

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**

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

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<b>Executive Committee</b>	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
<b>Company registered number</b>	03039017
<b>Charity registered numbers</b>	1046047 and SC043569
<b>Registered office</b>	Cricket for Change Cricket Ground Plough Lane Wallington Surrey SM6 8JQ
<b>Company secretary</b>	Jean Stevens (appointed 1 April 2024) (deceased 11 March 2025) Simon Masini Pullan (appointed 11 March 2025)
<b>Chief executive officer</b>	Andy Sellins (resigned 1 April 2025) Navjeet Sira (appointed 1 April 2025)
<b>Independent auditor</b>	David Boosey BA (Hons) FCA Senior Statutory Auditor MHA Regus House 41 London Road Castle Court Reigate United Kingdom RH2 9RJ
<b>Bankers</b>	HSBC Bank Plc The Helicon 1 South Place London EC2M 2UP

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

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**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**

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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)**  
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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**

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**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)**  
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**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**

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**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)**  
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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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**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.

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**EXECUTIVE COMMITTEE'S REPORT (CONTINUED)**  
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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)**  
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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.

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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**

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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**

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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=YaXlIVAqr\\_I](https://www.youtube.com/watch?v=YaXlIVAqr_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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**THE CHANGE FOUNDATION**  
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**EXECUTIVE COMMITTEE'S REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**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)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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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**

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**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**

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**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**

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

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

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

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**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)**

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**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.

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

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**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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditor's Report.

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**THE CHANGE FOUNDATION**  
**(A Company Limited by Guarantee)**

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

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**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 £
<b>Income from:</b>					
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
<b>Total income</b>		<b>547,988</b>	<b>720,398</b>	<b>1,268,386</b>	<b>1,375,367</b>
<b>Expenditure on:</b>					
Raising funds	8	224,323	10,938	235,261	220,338
Charitable activities	9	363,461	731,026	1,094,487	1,211,848
<b>Total expenditure</b>		<b>587,784</b>	<b>741,964</b>	<b>1,329,748</b>	<b>1,432,186</b>
<b>Net movement in funds</b>		<b>(39,796)</b>	<b>(21,566)</b>	<b>(61,362)</b>	<b>(56,819)</b>
<b>Reconciliation of funds:</b>					
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)
<b>Total funds carried forward</b>		<b>425,885</b>	<b>687,930</b>	<b>1,113,815</b>	<b>1,175,177</b>

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**

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

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

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**BALANCE SHEET (CONTINUED)**  
**AS AT 31 MARCH 2025**

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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.

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**THE CHANGE FOUNDATION**  
**(A Company Limited by Guarantee)**

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**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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

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

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**THE CHANGE FOUNDATION**  
**(A Company Limited by Guarantee)**

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

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**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**

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**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**

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**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**

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**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

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
General donations	115,039	57,859	172,898

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**THE CHANGE FOUNDATION**  
**(A Company Limited by Guarantee)**

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

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**5. Income from charitable activities**

	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total funds 2025 £</b>
Disability	3,996	208,446	<b>212,442</b>
Urban	3,000	480,677	<b>483,677</b>
Cricket Centre and Indoor School	91,854	8,311	<b>100,165</b>
<b>Total 2025</b>	<b>98,850</b>	<b>697,434</b>	<b>796,284</b>
	<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>

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**THE CHANGE FOUNDATION**  
(A Company Limited by Guarantee)

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

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**6. Income from other trading activities**

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

	<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
	<b>282,672</b>	<b>22,724</b>	<b>305,396</b>

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**THE CHANGE FOUNDATION**  
**(A Company Limited by Guarantee)**

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

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**7. Income from investments**

	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>
Bank interest receivable	20,356	<b>20,356</b>

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

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**THE CHANGE FOUNDATION**  
(A Company Limited by Guarantee)

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

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**8. Expenditure on raising funds**

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

£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**

	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total 2025 £</b>
Disability	-	223,957	<b>223,957</b>
Urban	22,700	478,139	<b>500,839</b>
Cricket Centre and Indoor School	42,613	9,638	<b>52,251</b>
Other Charitable Activities	298,148	19,292	<b>317,440</b>
<b>Total 2025</b>	<b>363,461</b>	<b>731,026</b>	<b>1,094,487</b>
	<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**

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

**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**

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

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**THE CHANGE FOUNDATION**  
**(A Company Limited by Guarantee)**

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

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**11. Governance costs**

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

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

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**THE CHANGE FOUNDATION**  
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**13. Staff costs (continued)**

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

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

The average headcount expressed as full-time equivalents was:

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

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

	<b>2025 No.</b>	<b>2024 No.</b>
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

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**14. Tangible fixed assets**

	Freehold property £	Long-term leasehold property £	Short-term leasehold property £	Fixtures and fittings £	Total £
<b>Cost or valuation</b>					
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
<b>Depreciation</b>					
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
<b>Net book value</b>					
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

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**16. Debtors**

	2025 £	2024 £
<b>Due within one year</b>		
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 £
<b>Deferred income</b>		
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)
<b>Deferred income at 31 March</b>	<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.

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**18. Statement of funds**

**Statement of funds - current year**

	Balance at 1 April 2024 £	Income £	Expenditure £	Balance at 31 March 2025 £
<b>Designated funds</b>				
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>
<b>Unrestricted funds</b>				
General Funds	<u>414,130</u>	<u>547,988</u>	<u>(574,808)</u>	<u>387,310</u>
<b>Total Unrestricted funds</b>	<u>465,681</u>	<u>547,988</u>	<u>(587,784)</u>	<u>425,885</u>
<b>Restricted funds</b>				
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>
<b>Total of funds</b>	<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>

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**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.



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**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>
<b>Designated funds</b>				
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>
<b>Unrestricted funds</b>				
General Funds - all funds	<u>364,814</u>	<u>577,699</u>	<u>(528,383)</u>	<u>414,130</u>
<b>Total Unrestricted funds</b>	<u>440,352</u>	<u>577,699</u>	<u>(552,370)</u>	<u>465,681</u>
<b>Restricted funds</b>				
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)	-
<b>Total Restricted funds</b>	<u>791,644</u>	<u>797,668</u>	<u>(879,816)</u>	<u>709,496</u>
<b>Total of funds</b>	<u>1,231,996</u>	<u>1,375,367</u>	<u>(1,432,186)</u>	<u>1,175,177</u>

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**19. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

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

**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)
<b>Total</b>	<b>465,681</b>	<b>709,496</b>	<b>1,175,177</b>

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

**21. Analysis of cash and cash equivalents**

	2025 £	2024 £
Cash at bank and in hand	<b>846,331</b>	682,924
<b>Total cash and cash equivalents</b>	<b>846,331</b>	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	<b>682,924</b>	<b>163,407</b>	<b>846,331</b>
Bank overdrafts repayable on demand	<b>-</b>	<b>(851)</b>	<b>(851)</b>
	<b>682,924</b>	<b>162,556</b>	<b>845,480</b>

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**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.