programmes were received from various sources during 2020/21, notably BBC Children in Need, Comic Relief, St James Place Foundation, Investec, Garfield Weston Foundation, Education and Skills Funding Agency, National Grid, Sport England, Merchant Taylor's Company and The Tony & Sheelagh Williams Foundation. The fund has a balance carried forward of £778,703 to be further deployed in our Disability programme activities.

Programmes Urban Fund

The fund is for projects that improve the lives of young people from 'at risk' and disadvantaged backgrounds. Our charitable interventions are delivered using creative sport-based methodologies involving sports such as cricket, rugby, netball, boxing, dance and e-sport. Programmes delivered with in this category during the year are Street Elite London, Street Elite Birmingham, Netball 4 Change, Dance 4 Change, 12 Rounds, Visually Impaired Rugby, the Refugee Cricket Project as well as a range of ad hoc Covid-19 support projects. During the financial year, funding for continuing programmes were notably received from the Berkeley Foundation, Comic Relief, Greater London Authority's (GLA) Mayor's Impact Partnership Fund, Laureus, Comic Relief, Hargreaves Foundation, EBM Charitable Trust, MIND, Impact 100 - London, Eranda Rothschild Foundation, Shoosmiths and The Refugee Council as well as from numerous other charitable donations. Additionally, funding for our cross-programmes Covid-19 support projects were received from Barclays Bank plc, Take Two Interactive, Comic Relief, The National Lottery Community Fund, The City Bridge Trust, Laureus Sport for Good, Toyota, PWC Foundation and The Lake House Charitable Foundation.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

18. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2020 £
Unrestricted funds					
Designated funds					
Fixed Asset Fund	3,780	-	-	11,076	14,856
The Innovation Fund	50,000	-	-	-	50,000
	<u>53,780</u>	<u>-</u>	<u>-</u>	<u>11,076</u>	<u>64,856</u>
Unrestricted funds					
General Funds	365,865	317,339	(362,291)	(11,076)	309,837
Total Unrestricted funds	<u>419,645</u>	<u>317,339</u>	<u>(362,291)</u>	<u>-</u>	<u>374,693</u>
Restricted funds					
The Cricket for Change Centre	656,940	-	(16,077)	-	640,863
Indoor School	193,375	-	(9,635)	-	183,740
Disability Programmes	76,085	174,347	(180,092)	-	70,340
Urban Programmes	46,000	497,921	(541,289)	-	2,632
Total Restricted funds	<u>972,400</u>	<u>672,268</u>	<u>(747,093)</u>	<u>-</u>	<u>897,575</u>
Total of funds	<u>1,392,045</u>	<u>989,607</u>	<u>(1,109,384)</u>	<u>-</u>	<u>1,272,268</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

19. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	13,682	817,693	831,375
Fixed asset investments	3	-	3
Current assets	653,938	63,059	716,997
Creditors due within one year	(280,019)	-	(280,019)
Total	387,604	880,752	1,268,356

Analysis of net assets between funds - prior period

	<i>Unrestricted funds 2020 £</i>	<i>Restricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Tangible fixed assets	14,856	821,389	836,245
Fixed asset investments	3	-	3
Current assets	544,597	76,186	620,783
Creditors due within one year	(184,763)	-	(184,763)
Total	374,693	897,575	1,272,268

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

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

		2021 £	2020 £
Net income for the period (as per Statement of Financial Activities)		(3,912)	(119,777)
Adjustments for:			
Depreciation charges	14	36,780	32,040
Investment income	7	(209)	(1,377)
Decease/ (Increase) in stocks	15	1,524	(4,391)
(Increase)/ Decrease in debtors	16	(50,092)	109,476
Increase/ (Decrease) in creditors	17	95,165	(4,155)
Net cash provided by/(used in) operating activities		79,256	11,816

21. Analysis of cash and cash equivalents

Cash in hand	586,568	539,013
Total cash and cash equivalents	586,568	539,013

22. Analysis of Net Debt

	At 1 April 2020	Cash flows	At 31 March 2021
	£	£	£
Cash at bank and in hand	539,013	47,555	586,568

23. Pensions

The Charity contributes to some staff members' pension schemes. The assets of the schemes are held separately from those of the Charity in independently administered funds. The pension cost charge represents contributions payable by the Charity to these funds and amounted to £39,305 (2020: £35,787). The contributions outstanding at the year end amounted to £NIL (2020: £NIL).

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

24. Related party transactions

Unrestricted donations were received from 1 Trustee amounting to £2,000 (2020: 2 Trustees amounting to £2,300).

There were no other related party transactions during either period.

25. Subsidiary undertakings

The Charity has two subsidiary undertakings:

4Change Enterprises Limited - a dormant company registered in England and Wales with registration number 09510925 and registered address: The Cricket Centre, Plough Lane, Wallington, Surrey, England, SM6 8JQ; and

Street20 Limited - a dormant company registered in England and Wales with registration number 05759598 and registered address: The Cricket Centre, Plough Lane, Wallington, Surrey, England, SM6 8JQ.

The two issued shares of Street20 Ltd amounting to £2 and one issued share of 4 Change Enterprises Ltd amounting to £1 are held by The Change Foundation.