

CHANCE TO SHINE FOUNDATION LTD

England & Wales · Charity number 1123385

Details

Other names	THE CRICKET FOUNDATION
Status	Registered
Legal form	Charitable company
Company number	06441426
Registered	2008-03-31
Register	View on the Charity Commission register

Contact

Address	Holborn Tower 137-144 High Holborn London WC1V 6PL
Phone	03001022005
Email	info@chancetoshine.org
Website	www.chancetoshine.org

Activities

Objects: 3.1)THE ORGANISATION OR PROVISION (OR ASSISTANCE IN THE ORGANISATION OR PROVISION) OF FACILITIES WHICH WILL ENABLE AND ENCOURAGE YOUNG PERSONS IN ANY PART OF THE BRITISH ISLES TO PLAY CRICKET OR OTHER GAMES OR SPORTS;3.2 THE ORGANISATION OR PROVISION (OR ASSISTANCE IN THE ORGANISATION OR PROVISION) OF FACILITIES FOR RECREATION IN THE INTERESTS OF SOCIAL WELFARE AND THE FURTHERANCE OF EDUCATION IN ANY PART OF THE UNITED KINGDOM (WITH THE OBJECT OF IMPROVING THE CONDITIONS OF LIFE FOR THE PERSONS FOR WHOM THE FACILITIES ARE PRIMARILY INTENDED) FOR PERSONS WHO HAVE NEED OF SUCH FACILITIES BY REASON OF THEIR YOUTH, AGE, INFIRMITY OR DISABLEMENT, POVERTY OR SOCIAL AND ECONOMIC CIRCUMSTANCES; AND3.3 SUCH OBJECTS AND PURPOSES IN THE BRITISH ISLES OR IN ANY OTHER PART OF THE WORLD BEING OBJECTS AND PURPOSES EXCLUSIVELY CHARITABLE IN ACCORDANCE WITH THE LAWS OF ENGLAND AND WALES

Activities: The purpose of Chance to Shine is to give all young people the opportunity to play learn and develop through cricket. We do this by grant funding our partners to deliver Chance to Shine programmes in schools and communities and also by providing free digital resources for teachers and schools.

Classification

- **How:** Makes Grants To Organisations, Provides Human Resources, Provides Buildings/facilities/open Space, Other Charitable Activities
- **What:** Education/training, Disability, Amateur Sport, Economic/community Development/employment, Recreation
- **Who:** Children/young People, People With Disabilities

Geography

- **Area of benefit:** BRITISH ISLES UNITED KINGDOM
- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-09-30	£7,640,000	£8,123,000	£4,879,000	31
2024-09-30	£6,469,000	£7,443,000	£5,362,000	28
2023-09-30	£7,143,000	£7,057,000	£6,336,000	26
2022-09-30	£6,042,000	£5,645,000	£6,250,000	23
2021-09-30	£4,744,000	£4,382,000	£5,853,000	22
2020-09-30	£5,240,000	£4,124,000	£5,491,000	21

Trustees

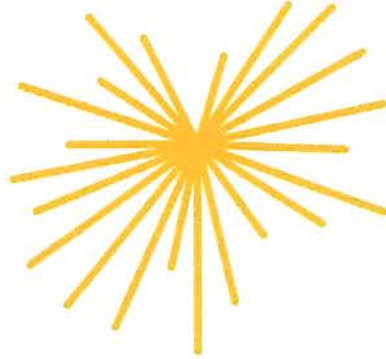
Name	Role	Appointed
Timothy Score	Chair	2023-06-12
Amit Aggarwal		2024-01-31
Anthony Stephen Davies		2024-01-31
Bilal Raja		2024-01-31
Christopher Townsend		2025-06-30
Dana Hegazi Abdulkarim		2020-09-28
David Walker		2024-01-31
Emma Bernstein		2024-01-31
Eoin Morgan		2022-12-12
Roland Turnill		2025-06-30
Sharon Hague		2024-07-16
Sir Mark John Harford		2022-10-03

CHANCE TO SHINE FOUNDATION LTD

England & Wales - Charity number 1123385

Accounts

Company Registration No: 06441426
Charity Registration No: 1123385



CHANCE TO SHINE

Inspiring young people through cricket

CHANCE TO SHINE FOUNDATION LTD

A charitable company limited by guarantee

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2025

CONTENTS

Page

Legal and administrative information	3
Trustee Directors' report	4 to 18
Independent auditors' report	19 to 22
Consolidated statement of financial activities	23
Consolidated balance sheet	24
Cash flow statement	25
Notes to the accounts	26 to 39

LEGAL AND ADMINISTRATIVE INFORMATION

- year ended 30 September 2025

Status

The organisation is a charitable company limited by guarantee, incorporated on 30 November 2007.

Governing Document

The company was established under Memorandum and Articles which established the objects and powers of the charitable company as amended by Special Resolution on 29 January 2018. All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 19 to the accounts.

Trustee Directors:

Dana Abdulkarim
Amit Aggarwal
Emma Bernstein
Steve Davies
Sharon Hague
Sir Mark Harford
William Lawes (resigned 29 September 2025)
Eoin Morgan CBE
Bilal Raja
Tim Score (Chair)
Kriti Sharma (resigned 30 January 2025)
Christopher Townsend (appointed 30 June 2025)
Roland Turnill (appointed 30 June 2025)
David Walker

Chief Executive: Kate Stephens

Key Management Personnel: Katie Fawcner-Corbett (maternity cover), Vanessa Greene, Ross Jeavons, Steve Peyman, Nicholas Platt

President: Lord King of Lothbury KG GBE FBA

Vice-Presidents: Mark Nicholas, Sir Tim Rice, in memory of Duncan Fearnley

Honorary Life Vice-President: Sir Donald Brydon

Honorary Vice-Presidents: Graham Able, Sir Daniel Alexander, Nick Anstee, Adrian Beecroft, Laura Cordingley, John Dodge, Simon Dyson, Charlotte Edwards CBE, Peter Gale, Garri Jones, Wasim Khan MBE, Judy Knappett, Douglas McAllister, Sophie O'Connor, Tim O'Gorman, Alison Oliver, William Lawes, Russell Perry, Ebony Rainford-Brent MBE, Caspar Rock, Mike Soper, Oliver Stocken CBE, Luke Swanson

Company registration number: 06441426 (Incorporated in the United Kingdom)
Charity registration number: 1123385 (Registered in England & Wales)

Registered Office: Holborn Tower
137-144 High Holborn
London WC1V 6PL

Secretary: MSP Corporate Services Limited
27-28 Eastcastle Street
London W1W 8DH

Auditor: Sayer Vincent LLP
110 Golden Lane
London, EC1Y 0TG

Bankers: Barclays Bank Plc
Swiss Cottage
St John's Wood, London NW8 9TJ

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2025

The Trustee Directors present their report and the audited financial statements for the year ended 30 September 2025. Reference and administrative information set out on page 15 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102. This trustee directors' annual report includes a directors' report as required by company law.

1) OBJECTIVES AND ACTIVITIES

In planning the objectives and activities for the period, the Trustee Directors considered the Charity Commission's guidance on public benefit, in particular the guidance regarding public benefit from the advancement of education and of amateur sport.

In 2023 we refreshed our mission to ensure it is relevant and related to our new strategy:

We want all young people to have the opportunity to play, learn and develop through cricket. We will help them learn a love of the game and to find a sense of belonging through the sport; developing their wider wellbeing and life skills to help them fulfil their potential.

We aim to achieve our mission by providing opportunities through our two core programmes: Chance to Shine Schools and Chance to Shine Street.

We focus on four outcomes for children; Physical Wellbeing, Mental Wellbeing, Personal Development and Social Wellbeing. We also measure programme outputs: who takes part in our programmes, how they engage and whether cricket is sustained in schools.

In order to deliver our programmes and achieve these outcomes for children and young people we work in close partnership with the England and Wales Cricket Board (ECB), Sport England and multiple delivery partners including: all 39 County Cricket Board (CCBs) in England and Wales, Cricket Scotland and StreetGames. In doing so, we provide professional cricket coaching, teacher training, competition and links to community settings in state primary and secondary schools.

Our community cricket programme, Chance to Shine Street, brings the sport to thousands more young people in disadvantaged areas. Delivered through CCBs, StreetGames and other partners, it uses the game to increase aspiration, develop life skills, promote social cohesion and provides additional support for areas such as crime prevention in some of the most disadvantaged areas of the country.

Across Schools and Street, the role of delivery partners is to develop and deliver activities that best meet local needs while meeting Chance to Shine Foundation Ltd's charitable objectives.

Our programmes have been designed to develop sustainable cricket cultures in schools and communities. Structured programmes of coaching, competition and teacher development are delivered by qualified coaches who are recruited and managed by delivery partners.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2025

2) ACHIEVEMENTS AND PERFORMANCE

2025 marked the 20th anniversary of the establishment of the first Chance to Shine programme, and the charity has helped over 7.5million young people in that time.

In March, we were proud to celebrate this achievement with the launch of our Impact Report in the House of Lords, hosted by our co-founder and President, Lord King of Lothbury. The key impact findings demonstrated the positive impact of our programmes on physical, mental and social well being, and were brought to life with case studies and testimonies from teachers, young people and parents, who joined us to celebrate.

DELIVERING AGAINST OUR OBJECTIVES

From September 2024 to August 2025, **596,885** children and young people took part in a Chance to Shine programme (**51% girls**) in **4,467** schools (**4,263** primary and special schools, **204** secondary schools) as well as **302** Street projects.

Our work in primary schools

This year, **565,470** children took part in Chance to Shine programmes in **4,263** primary and special schools which exceeded our planned number of 544,523 children. **1,962** schools (46%) had a higher than national average proportion of pupils eligible for Free School Meals (FSM), with **851** schools having a very high proportion (40%+ pupils) eligible for FSM.

In 2024-25, in line with the ECB's Youth Strategy, we brought a place-based focus to deliver, ensuring that schools in areas of deprivation or with high FSM eligibility received targeted support.

Below is a breakdown of delivery against our two programmes delivered in primary schools:

	Whole School Programme		Cricket Engagement Day	
	Planned	Actual	Planned	Actual
Schools	2,580	2,709	2,028	1,554
Schools with higher than average % FSM pupils	1,895	1,566 (58%)	NA	396 (25%)
Children	305,977	322,955	238,546	242,515
• Boys		165,201 (51%)		122,504 (51%)
• Girls		157,754 (49%)		120,011 (49%)

Whole School Programme (WSP): half-term of cricket aimed at building teacher confidence and whole child development with a clear pathway to community sport.

Cricket Engagement Day (CED): a single day in schools aimed at connecting to community programmes and inducting new schools for future involvement with a Whole School Programme.

Priority was given to the delivery of WSPs, as we know WSP return the greatest impact on the lives of children and the school. Overall, we reached **105%** of schools for Whole School Programmes and **77%** for Cricket Engagement Days.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2025

Inter schools competition is also a key component of our work in primary schools. Across all Chance to Shine funded inter school competitions (which included Skills Festivals & Dynamos Schools), **113,131** children took part.

Children and teacher surveys for the Whole School Programme in 2024/25 reflect positive experiences and impact on physical, mental and social wellbeing. 88% of children said they liked playing cricket; 97% of teachers agreed they felt confident teaching a cricket session without a coach after the programme; and 81% of teachers reported they planned to have cricket on the curriculum next year. On a scale of 0-10, the average response of teachers regarding the impact of the programme was 9.2 enjoyment of sport and activity; 8.7 confidence; and 8.7 teamwork. Survey feedback is being used to inform future learning and planning.

All data on the scale and impact of our programmes is measured, published and shared with funders and supporters in our annual Impact Report, which can also be found on our website www.chancetoshine.org/impact-report/. This gives an in-depth review of our key metrics, alongside detailed case studies.

Street programme

This year has been our most successful yet in terms of delivery and reach across the Street programme. We have seen record numbers of Street clubs delivered and participants engaged, demonstrating the continued strength and impact of the programme within communities nationwide.

From September 2024 to August 2025, **10,292** young people were engaged across **302** Street clubs, including 219 youth age clubs, 42 young adult clubs and 41 girls clubs. **71%** of participants were from ethnically diverse communities, and **97%** told us that they feel they belong at their Street club. These results demonstrate the power of the programme to connect, inspire, and support young people across underserved areas of the UK.

Survey feedback in 2024/25 from Street participants and their parents reflects the positive experience and impact. 99% of participants felt safe at the Street sessions, 98% felt respected and included and 92% felt closer to their local community. 97% of parents would recommend Street to others and 99% think their child's coaches are good role models. More broadly, our monitoring and evaluation is informing future improvements and plans.

We continue to work collaboratively with our charity partners to expand access to cricket and ensure that every Street club acts as a vital community hub offering not just cricket, but a place for young people to develop confidence, resilience and friendships in a safe and supportive environment.

Street regional & national finals

This year's Street Finals were our biggest and best yet, with an incredible atmosphere and some standout highlights. The competitions featured an all-female officiating team for the girls' finals day, a first for us, adding to the sense of occasion and progress. We also welcomed an Afghan refugee team from Clayton, competing for the very first time, a powerful moment that underscored the inclusivity and impact of the Street programme.

Across the regional competitions, 10 regions hosted U12 and U16 competitions, involving 130 teams and over 1,040 participants. The national finals were equally impressive, with 5 competitions featuring 54 teams and over 430 participants. Altogether, this year's Street competitions saw more teams and participants than ever before, showcasing the growing reach and success of the programme. The events were supported by our Youth Advisory Board members ensuring the competitions ran smoothly. Each day, we recognised a Player of the Day and a Coach of the Day, highlighting a participant who demonstrated teamwork and inspired those around them. The winners were selected by the officials, who observed the teams firsthand throughout the competitions.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2025

Coach Training

- **Schools**

The 2024-25 academic year focussed on embedding principles of the Chance to Shine Primary Schools Coach Training Programme, once again delivered in partnership with Youth Sports Trust (YST) as well as introducing our network to two key training areas supported by Sport England: Physical Literacy and Play Their Way.

Year five of the 'Train the Trainer' programme was attended by 55 tutors across the national network and was a joint Schools & Street event. We partnered with Play Their Way on Day 1, including workshops from UNICEF UK and UK Coaching. A further 92 new coaches received support from the Chance to Shine & YST tutor team across 5 regionally delivered courses, including a new partnership with the University of Worcester. Further refresher events took place in January and February, attended by 40 coaches.

- **Street**

This year, our focus has been on strengthening the Train the Trainer model, delivering two dedicated courses alongside one Street refresher course. The need for refresher courses was lower than previous years due to the high number of two-day courses delivered the previous year. Across these three courses, we engaged over 80 street leads and coaches, ensuring knowledge and best practice was widely shared.

In addition, we developed and expanded the Street e-learning modules, targeting the casual coach network, which is an essential part of sustaining Street delivery. The e-learning portal will play a key role in supporting ongoing coach development and ensuring consistent quality across all Street clubs.

Feedback from participants has been overwhelmingly positive, highlighting the continued value and impact of our coach development offer in maintaining and growing the Street network

Girls secondary school programme

Now in its seventh year, this programme aims to develop leadership skills and introduce cricket to new participants. We managed to reach **204** secondary schools, versus our target of 181. In total, **21,123** unique girls took part in the programme. As part of this, **12,436** girls attended taster sessions, **10,093** leaders were trained and **2,571** girls attended extra-curricular clubs.

We focussed our funding on a core group of delivery partners, who had previously delivered high quality engagement on the leadership elements. Further to this, every delivery partner received an amount of funding to support local Chance to Compete events.

Chance to Compete (secondary school competition)

Chance to Compete comprised three offers in 2025: a girls outdoor competition for U13s and U15s; a Year 7 open competition; and an indoor open tape ball competition.

The girls outdoor competition for U13s and U15s began with county level events and culminated in regional finals. This summer's weather allowed for all 16 regional finals to be completed and more teams and participants to play than the previous year, and a total of 14,528 young people took part in these competitions. In addition, the Year 7 open finals, involved 190 schools, 212 teams and 2025 participants; and the indoor open tape ball competition involved 331 schools, 370 teams, and over 3000 participants.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2025

Hospital Schools

Chance to Shine deliver cricket sessions for children aged 5 to 18 in three London hospital schools: The Children's Hospital at Great Ormond Street, The Teenage Cancer Unit at The Royal Marsden Hospital and The Lavender Walk Adolescent Mental Health Unit at Chelsea and Westminster Hospital.

Coaches from our delivery partner, Capital Kids Cricket, run a 36-week cricket themed programme during school hours. It aims to support children's wellbeing by having fun, playing with others and being physically active to the best of their ability.

Chance to Shine Open Day – World Record Attempt

On Monday 23 June 2025, Chance to Shine set a new Guinness World Record at Lord's Cricket Ground for the largest cricket lesson (single venue), surpassing the previous record of 645 participants at Edgbaston (19 May 2022). The event brought together 1,008 children and 153 teachers from 35 schools across the network, supported by 16 delivery partners. This milestone was made possible through partnerships between the Marylebone Cricket Club (MCC) Foundation, Compare the Market, Bettys & Taylors of Harrogate, Premier Foods, Mayer Brown and RBC Brewin Dolphin. Thanks to the collective effort, Guinness World Records announced a new record of 943 successful participants, marking a historic day at the Home of Cricket for Chance to Shine in its 20th Year.

Youth Advisory Board

The Chance to Shine Youth Advisory Board has continued to play a vital role in the charity. Following the successful completion of their two-year terms, 11 members stepped down and new members have been recruited to the 16 strong board.

Of the 16 members, seven have previously participated in Street cricket, including two current Street coaches, while four have experience with Chance to Shine school cricket, with two currently coaching in schools - one of whom is involved in both the Chance to Shine Schools and Street programmes. In total, 69% of our board members have direct experience with Chance to Shine programmes, many of whom remain actively involved as players or coaches. This brings first hand, lived experience of the charity's work and invaluable input on programme development, outreach and impact. In line with our aim to involve the Youth Advisory Board across multiple areas of our work, several members volunteered at major events such as the MCC School Open Day, Chance to Compete, the World Cup Launch Dinner, Chance to Dine and the National Street Finals, while others had the opportunity to present to the Board of Trustees, represent Chance to Shine at external engagements, and contribute to initiatives including presentations to delivery partners, the ECB's Big Cricket Conversation, and the School Sports & Activity Sector Partnership Summit.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2025

COMMUNICATIONS

There has been a successful year of high-profile events, media opportunities and digital campaigns linked to the charity's 20th birthday celebrations, under the banner #Inspiredbycricket. This has included a celebration event at the first primary school at which a Chance to Shine programme was ever delivered, a 13-minute Chance to Shine documentary aired during the India Test on Sky Sports, and digital collaborations with members of the England cricket team.

In total, there were over 1,000 mentions of the charity across print, broadcast, and online media. Additional national coverage coincided with the Street National Finals, including features by The Sunday Times and TalkSport with England cricketer, Shoaib Bashir. Local broadcast coverage also grew significantly, with regional features in Leeds, London, Tyne Tees, and Anglia, supporting promotion of the Chance to Compete programme. We have also delivered a 10% growth in our digital communications channels.

We have also launched the charity's first Brand Book, articulating the mission, vision and purpose of the charity, a short manifesto and guidelines on brand usage.

E-Learning

With funding from the Fidelity Foundation, new e-learning functionality was developed within the Chance to Shine Portal to digitise elements of our training. The system enables continuous professional development through flexible and accessible online courses.

System build and testing were completed in September 2025, with initial rollout targeted at coaches. The platform has also been designed with future scalability in mind, allowing for potential expansion to teachers and young people as part of our long-term strategy.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2025

FUNDRAISING

Chance to Shine undertakes fundraising activity to its supporters via fundraising events and individual giving, including appeal letters, emails and telephone. In addition, funds are raised from trusts & foundations and corporate partnerships.

Chance to Shine Foundation Ltd is registered with the Fundraising Regulator and adheres to its Code of Fundraising Practice and its associated rulebooks for fundraising activities. Additional guidance and information are sought from the Institute of Fundraising to inform best practice.

Chance to Shine is compliant with the UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018 and will only contact prospective and existing supporters in line with its Privacy Policy which can be viewed in full at www.chancetoshine.org/privacy.

Chance to Shine recognises the importance of protecting our vulnerable supporters and follows the guidance issued by the Institute of Fundraising and the Fundraising Regulator on treating donors fairly. Chance to Shine supports its staff who interact with supporters to provide high quality customer care, ensuring anyone donating to the charity is in a position to make a free and informed decision.

Chance to Shine welcomes feedback on its fundraising activities and has a complaint policy which outlines how the charity will react should a complaint be received regarding its fundraising methods. Chance to Shine received no complaints during the year.

During the financial year, Chance to Shine Foundation Ltd received total income of £7.640m. £4.015m of that was funding received from the England and Wales Cricket Board (ECB). £3.640m of this was towards the primary school programme and £0.375m was towards the Street programme.

Sport England gave £0.985m towards the Street programme.

The remaining £2.640m came from a combination of individuals, corporate donations, sponsorship agreements, fundraising events, trusts and foundations and investment income.

Chance to Shine continues to seek restricted and unrestricted donations in support of its programmes and remains sincerely grateful to all such organisations and individuals for their generous support.

Particular thanks to the long term support of the England and Wales Cricket Board, the England and Wales Cricket Trust and Sport England, as well as to our generous individual supporters and our corporate supporters. This year, these include BGC Group, Compare the Market, Matchroom Sport Charitable Foundation, Royal Bank of Canada, Unilever, Vestey Holdings and Yorkshire Tea. Trusts and Foundations include The Westminster Foundation, Garfield Weston Foundation, The Childhood Trust, Fidelity UK Foundation, Future Academy, The Buffini Chao Foundation, John Armitage Charitable Trust, The Lindsell Foundation, The Monday Charitable Trust, the SG Catto Charitable Trust and The Tomoro Foundation.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2025

DIVERSITY

In line with the Code for Sports Governance, Chance to Shine continues to place great importance and focus on diversity and inclusion. Our Diversity and Inclusion Action Plan 2024-2028 (DIAP) was signed off by Sport England in November 2024 and is on our [website](#). It reflects our three objectives:

1. Removing barriers to taking part in cricket
2. Reflecting the diversity of the young people and communities we work with
3. Fostering environments where everyone can thrive, feel they belong and be themselves

Our internal Equity, Diversity and Inclusion (EDI) Steering Group acts as guardian for the DIAP to ensure it is embedded throughout our work. The Group is supported by our trustee EDI Board Champion – Emma Bernstein.

The Board considered year one progress and agreed updates to the DIAP at the September Board meeting. Year one highlights include:

- A stronger focus on deprived areas and communities
- A refreshed Youth Advisory Board advising on programme and event improvements
- An updated Staff Handbook including dedicated EDI section

3) FINANCIAL REVIEW

The financial statements included with this report consolidate the results of the Company and its wholly-owned trading subsidiary Chance to Shine Enterprises Limited and have been prepared on a going concern basis. A separate statement of financial activities and income and expenditure account is not presented for the Company itself following the exemptions afforded by Section 408 of the Companies Act 2006.

During the year a total of £7.640m was raised from all sources (2023/24: £6.469m). Of this, £0.358m was raised from commercial activities and fundraising events which is an increase on the previous year when £0.303m was raised. It has been another challenging year for sponsorship income, with a greater proportion of corporate support being received as voluntary income. We have had another successful year of events. Related fundraising trading costs for the year have increased to £0.289m compared to £0.226m in 2023/24.

Voluntary income increased from £6.055m in 2023/24 to £7.128m in 2024/25. The ECB grant recognised in the period was £4.015m (2023/24: £3.524m), comprising a £3.640m contribution to our primary school programme and the final instalment of a three year grant of £0.375m per year towards our Street programme.

Sport England funding towards our Street programme continued at £0.985m (2023/24: £0.985m).

Excluding Sport England and the ECB, other voluntary income for the year finished at £2.128m compared to £1.546m in 2023/24.

The organisation's costs of generating this voluntary income rose slightly to £0.949m (2023/24: £0.928m).

Charitable activity costs increased to £6.885m (2023/24: £6.289m) following the increased investment in our programmes.

Governance costs increased slightly to £0.060m (2023/24: £0.057m).

Overall, Chance to Shine Foundation Ltd had a deficit of £0.483m for the year (2023/24: £0.974m surplus) which was within the budgeted deficit for the same period of £0.757m.

There was a net cash outflow for the year of £0.452m versus a £0.016m inflow in 2023/24.

The Trustee Directors seek to ensure that funds raised are spent effectively for all its charitable activities, monitoring a range of metrics including the following:

1. Costs of generating funds as a % of incoming resources from generated funds: **17%** (2023/24: **18%**)

A measure of the total costs of fundraising activity as a percentage of the total income generated, excluding investment income. This encompasses all forms of voluntary, commercial and event-based fundraising.

2. Charitable activities costs as a % of total resources expended: **85%** (2023/24: **84%**)

A measure of the expenditure on the charitable programmes of Chance to Shine Foundation Ltd as a proportion of total expenditure.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2025

3. Support costs as a % of charitable activity costs: 16% (2023/24: 15%)

A measure of the costs of the Operations management team and allocated overheads (support costs) as a percentage of the total charitable expenditure on Chance to Shine Foundation Ltd's programmes.

RESERVES POLICY

The Trustees recognise the importance of retaining sufficient reserves to maintain adequate working capital to cover unforeseen costs, uncertainty over future income, short term cash deficits and to invest in the development of the charity.

In 2025 the Trustees reviewed the reserves policy, taking into account planned deficits as the charity embarks on the next phase of its strategic plan. The Trustees aim to hold equivalent free reserves to maintain business continuity for one year, including related administration costs, as well as sufficient funds for an orderly winding up of the charity. An orderly winding up of the charity includes any redundancy costs and 6 months of necessary administrative costs.

The target free reserves after any designations at 30 September 2025 is £2.7m.

At the end of the year reserves totalled £4.879m, of which restricted funds were £0.392m. In September 2025 the Trustees agreed to designate a further £0.3m bringing the total designated funds at the end of the year to £1.070m to invest in the next phase of the strategic plan to 2028. This leaves £3.417m of general unrestricted funds which the Trustees are free to use in accordance with the Company's charitable objectives.

The Trustees agree that the current level of reserves is appropriate in light of the planned deficits for the next two years of investment in the strategic plan. In 2025/26 it is anticipated that £0.5m of the designated fund will be spent on the next year of our strategic plan to 2028 and a further budgeted deficit of £0.047m coming from a combination of restricted and unrestricted funds.

INVESTMENT POLICY

Investments are made according to an agreed policy that enables surplus cash (above that required for the following three months' requirements) to be invested in longer-term opportunities that balance returns with a low level of risk, most likely being fixed term cash deposits, notice accounts or bonds. Investment planning takes into account both cash balances held together with pledged and forecast income where there is a high degree of certainty of the value and timing of future receipts. In current circumstances, given the anticipated future cash requirements and the rates of return available, the investment of such surplus funds has been restricted to sterling deposits with British banks with an acceptable credit rating. A limit is applied for the maximum proportion of total funds that can be held in any one institution.

The implementation of the investment policy is overseen by the Audit & Risk Committee on behalf of the Board of Trustees. All investments held currently or at any point during the year were in the form of fixed term or notice cash deposit accounts.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2025

4) FUTURE PLANS AND STRATEGY

In 2024, Chance to Shine launched [Limitless Futures](#), a four year strategy that sets out our plans from 2024 - 2028. Success was defined by three key measures:

- Young people developing their wellbeing through taking part: we aim to see over 90% of young people, teachers and parents recognising a positive impact on physical, personal, mental, or social wellbeing through taking part.
- A million young people inspired and taking part in Chance to Shine each year by 2028, growing the reach of our impact
- A focus on underserved communities - we will prioritise those who have fewer opportunities (young people living in economic disadvantage and those who are inactive), removing the barriers to play.

The focus in 2024-25 has been on prioritising underserved communities and ensuring that the charity is reaching under-privileged young people who would not otherwise have the opportunity to play cricket.

In 2025-26, the focus will be on deepening and broadening this reach. We will also continue to track and monitor the positive impact of our programmes, and to explore the potential innovation routes to growth in 2026 and beyond. This has been brought together in a simplified Strategic Framework under three pillars of:

- Excelling in primary school delivery
- Systemising Street
- Targeting growth

The charity is in a good position to deliver these plans. We have been pleased to sign a three-year grant agreement with the ECB to support the delivery of our primary school programme from October 2025 until September 2028. There has also been important work to consolidate private fundraising and increase income across all streams.

The charity will also be investing in its own infrastructure development, moving away from shared services previously provided by the ECB, to create a robust and sustainable charity for future growth.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2025

5) REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY

Chance to Shine Foundation Ltd is a registered charity 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 governance of Chance to Shine Foundation Ltd is entrusted to the Trustees who are the Members of the Company and are also registered at Companies House as the Directors of the Company.

Bound by its Memorandum and Articles of Association, Chance to Shine Foundation Ltd is required to allocate its funding for charitable purposes in the pursuit of cricket and education. The Chair and the Trustee Directors have ensured that activities funded by the charity are in line with the Memorandum and Articles.

The two key areas eligible for funding, as established within its Memorandum of Association as objects of the charity, are:

- The organisation or provision of facilities, which will enable and encourage young persons in any part of the British Isles to play cricket.
- The organisation or provision of facilities for recreation for persons who have need of such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances.

The following are specific areas itemised in the Memorandum of Association for which funding may be awarded:

- to provide full or part-time courses for young persons and coaches.
- to promote courses for the purpose of training teachers in the coaching of cricket.
- to provide for the delivery and holding of conferences and practical demonstrations.
- to prepare training programmes and courses with education bodies.
- to lay out, equip and maintain playing fields (including non-turf pitches and practice pitches) or appropriate indoor facilities.
- to provide appropriate cricket equipment.
- to promote or organise cricket matches, competitions or tournaments.

Chance to Shine Foundation Ltd's primary activities are the Chance to Shine Schools and Chance to Shine Street programmes, details of which are on page 4.

All activities within the Chance to Shine programmes comply with one or more of the terms of reference of the Memorandum of Association.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2025

6) STUCTURE, GOVERNANCE AND MANAGEMENT

THE TRUSTEE DIRECTORS

The Trustee Directors of Chance to Shine Foundation Ltd are appointed by their fellow Trustee Directors, as members of the Company, for their specific expertise in areas relevant to the charity, either in terms of cricket, business, educational, legal, financial or fundraising matters. All new Trustee Directors are made familiar with the terms of the charitable company's governing document and the objectives and aims of the charity as part of a formal induction process. Trustee Directors are assisted in fulfilment of their duties and ongoing training by colleagues with relevant expertise or by the involvement of outside experts.

Trustee Directors can be appointed to serve for periods of up to three years and can be renewed for a maximum of two additional three-year terms.

TRUSTEE DIRECTOR APPOINTMENTS AND RESIGNATIONS

Christopher Townsend was appointed as a Trustee of Chance to Shine on 30 June 2025. Chris is a Head Teacher at Felsted School in Essex and currently a member of the Board at Essex CCC. He also Chairs the County Advisory Board.

Roland Turnill was appointed as a Trustee of Chance to Shine on 30 June 2025. Roland is the Senior Partner of Slaughter and May, the international law firm, and sits on the Governance and Remuneration Committee.

William Lawes resigned as a Trustee of Chance to Shine on 29 September 2025 at the end of his maximum 9-year term.

Kriti Sharma resigned as a Trustee of Chance to Shine on 30 January 2025.

CODE FOR SPORTS GOVERNANCE

Chance to Shine achieved compliance on 26 June 2024 with the Revised Code for Sports Governance published by UK Sport and Sport England. Compliance with the Code for Sports Governance is a requirement of Sport England funding to Chance to Shine. Chance to Shine has a dedicated governance section on our website which demonstrates our ongoing compliance with the Code. www.chancetoshine.org/governance

AUDITOR

Sayer Vincent LLP were reappointed as auditor of the Company.

TRUSTEE DIRECTOR MEETINGS, RESPONSIBILITIES AND DELEGATION

The Trustee Directors normally meet four times per year at formal Board meetings and on any other occasions as judged necessary. Trustee Directors have established a number of sub-committees and boards to advise the Board on specific areas of the Company's operations.

The Audit & Risk Committee meet at least three times during the year and its purpose is to oversee the application of internal controls, performance reporting, external audit, risk management and related matters. David Walker chaired this committee throughout the year.

The Governance & Remuneration Committee meets biannually, and as required, and is chaired by the Chair of the Board of Trustees. It is responsible for making recommendations regarding Board membership and for the appointment of the Chief Executive. It also oversees the remuneration of all employees of Chance to Shine and is responsible for reviewing and setting key management personnel remuneration taking into account current market salaries and price indices.

The Development Board, chaired by Sir Mark Harford, is an advisory board of independent members created to assist Chance to Shine to raise funds for its ongoing and future programmes.

The County Advisory Board is an advisory board comprised of county cricket representatives which evaluates the relationship and expectations between Chance to Shine and the County Cricket network.

The Youth Advisory Board is an advisory board comprised of 16 young people aged 16-24 whose role is to ensure that the youth voice is heard in helping to shape the future of Chance to Shine's strategy, programmes and work with young people.

Each of the Trustee Committees has a documented remit that has been reviewed and agreed by the Board and can be viewed, along with current membership, on our website chancetoshine.org/governance

EXECUTIVE AND SENIOR MANAGEMENT

The day-to-day management of Chance to Shine Foundation Ltd is delegated to the Chief Executive, Kate Stephens. She is supported directly by Chris Baker, Director of Fundraising (from 1 December 2025); Katie Fawcner-Corbett, Director of Strategy and Impact (from 1 January 2026); Vanessa Greene, Director of Strategy and Fundraising (until 30 November 2025); Ross Jeavons, Director of Communications & Digital; Steve Peyman, Director of Operations and Nicholas Platt, Director of Finance & Resources.

RISK MANAGEMENT

Chance to Shine has a formal risk management process through which the Senior Management Team identifies the major risks to which the organisation may be exposed and has ranked these by likelihood and impact, culminating in a risk control document which is updated on a regular basis. All significant risks, together with current mitigation actions, are reviewed regularly throughout the year by the Audit and Risk Committee and the Board of Trustees.

During the year the Senior Management Team, alongside the Audit & Risk Committee, conducted a full review of the organisation's risks. The current principal risks and uncertainties identified by the charity are:

- Strategy becomes misaligned with that of key funding partners
- Insufficient fundraising to achieve delivery plans
- The quality of activities delivered is not of the standard associated with Chance to Shine's brand
- Incident at a Chance to Shine session or event (e.g. serious injury or safeguarding)

The Trustees are satisfied that systems have been developed and are in place to manage and mitigate identified risks to an acceptable level should these risks materialise.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2025

7) RESPONSIBILITIES**STATEMENT OF TRUSTEE DIRECTORS' RESPONSIBILITIES**

The trustees (who are also directors of Chance to Shine Foundation Ltd for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company or group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

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

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 30 September 2025 was 12 (2024:12). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The directors' annual report has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

The trustees' annual report has been approved by the trustees on 29 January 2026 and signed on their behalf by

Tim Score
Director

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF CHANCE TO SHINE FOUNDATION LTD

Opinion

We have audited the financial statements of Chance to Shine Foundation Ltd (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 30 September 2025 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 group's and of the parent charitable company's affairs as at 30 September 2025 and of the group's 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
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

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 group financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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 Chance to Shine Foundation Ltd.'s ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other Information

The other information comprises the information included in the trustees' annual report, other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group 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 group 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 group financial statements themselves.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF CHANCE TO SHINE FOUNDATION LTD

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' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF CHANCE TO SHINE FOUNDATION LTD

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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the audit committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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 is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF CHANCE
TO SHINE FOUNDATION LTD**

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Jonathan Orchard (Senior statutory auditor)

Date: 6 February 2026

for and on behalf of Sayer Vincent LLP, Statutory Auditor
110 Golden Lane, London, EC1Y 0TG

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 30 September 2025**

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	2024/25 Total Funds £'000	2023/24 Total Funds £'000
Income from:					
Donations, grants and legacies	2	1,304	5,824	7,128	6,055
Activities for raising funds	3	358	-	358	303
Investment income	5	154	-	154	111
Total income		1,816	5,824	7,640	6,469
Expenditure on:					
Raising funds					
Costs of generating voluntary income	8	472	477	949	928
Fundraising trading	8	289	-	289	226
Charitable activities	8	282	6,603	6,885	6,289
Total resources expended		1,043	7,080	8,123	7,443
Reserves transfer		(838)	838	-	-
Net movement in funds		(65)	(418)	(483)	(974)
Fund balance brought forward at 1 October 2024		4,552	810	5,362	6,336
Fund balance carried forward at 30 September 2025		4,487	392	4,879	5,362

The notes on pages 26 to 39 form part of these accounts.

BALANCE SHEET
AT 30 September 2025

	Notes	Group 2025 £'000	Group 2024 £'000	Company 2025 £'000	Company 2024 £'000
Tangible fixed assets					
Marketing equipment		-	-	-	-
Total fixed assets		-	-	-	-
Current assets					
Debtors	13	750	455	724	441
Bank and other cash deposits	14	4,931	5,383	4,832	5,217
Total current assets		5,681	5,838	5,556	5,658
Current liabilities					
Creditors: amounts falling due within one year	15	(802)	(476)	(735)	(374)
Total assets less current liabilities		4,879	5,362	4,821	5,284
Creditors: amounts falling due after more than one year		-	-	-	-
Total net assets		4,879	5,362	4,821	5,284
Represented by:					
Restricted funds	16	392	810	392	810
Unrestricted funds	16	3,417	3,135	3,359	3,057
Designated fund	16	1,070	1,417	1,070	1,417
Total funds		4,879	5,362	4,821	5,284

The company's result as a single entity was: income £7,398,000 and a deficit of £463,000 (2023/24: income £6,346,000 and a deficit of £902,000).

The notes on pages 26 to 39 form part of these accounts.

The financial statements were approved and authorised for issue by the Board of Trustee Directors on 29 January 2026 and signed on their behalf by:



 T Score
 Director



 D Walker
 Director

Company registration number: 06441426 (England and Wales)

**CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 30 September 2025**

		2024/25 £'000	2023/24 £'000
Net cash inflow/(outflow) from operating activities	C1	(606)	(95)
Investing activities			
Investment income receipts		154	111
Increase/(decrease) in cash in the year	C2	<u>(452)</u>	<u>16</u>

C1 Reconciliation of changes in resources to net inflow from operating activities

	2024/25 £'000	2023/24 £'000
Net incoming/(outgoing) resources	(483)	(974)
Depreciation charge	-	2
Investment income	(154)	(111)
Decrease/(increase) in debtors	(295)	908
Increase/(decrease) in creditors	326	80
Net cash inflow/(outflow) from operating activities	<u>(606)</u>	<u>(95)</u>

C2 Analysis of changes in net cash resources

	30 Sep 2024 £'000	Cash- Flow £'000	30 Sep 2025 £'000
Current accounts	<u>5,383</u>	<u>(452)</u>	<u>4,931</u>

The notes on pages 26 to 39 form part of these accounts.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 September 2025

1 Accounting policies

1.1 Basis of preparation

The financial statements are prepared under the historical cost convention as modified to include the revaluation of investments at market value, and in accordance with the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019) and applicable accounting standards (FRS 102). The charity is a Public Benefit Entity as defined by FRS 102.

1.2 Going Concern

The trustees consider that there are no material uncertainties regarding the charity's ability to continue as a going concern. The review of our financial position, reserves level, bank balances, budgets, cash flow forecasts, future plans and assessment of risks, gives the trustees confidence the charity remains a going concern for the foreseeable future.

1.3 Critical accounting judgements and estimates

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and the reported assets, liabilities, income, expenditure and the disclosures made in the financial statements. 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.

1.4 Cash at bank and in hand

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

1.5 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

1.6 Debtors and prepayments

Delivery partner prepayments have been recognised where funding has not been spent in the period for which it was granted. Prepayments will be deducted from the next payment due.

1.7 Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

1.8 Foreign currency translation

The charities functional and presentational currency is pound sterling. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are recognised in the Statement of Financial Activities.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2025**

1.9 Group accounts

These financial statements consolidate the results of the Company and its wholly owned subsidiary Chance to Shine Enterprises Limited on a line-by-line basis. A separate statement of financial activities and income and expenditure account are not presented for the Company itself following the exemptions afforded by Section 408 of the Companies Act 2006.

1.10 Fund policy

Income declared and received for specific charitable purposes is allocated to Restricted Funds, and its use is restricted to expenditure on those purposes only. General unspecified funds received are categorised under Unrestricted Funds and spent in furtherance of the Company's objects.

1.11 Employee benefits

Short term benefits - Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Employee termination benefits - Termination benefits are accounted for on an accrual basis and in line with FRS 102.

1.12 Pensions

The Group contributes to the ECB Group Pension scheme, a defined contribution scheme, for its qualifying employees. Contributions are charged against income as they become payable.

1.13 Incoming resources

Voluntary income including donations, gifts and grants that provide core funding or are of general nature are recognised where there is entitlement, probability of receipt and the amount can be measured with sufficient reliability. Entitlement to income is considered when there is a formal and unconditional written offer. Verbal pledges are recognised when the donation is received. Income is only deferred when:

- The donor specifies that the grant or donation must only be used in future accounting periods; or
- The donor has imposed conditions which must be met before the charity has unconditional entitlement.

Gift aid and deed of covenant income resulting from membership is accounted for on a receivable basis.

Income from commercial activities is recognised on a receivable basis, according to contract or invoice. Income from fundraising events is recognised when the event has taken place, with income from auctions held at events recognised when the auctioned item has been received by the bidder.

Investment income is recognised on a receivable basis.

Legacy income is recognised at the earlier of receipt or when the charity has been notified of its entitlement, probate has been granted, and estate accounts have been provided enabling the charity to measure the value of its entitlement reliably. Where the criteria for income recognition have not been met for legacies which have been notified to the charity, the income is treated as a contingent asset and the total disclosed in the Notes to these accounts if material.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 September 2025

1.14 Resources expended

Expenditure is included on an accruals basis. Grants payable are charged in the year when the offer is conveyed to the recipient except in those cases where the offer is conditional and such conditions are set by the Trustees, such grants being recognised as expenditure when the conditions attaching are fulfilled. Grants are only made to institutions.

- Costs of generating funds are those costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.
- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Support costs include staff, office administration and other overhead costs of the central function and have been allocated to activities on a basis consistent with the use of resources. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis e.g. per capita or staff time.
- Governance costs include those incurred in the governance of the Group and its assets and are primarily associated with constitutional and statutory requirements.
- Donated goods and services are included both as voluntary income and as expenditure under the relevant heading in the Statement of Financial Activities, at values estimated to equal the expense saved. Voluntary income and the analysis of expenditure do not include the contribution of volunteers, or the value of discounts on purchases, unless the relevant discount clearly represents a charitable donation.
- Any part of a grant to a delivery partner which is not spent in the year for which it was granted, is accounted for as a prepayment and will be subtracted from their next grant payment.

1.15 Tangible fixed assets

Fixed assets are stated at cost less accumulated depreciation. Depreciation is provided on tangible fixed assets at rates calculated to write off the cost of each fixed asset over the estimated useful life using the following rates:

Office equipment and fixtures:	33.3% per annum
Marketing equipment:	50% per annum

Assets individually costing more than £2,000 would be subject to capitalisation under this policy.

1.16 Operating leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the Statement of Financial Activities as incurred. Rent is charged on a straight line basis over the course of the lease.

1.17 General information

The charity is a company limited by guarantee, incorporated in England and Wales (company no. 06441426) and a charity registered in England and Wales (charity no. 1123385). Its registered address is Holborn Tower, 137-144 High Holborn, London, WC1V 6PL.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2025**
2 Donations and grants

	2024/25 £'000	2023/24 £'000
Gifts, donations and grants	1,864	1,452
Legacies	142	1
Donated goods and services	-	9
Gift aid	122	84
England and Wales Cricket Board grants	4,015	3,524
Government grants – Sport England	985	985
	<u>7,128</u>	<u>6,055</u>

3 Activities for raising funds

This income in 2024/25 relates solely to revenue raised by Chance to Shine Enterprises Limited, including trading activities undertaken with commercial partners and from a number of fundraising events.

	2024/25 £'000	2023/24 £'000
Sponsorship agreements	138	86
Other commercial activities	-	6
Fundraising events	220	211
	<u>358</u>	<u>303</u>

4 Total external fundraising

Chance to Shine's annual fundraising targets are set and monitored by the Board against total external fundraising, incorporating donations, gifts, gift aid, commercial income, sponsorship income and investment income.

	2024/25 £'000	2023/24 £'000
Gifts and donations (including gift aid)	2,128	1,546
Commercial and sponsorship income	358	303
Investment income	154	111
	<u>2,640</u>	<u>1,960</u>

5 Investment Income

	2024/25 £'000	2023/24 £'000
Interest on bank and other cash deposits	154	111
	<u>154</u>	<u>111</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2025**
6 Staff costs and numbers

	2024/25	2023/24
Average number of employees	31	27
	£'000	£'000
Salaries and wages	1,430	1,236
Social security costs	173	136
Pension costs	138	128
Other staff costs	54	45
	<u>1,795</u>	<u>1,545</u>

Other staff costs comprise car lease, recruitment costs and costs of a private medical scheme.

The number of employees at 30 September 2025 was 33 and the average number of employees throughout the year was 31.

The average number of employees, expressed as Full Time Equivalents, was 30 (2023/24: 27). The table below shows these totals by activity:

	2024/25	2023/24
Charitable activities – operations management	13	11
Fundraising trading	2	2
Public relations and communications	5	4
General management, fundraising & finance	10	10
	<u>30</u>	<u>27</u>

The table below shows the number of higher paid employees with emoluments falling in the following ranges (on a full annual basis). Emoluments include salary, bonuses and taxable benefits in kind and other payments made to employees.

	2024/25	2023/24
	Total	Total
£60,000 to £69,999	2	2
£70,000 to £79,999	2	1
£80,000 to £89,999	-	1
£90,000 to £99,999	-	-
£100,000 to £109,000	-	1
£110,000 to £119,000	-	-
£120,000 to £129,000	1	-

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel of the group were £522,291 (2023/24: £496,427). All of this relates to key management personnel of the charity. The key management personnel of the group during the period are considered to be: Chief Executive, Operations Director, Director of Finance and Resources, Director of Communications and Digital, Director of Strategy and Fundraising and Director of Strategy.

Contributions in the year to the ECB defined contribution Group Pension scheme were £52,655 (2023/24: £55,538) for higher paid employees.

CHANCE TO SHINE FOUNDATION LTD

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 September 2025



7 Trustee Directors' emoluments

For all other Trustees the total emoluments were £ nil (2023/24: £nil). Two trustees were reimbursed expenses during the year totalling £866 (2023/24: £537) and there were four Trustee Board meetings during the year (2023/24: four).

8 Total resources expended

	Basis of allocation	Voluntary income £'000	Fundraising trading £'000	Charitable activities				2024/25 Total £'000
				Chance to Shine Schools £'000	Chance to Shine Street £'000	Other projects £'000	Governance £'000	
Costs directly allocated to activities								
Shared staff costs	Staff	366	81	397	327	45	-	1,216
Direct programme costs	Direct	-	-	3,766	1,907	83	-	5,756
Communications	Direct	62	-	-	-	-	-	62
Fundraising expenses	Direct	119	-	-	-	-	-	119
Fundraising event costs	Direct	-	140	-	-	-	-	140
Commercial activities	Direct	-	13	-	-	-	-	13
Legal & Professional	Direct	-	-	-	-	-	2	2
Audit fees	Direct	-	-	-	-	-	18	18
Support costs allocated to activities								
Support staff costs	Staff	262	29	129	106	14	39	579
Office and administration	Direct/staff	140	26	26	22	3	1	218
		949	289	4,318	2,362	145	60	8,123
Governance costs	Board Time	-	-	28	28	4	(60)	-
2024/25 Total		949	289	4,346	2,390	149	-	8,123
2023/24 Total		928	226	4,075	2,095	119	-	7,443

CHANCE TO SHINE FOUNDATION LTD



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 September 2025

Total resources expended (cont.)

Total resources expended prior year

	Basis of allocation	Voluntary income £'000	Fundraising trading £'000	Charitable activities				2023/24 Total £'000
				Chance to Shine Schools £'000	Chance to Shine Street £'000	Other projects £'000	Governance £'000	
Costs directly allocated to activities								
Shared staff costs	Staff	311	80	377	259	22	-	1,049
Direct programme costs	Direct	-	-	3,529	1,711	83	-	5,323
Communications	Direct	80	-	-	-	-	-	80
Fundraising expenses	Direct	158	-	-	-	-	-	158
Fundraising event costs	Direct	-	91	-	-	-	-	91
Commercial activities	Direct	-	12	-	-	-	-	12
Legal & Professional	Direct	-	-	-	-	-	3	3
Audit fees	Direct	-	-	-	-	-	17	17
Support costs allocated to activities								
Support staff costs	Staff	225	32	117	81	7	34	496
Office and administration	Direct/staff	154	11	26	18	2	3	214
		928	226	4,049	2,069	114	57	7,443
Governance costs	Board Time	-	-	26	26	5	(57)	-
2023/24 Total		928	226	4,075	2,095	119	-	7,443

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2025**

9 Grants to institutions

Chance to Shine awards grants to their partners to deliver its Schools and Street programmes. All grants are made to institutions, which include all the County Cricket Boards, and no grants are made to individuals. The total of grants made to the 41 (2023/24: 42) institutions was £5,352,000 (2023/24: £5,035,000) in the following ranges:

	2024/25	2023/24
£0 to £49,999	Cambridgeshire, Cornwall, Cricket Scotland, Cumbria, Dorset, Herefordshire, Isle of Wight, Marylebone Cricket Club, Suffolk, Wiltshire	Cambridgeshire, Cornwall, Cricket Scotland, Cumbria, Dorset, Herefordshire, Isle of Wight, Marylebone Cricket Club, Suffolk, TSA Sport & Education, Wiltshire
£50,000 to £99,999	Devon, Hertfordshire, Lincolnshire, Norfolk, Northamptonshire, Nottinghamshire, Oxfordshire, Shropshire, StreetGames	Buckinghamshire, Cricket East, Devon, Hertfordshire, Leicestershire, Lincolnshire, Norfolk, Northamptonshire, Nottinghamshire, Oxfordshire, Shropshire, StreetGames
£100,000 to £149,999	Berkshire, Buckinghamshire, Cricket East, Derbyshire, Leicestershire, Northumberland, Somerset, Worcestershire	Berkshire, Derbyshire, Durham, Hampshire, Northumberland, Somerset, Sussex, Worcestershire
£150,000 to £199,999	Cheshire, Durham, Essex, Gloucestershire, Hampshire, Staffordshire, Sussex	Cheshire, Gloucestershire, Kent, Middlesex, Staffordshire
£200,000 to £249,999		Essex
£250,000 to £299,999	Kent, Middlesex, Warwickshire, Yorkshire	Cricket Wales, Warwickshire, Yorkshire
£300,000 to £349,999	Cricket Wales	Surrey
£350,000 to £399,000	Surrey	
£550,000 to £599,000	Lancashire	Lancashire

10 Other costs

	2024/25	2023/24
	£'000	£'000
Auditors' remuneration – current year	15	15
- prior year	-	-
- non-audit services	1	1

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2025**
11 Tangible fixed assets – Group and Company

	Marketing equipment £'000	2025 Total £'000
Cost		
At 1 October 2024	4	4
Add: additions	-	-
Less: disposals	-	-
At 30 September 2025	<u>4</u>	<u>4</u>
Depreciation		
At 1 October 2024	4	4
Charged in the year	-	-
Disposals	-	-
At 30 September 2025	<u>4</u>	<u>4</u>
Net book value		
At 30 September 2025	-	-
At 30 September 2024	<u>-</u>	<u>-</u>

12 Subsidiary undertaking

The charity owns the whole of the issued ordinary share capital of Chance to Shine Enterprises Limited, a company registered in England. The company number is 05105487. The registered office address is Holborn Tower, 137-144 High Holborn, London WC1V 6PL. The subsidiary is valued at the original nominal value of £1 and hence does not appear separately on the Balance Sheet.

A summary of the results of the subsidiary is shown below:

	2025 £'000	2024 £'000
Turnover	358	303
Direct costs	(166)	(103)
Gross profit	<u>192</u>	<u>200</u>
Administrative expenses	(97)	(92)
Management charge payable to parent undertaking	(39)	(35)
Operating profit	<u>56</u>	<u>73</u>
Interest receivable	2	5
Profit for the financial year	<u>58</u>	<u>78</u>
Retained earnings		
Total retained earnings brought forward at 1 October	78	150
Profit for the financial year	58	78
Distribution under Gift Aid to parent charity	(78)	(150)
Total retained earnings carried forward at 30 September	<u>58</u>	<u>78</u>
Aggregate of assets and liabilities and reserves		
Assets	228	195
Liabilities	(170)	(117)
Reserves	<u>58</u>	<u>78</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2025**
13 Debtors

	Group		Company	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Voluntary income receivable	79	52	79	52
Fundraising events	2	3	-	-
Gift Aid receivable	33	41	33	41
Commercial activities	16	6	-	-
Prepayments	439	268	439	264
Accrued income	180	83	172	82
Other debtors	1	2	1	2
	<u>750</u>	<u>455</u>	<u>724</u>	<u>441</u>

Prepayments include amounts recoverable from delivery partner grants, due to underspend in projects of £393,000 (2023/24: £188,000) that will be offset against future funding.

14 Bank and other cash deposits

	Group		Company	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Cash in hand	1,760	2,362	1,661	2,196
Fixed term deposit and notice accounts (< 1 year)	3,171	3,021	3,171	3,021
	<u>4,931</u>	<u>5,383</u>	<u>4,832</u>	<u>5,217</u>

15 Creditors: Amounts falling due within one year

	Group		Company	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Amount due to subsidiary	-	-	102	15
Deferred income	67	72	-	-
Taxation & social security	16	1	-	-
Trade creditors	340	305	289	265
Accruals	379	98	344	94
	<u>802</u>	<u>476</u>	<u>735</u>	<u>374</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2025**
Creditors: Amounts falling due within one year (cont.)
Deferred income analysis

	Group		Company	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Brought forward	72	87	-	-
Released in year	(68)	(66)	-	-
New deferrals	63	51	-	-
Carried forward	67	72	-	-

16 Movement in funds

	Reserves brought forward £'000	Income 2024/25 £'000	Costs 2024/25 £'000	Reserves Transfer In/(Out) £'000	Reserves Carried Forward £'000
Restricted funds					
Chance to Shine	378	-	378	-	-
Chance to Shine Schools	-	238	677	469	30
Chance to Shine Street	112	541	1,003	369	19
Digital Portal (Fidelity)	120	45	122	-	43
Primary Schools (ECB)	200	3,640	3,540	-	300
Street (ECB)	-	375	375	-	-
Street (Sport England)	-	985	985	-	-
	810	5,824	7,080	838	392
Unrestricted funds					
General funds	3,135	1,816	1,043	(491)	3,417
Designated fund	1,417	-	-	(347)	1,070
Total funds	5,362	7,640	8,123	-	4,879

Movement in funds prior year

	Reserves brought forward £'000	Income 2023/24 £'000	Costs 2023/24 £'000	Reserves Transfer In/(Out) £'000	Reserves Carried Forward £'000
Restricted funds					
Chance to Shine	980	-	602	-	378
Chance to Shine Schools	-	184	973	789	-
Chance to Shine Street	188	279	699	344	112
Digital Portal (Fidelity)	-	142	22	-	120
Primary Schools (ECB)	-	3,149	2,949	-	200
Street (ECB)	-	375	375	-	-
Street (Sport England)	-	985	985	-	-
	1,168	5,114	6,605	1,133	810
Unrestricted funds					
General funds	3,568	1,355	838	(950)	3,135
Designated fund	1,600	-	-	(183)	1,417
Total funds	6,336	6,469	7,443	-	5,362

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2025**
Movement in funds (cont.)

Unrestricted funds comprise those funds which the Trustees are free to use in accordance with the Company's charitable objectives. During the period £647,000 was transferred from the designated fund to support the Limitless Futures strategy (2024-2028) and in September 2025 Trustees designated a further £300,000 to invest in the next phase of the strategy (2024-2028). There was also £491,000 transferred from general funds to cover the costs restricted to the Chance to Shine Schools and Street programmes.

The Chance to Shine restricted fund consists of reserves restricted to be spent on Chance to Shine Foundation Ltd's charitable programmes that do not apply to specific charitable activities. This fund can be used to cover costs of any of the charity's existing programmes.

The Chance to Shine Schools restricted fund represents income and costs restricted to the Chance to Shine Schools programme. £469,000 was transferred from unrestricted funds to cover costs on the programme.

The Chance to Shine Street restricted fund represents income and costs restricted to the Chance to Shine Street programme. £369,000 was transferred from unrestricted funds to cover costs on the programme.

The Digital Portal (Fidelity) restricted fund represents funding from the Fidelity Foundation restricted to developing the Chance to Shine Digital Portal.

The Primary Schools (ECB) restricted fund is funding from the England and Wales Cricket Board restricted to the primary school part of the Chance to Shine Schools programme.

The Street (ECB) restricted fund is funding from the England and Wales Cricket Board restricted to the Chance to Shine Street programme.

The Street (Sport England) restricted fund is Lottery funding which is restricted to the Chance to Shine Street programme.

17 Analysis of net assets between funds

	Unrestricted funds £'000	Designated funds £'000	Restricted funds £'000	Total funds £'000
Funds balance at 30 September 2025 are represented by:				
- Net assets	3,417	1,070	392	4,879
	<u>3,417</u>	<u>1,070</u>	<u>392</u>	<u>4,879</u>
	Unrestricted funds £'000	Designated funds £'000	Restricted funds £'000	Total funds £'000
Funds balance at 30 September 2024 are represented by:				
- Net assets	3,135	1,417	810	5,362
	<u>3,135</u>	<u>1,417</u>	<u>810</u>	<u>5,362</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2025**
18 Taxation

The Company is a registered charity and is entitled to the exemptions from tax afforded by sections 505 ICTA and 256 TCGA 1992 as far as its income and gains are applied for charitable purposes.

19 Related party transactions

There were no related party payments during the period (2023/24: £35,498 to Youth Sport Trust and £375,067 to Surrey County Cricket Club Limited).

The total amount of donations received from Trustees in the year was £12,517 (2023/24: £31,755).

20 Operating lease commitments payable as a lessee

	Property	
	2025	2024
	£'000	£'000
Less than one year	41	-
	41	-

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2025**
**21 COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 30 SEPTEMBER 2024**

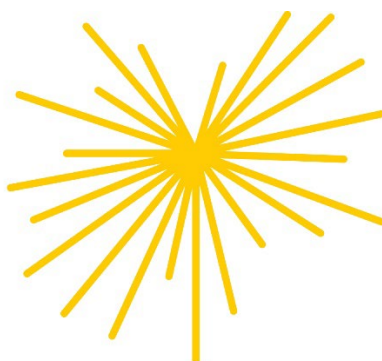
	Unrestricted Funds £'000	Restricted Funds £'000	2023/24 Total Funds £'000
Income from:			
Donations and grants	941	5,114	6,055
Activities for raising funds	303	-	303
Investment income	111	-	111
Total income	1,355	5,114	6,469
Expenditure on:			
Raising funds			
Costs of generating voluntary income	305	623	928
Fundraising trading	226	-	226
Charitable activities	307	5,982	6,289
Total resources expended	838	6,605	7,443
Reserves transfer	(1,133)	1,133	-
Net movement in funds	(616)	(358)	(974)
Fund balance brought forward at 1 October 2023	4,552	810	5,362
Fund balance carried forward at 30 September 2024	4,552	810	5,362

CHANCE TO SHINE FOUNDATION LTD

England & Wales - Charity number 1123385

Accounts

Company Registration No: 06441426
Charity Registration No: 1123385



CHANCE TO SHINE

Inspiring young people through cricket

CHANCE TO SHINE FOUNDATION LTD

A charitable company limited by guarantee

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2024

CONTENTS	Page
Legal and administrative information	3
Trustee Directors' report	4 to 22
Independent auditors' report	23 to 26
Consolidated statement of financial activities	27
Consolidated balance sheet	28
Cash flow statement	29
Notes to the accounts	30 to 43

CHANCE TO SHINE FOUNDATION LTD

LEGAL AND ADMINISTRATIVE INFORMATION - year ended 30 September 2024

Status

The organisation is a charitable company limited by guarantee, incorporated on 30 November 2007.

Governing Document

The company was established under Memorandum and Articles which established the objects and powers of the charitable company as amended by Special Resolution on 29 January 2018.

Trustee Directors:

Dana Abdulkarim
Amit Aggarwal (appointed 31 January 2024)
Sir Daniel Alexander (resigned 15 September 2024)
Emma Bernstein (appointed 31 January 2024)
Steve Davies (appointed 31 January 2024)
Sharon Hague (appointed 16 July 2024)
Sir Mark Harford
William Lawes
Douglas McAllister (resigned 21 April 2024)
Eoin Morgan CBE
Sophie O'Connor (resigned 15 September 2024)
Alison Oliver (resigned 30 April 2024)
Bilal Raja (appointed 31 January 2024)
Tim Score (Chair)
Kriti Sharma
David Walker (appointed 31 January 2024)

Chief Executive: Kate Stephens (appointed 30 September 2024)

Key Management Personnel: Vanessa Greene, Ross Jeavons, Steve Peyman, Nicholas Platt

President: Lord King of Lothbury KG GBE FBA

Vice-Presidents: Mark Nicholas, Sir Tim Rice, in memory of Duncan Fearnley

Honorary Life Vice-President: Sir Donald Brydon

Honorary Vice-Presidents: Graham Able, Nick Anstee, Adrian Beecroft, John Dodge, Simon Dyson, Charlotte Edwards CBE, Peter Gale, Garri Jones, Wasim Khan MBE, Judy Knappett, Tim O'Gorman, Russell Perry, Ebony Rainford-Brent MBE, Caspar Rock, Mike Soper, Oliver Stocken CBE, Luke Swanson

Company registration number: 06441426 (Registered in England & Wales)

Charity registration number: 1123385 (Registered in England & Wales)

Registered Office: The Kia Oval
London
SE11 5SW

Secretary: MSP Corporate Services Limited
27-28 Eastcastle Street
London W1W 8DH

Auditors: Sayer Vincent LLP
110 Golden Lane
London, EC1Y 0TG

Bankers: Barclays Bank Plc
Swiss Cottage
St John's Wood
London NW8 9TJ

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2024

The Trustee Directors present the annual report and financial statements of the Company for the year ended 30 September 2024.

1) OBJECTIVES AND ACTIVITIES

In planning the objectives and activities for the period, the Trustee Directors considered the Charity Commission's guidance on public benefit, in particular the guidance regarding public benefit from the advancement of education and of amateur sport.

In 2023 we refreshed our vision to ensure it is relevant and related to our new strategy:

We want all young people to have the opportunity to play, learn and develop through cricket. We will help them learn a love of the game and to find a sense of belonging through the sport; developing their wider wellbeing and life skills to help them fulfil their potential.

We aim to achieve our vision by providing opportunities through our two core programmes: Chance to Shine Schools and Chance to Shine Street.

We focus on four outcomes for children; Physical Wellbeing, Mental Wellbeing, Personal Development and Social Wellbeing.

Our programmes are designed to help children and schools, concentrating on the outcomes above. Six key components sit at the heart of our work; INSPIRE, PLAY, LEARN & DEVELOP, TEACH & TRAIN, COMPETE, PROGRESS.

To understand our impact, in addition to the outcomes for children and young people listed above, we measure programme outputs; who takes part in our programmes, how they engage and whether cricket is being sustained in schools, clubs and communities.

In order to deliver our programmes and achieve these outcomes for children and young people we work in close partnership with the England and Wales Cricket Board (ECB) and multiple delivery partners including: all 39 County Cricket Board (CCBs) in England and Wales, Cricket Scotland and StreetGames. In doing so, we provide professional cricket coaching, teacher training, competition and links to community settings in state primary and secondary schools.

Our community cricket programme, CTS Street, brings the sport to thousands more young people in disadvantaged areas. Delivered through CCBs, StreetGames and other partners, it uses the game to increase aspiration, develop life skills, promote social cohesion and provides additional support for areas such as crime prevention in some of the most disadvantaged areas of the country.

Across Schools and Street, the role of delivery partners is to develop and deliver activities that best meet local needs while meeting Chance to Shine Foundation Ltd's charitable objectives. CTS provides grant funding to CCBs and other delivery partners to support the delivery of their programmes.

Our programmes have been designed to develop sustainable cricket cultures in schools and communities. Structured programmes of coaching, competition and teacher development are delivered by qualified coaches who are recruited and managed by CCBs.

2) ACHIEVEMENTS AND PERFORMANCE

Across the year Chance to Shine delivered to **626,863** children and young people in Schools and Street projects.

DELIVERING AGAINST OUR OBJECTIVES

From September 2023 to August 2024, **626,863** children and young people took part in a Chance to Shine programme (**50% girls**) in **4,499** schools - **4,278** primary and special schools, **221** secondary schools, as well as **274** Street projects.

Primary Schools

598,821 children took part in Chance to Shine programmes in **4,278** primary and special schools which exceeded our planned number of 522,177 children. **1,803** schools (42%) had a higher than national average proportion of pupils eligible for Free School Meals, with **794** schools having a very high proportion (40%+ pupils) eligible for FSM.

Here is a breakdown of delivery against our two offers delivered in Primary Schools:

	Whole School Programme		Cricket Engagement Day	
	Planned	Actual	Planned	Actual
Schools	2,282	*2,646	2,296	*1,632
Schools with higher than average % FSM pupils	1,256	*1,323 (50%)	482	*480 (29%)
Children	251,064	322,760	271,113	276,061
• Boys		166,275 (52%)		139,084 (50%)
• Girls		156,485 (48%)		136,977 (50%)

* To note, this is a unique number of schools that received a Play session

Whole School Programme (WSP): half-term of cricket aimed at building teacher confidence and whole child development with a clear pathway to community sport.

Cricket Engagement Day (ED): a single day in schools aimed at connecting to community programmes and inducting new schools for future involvement with a Whole School Programme.

During 2023-24, CTS accessed the second of 2 years of extended funding from ECB as part of their 'Youth Strategy' investment plus a further £40,000 to support kit provision and coach mentoring. This funding was to build upon existing delivery in schools where 40%+ pupils access Free School Meals. 3 new delivery partners (alongside 18 existing) accessed this funding, which aimed to support **391** schools.

Within the Primary Schools Programme we reached 116% of schools for Whole School Programmes and 71% for Cricket Engagement Days. Priority was given to the delivery of WSPs, as we know WSP return the greatest impact on the lives of children and the school.

Inter Schools Competition is also a key component of the Primary Schools Programme. Across all CTS funded Inter-School Competitions (which included Skills Festivals & Dynamos Schools), **103,254** children took part. Our portal also captured a further **16,769** children through ECB funded activity.

Coach Training

- **Schools**

The 2023-24 academic year focussed on embedding principles of the Primary Schools Coach Training Programme, once again delivered in partnership with Youth Sports Trust (YST) as well as introducing our network to two key areas being supported by Sport England: *Physical Literacy* & *PlayTheirWay*.

Year three of the 'Train the Trainer' programme was attended by **32 tutors** across the national network. A further **62** new coaches received support from the CTS & YST tutor team across **4 regionally delivered courses**. During January and February, a set of four regionally based refresher training courses on Girls Secondary & Primary were delivered, with over **150 attendances across the 8 days**.

- **Street**

We're excited to share that we've successfully delivered a total of **8 Street two-day courses** across the country, training over **200** Street coaches. This was made possible through our partnership with Street Games, who helped cover key topics like managing challenging behaviour and ACES. The feedback has been overwhelmingly positive, with 100% of coaches saying they'd recommend the course to others.

Girls Secondary School Programme

Now in its sixth year, this programme aims to develop leadership skills and introduce cricket to new participants. We managed to reach **221** schools, versus our target of 200. In total, **18,278** girls attended taster sessions, **7,037** leaders were trained and **1,692** girls attended extra-curricular clubs.

For this academic year, we offered counties some flexibility in their delivery model which supported an increase of leaders being trained within curriculum lessons as well as the introduction of 'Street Engagement Days' which aimed to provide a greater localised connection between secondary and Street.

Chance to Compete Outdoor Competition

In 2024 marked the third year of delivering Chance to Compete in collaboration with the eight Regional Teams. Although Summer 2024 was a challenging year given a few cancelled events due to the weather, we were still able to build on previous successful years in 2022 and 2023;

- Further developing the relationships with the eight Regional Development Centres.
- Delivering a programme of Chance to Compete events for Girls (including County & Regional Finals).
- Making Girls Regional Finals more inspiring/memorable events for participants, teachers and schools through venue selection, branding, comms coverage and ambassador presence.
- Growing the Year 7 Mixed County Final offer with more Delivery Partners, schools and participants involved in 2024.

Across all CCB level events, which were predominantly Girls U13 & U15 (funded through the Girls Secondary Leadership Programme) a total of **11,894** participants took part in competition. The participant figures under Year 7 Mixed County Finals (below) are additional to this figure.

Girls Regional Finals:

- 10 completed events (5 x U13 / 5 x U15); all were linked to Regional Development Centres
- 6 cancelled events – due to adverse weather conditions
- Teams at Regional Finals – 29 (U13) / 30 (U15)
- Matches Played at Regional Finals – 62 (U13) / 60 (U15)
- Participants (approx.) – 531 (based on 9 participants per team)

Year 7 Mixed County Finals

- 17 County Boards submitted a proposal to deliver festivals. Finals numbers;
- Schools – 195
- Teams – 204
- Participants – 1925

Chance to Compete Indoor Competition

In 2024, seven delivery partners successfully delivered **14 Chance to Compete Indoor Tape ball competitions** across the Midlands (7 – U13 and 7 U15) with over **200 young people** from state secondary schools participating. Among the participants, 90% had prior experience with some form of competitive cricket. The response has been positive, with an average score of 8.5 out of 10. Only three participants expressed that they wouldn't want to participate again, while many others appreciated the quick, competitive, and enjoyable nature of the events that can be completed in a day.

30 teachers gave feedback, with 97% giving an average score of 9.1 out of 10. The event offered a competitive environment and helped children build confidence and develop other life skills. Some Delivery partners and teachers suggested reviewing certain rules and formats.

This pilot programme has the potential to fill a gap in the Secondary school competition framework and could significantly expand over time to regional and national levels.

Cricket Scotland

In 2023/24, Cricket Scotland have delivered CTS's Whole School Programme in 17 schools in Aberdeenshire and Edinburgh, whilst promoting out of school opportunities via two Street Clubs; Aberdeen City and Wester Hailes in Edinburgh.

Looking ahead to 2024/25 - Cricket Scotland took part in CtS' thorough planning process and created an ambitious yet achievable plan to deliver a growth in programmes. Cricket Scotland intends to deliver 28 Whole School Programmes (10 in Aberdeenshire, 11 in Edinburgh, 4 in Paisley and 3 in Dundee), and to offer out of school opportunities for participants in the form of four Street Clubs (the existing clubs at Wester Hailes in Edinburgh and Aberdeen City, as well as new clubs in Paisley and Dundee) and other community offers (Wicketz, MCC Foundation, etc). Cricket Scotland also intends to connect the Girls Leadership Programme, by delivering the programme in two Secondary Schools (one in Edinburgh and one in Aberdeen).

Hospital Schools

Chance to Shine deliver cricket sessions for children aged 5 to 18 in four London hospital schools: The Children's Hospital at Great Ormond Street, Evelina Children's Hospital at St Thomas's, The Teenage Cancer Unit at The Royal Marsden Hospital and The Lavender Walk Adolescent Mental Health Unit at Chelsea and Westminster Hospital.

Coaches from our delivery partner, Capital Kids Cricket, run a 36-week cricket themed programme during school hours. It aims to support children's wellbeing by having fun, playing with others and being physically active to the best of their ability.

National Cricket Week (NCW)

In 2024, NCW took place 17th June – 21st June, coinciding with National School Sport Week. Activity was slightly scaled down this year, with 3 flagship events taking place rather than the usual 5. However, we were able to make the most of each of these days with three memorable occasions:

- The week started with our annual MCC Open Day at Lord's with an assembly and activity on the outfield, alongside a number of engaging sessions for the over 300 children (including the ever popular, Drumba). The event was supported by England Women's Captain, Heather Knight and Men's T20I player and former CtS Coach, Richard Gleeson.
- Our reigning CtS Street Young Adults champions, Easton (Bristol) took on a team of cricket media and influencers in a game of Street20.
- We officially launched our brand new animation, 'Charlie the Confident Cricketer' alongside the supporting resource for Early Years Foundation Stage children called 'Here Come the Bright Sparks' with a special session in Birmingham with England Women's fast bowler and Tailender, Issy Wong. The animation of Charlie is voiced by England star Kate Cross!

Chance to Shine Open Days

• MCC:

In July 2024, Chance to Shine and MCC welcomed **16 schools** and **450 children** from around the country to Lord's for a celebratory open day. A mass assembly started the day and highlighted cricket's ability to inspire, engage and change lives. The children had the opportunity to play matches on the outfield, explore the history of the ground with an expert guided tour and work on their skills in the indoor centre. Additionally, the children participated in a fun and energetic drumming and movement session led by Drumba which was very well received.

• Gloucester County Cricket Club and Gloucestershire Cricket Foundation:

In June 2024, Chance to Shine partnered with GCCC and GCF to deliver a fantastic community day for schools from Gloucestershire and Wiltshire. **Twelve Schools** and **300 Children** enjoyed a full day of cricket themed activity with the highlight being meeting and receiving coaching from the stars of Gloucestershire and Western Storm.

Street Programme

This year, our focus has shifted towards sustaining and growing the 320 Street clubs we have planned. We're ensuring each club is integrated into its local community, with place-based plans that connect clubs to nearby schools and community initiatives, maximizing their impact.

From Sept 23 – Aug 2024, **9,764** young people (compared to 7,335 planned) were engaged across **274** (296 planned) Street Clubs (232 Youth, of which 36 were Girls Only, and 42 Young Adult) – **74%** of young people were from ethnically diverse communities. **96%** of participants told us that they feel like they belong at their Street project from our most recent survey.

We continue to collaborate with charity partners and the ECB to align our missions and expand access to cricket for young people in deprived areas across England, Scotland, and Wales. These connections are critical as we work to provide free, local opportunities and ensure that our Street clubs offer more than just a place to play—they are vital community hubs.

Additionally, we've expanded our focus to support talented players, funding masterclasses days with county high-performance coaches, engaging refugee communities and growing the Street Leaders course. These initiatives, initially piloted through designated funds, have shown great success and are now being scaled across the network to drive meaningful change.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2024

Street Regional & National Finals

This year's Street Finals were our biggest and best yet, with an incredible atmosphere and some standout highlights. The competitions featured an all-female officiating team for the girls' finals day, a first for us, adding to the sense of occasion and progress. We also welcomed an Afghan refugee team from Clayton, competing for the very first time—a powerful moment that underscored the inclusivity and impact of the Street programme.

Across the regionals, we saw **11 competitions** with **70 teams** playing 260 matches and involving over **700 participants**. The national finals were equally impressive, with **5 competitions** featuring **50 teams**, 228 matches, and **400 participants**. Altogether, this year's Street competitions saw more teams and participants than ever before, showcasing the growing reach and success of the programme.

Lead your Ship

In 2023/24, more than **150 young people** across 13 schools in the West Midlands took part in the Lead Your Ship Programme. The partnership with TSA has been successful over the years, pointing to the value of initiatives to empower young people. However, we are refocusing on delivery more directly aligned with our core strategy. Therefore, this will be the final year of the Programme.

The programme gives pupils at risk of exclusion or involvement in criminal activity a safe space to learn about valuable topics and reap the benefits of sport on their wellbeing. Teachers often discussed the context of violence surrounding their schools and the difficulty in empowering pupils to see their future in a positive light. Many participants are disengaged from school and do not feel supported to take their education seriously, resulting in poor attendance and behaviour.

Many of the young people attending these schools are surrounded by an economically disadvantaged context. At least 9 schools had a higher than national average proportion of pupils eligible for FSM. The Programme connected them to one another, combining the power of workshops and sport, and encouraged them to practice what they learned.

This year included a memorable graduation day at Alexandra Stadium in April, as young people were invited to spend the day together to showcase what they learned. **12 of the 13 schools took part, bringing along 150 young people.** The exciting day marked a powerful conclusion to the programme.

Youth Advisory Board

This year, the Youth Advisory Board consisted of 16 talented young members in their second year of service. They participated in monthly online meetings, gaining insights into our charity, learning about the roles of various teams, sharing their experiences in workshops on school operations, competition planning, and impact and evaluation. They also provided feedback on surveys and pilot projects.

In line with our goal to involve the Youth Advisory Board in multiple aspects of our work, some members embraced opportunities to volunteer at key events, including the MCC School Open Day, Chance to Compete, the World Cup Launch Dinner, Chance to Dine, and the National Street Finals. Additionally, members presented to the Board of Trustees and represented Chance to Shine at Delivery Partner Planning Presentations, ECB's Big Cricket Conversation, and the School Sports & Activity Sector Partnership Summit. We were also pleased to appoint Bilal Raja, a former participant in our Chance to Shine Street programmes, to our Trustee Board in February 2024 which will help ensure the youth voice is understood.

In August, the Youth Advisory Board gathered for a leadership day, where they honed their skills through a drama and improvisation workshop led by the Spontaneity Shop. Later, they took on the role of Operations Managers, analyzing funding decisions for delivery partners based on planning presentations. The day concluded with the members attending a Hundred match at the Oval, where they engaged with members of our Finance and Fundraising teams. They also attended the CTS Awards Dinner in November.

Looking ahead, we are preparing for a new cohort of the Youth Advisory Board, set to begin in January 2025. This will incorporate feedback from current members and insights from other organisations' Youth Boards. We are also exploring ways to integrate more Youth Voice into our activities and considering offering current members the chance to continue as mentors, enhancing both their experience and that of the new cohort.

OUR IMPACT

In 2023/24 we used various approaches to understand the experience and impact of our programmes and identify what young people need to feel included when they play cricket. We carried out surveys, focus groups and interviews with 2,478* teachers, 6,392** young people and 531 parents.

* Please note that this number reflects the total number of survey responses from teachers, and some teachers may have participated in multiple surveys for different projects.

** Please note that this number reflects the total number of survey responses from young people and some have participated in multiple surveys, e.g. start and end surveys.

Creating Opportunities to Play

CTS has played an important role in providing fun and inclusive spaces for children to play cricket. We target areas where children have fewer opportunities to play regularly in their community - for example, 42% of primary schools that took part this year have a higher than national average proportion of pupils eligible for Free School Meals.

The majority of children surveyed agreed they felt included (86%) and happy (89%) during CTS sessions. Almost all agreed their coach was kind (92%) and fair (87%). 87% of primary teachers surveyed reported that they would recommend Chance to Shine a friend or colleague. Teachers praised the variety of activities and games used by coaches during the sessions to keep the children engaged and motivated. Many reported that children have learned a lot about cricket, developed their skills, and enjoyed the sessions.

Physical Wellbeing

Sport England's Active Lives research highlights that positive attitudes are a powerful predictor of activity levels, with individuals holding more positive attitudes being more likely to engage in regular physical activity. The feedback we receive from teachers confirms that CTS sessions positively influenced pupil physical wellbeing. 92% of teachers reported that the sessions engaged those less likely to be physically active or play sport outside of school while 98% agreed the pupils developed their fundamental movement skills such as throwing, catching through playing at the sessions. Additionally, 94% noted a positive impact on pupil confidence in being active.

Personal, Mental and Social Wellbeing

Based on the feedback we got through surveying parents of young people playing cricket at Street clubs, the majority of parents agreed that the programme supported their children's happiness (75%), confidence (70%), self-belief (70%) and teamwork skills (69%).

When parents were asked to share whether the sessions were inclusive and how Street has impacted their children, they mentioned excellent coaching, a positive environment and a sense of community. One parent said sessions are engaging and support their children's overall development: 'The coaches quickly build a rapport with the children. They are amazing role models who take the time to know your child. They communicate effectively, praise and encourage them all. Being treated as an equal is important and Chance to Shine have helped my child's confidence.'

Nearly all teachers surveyed said sessions were active (98%), inclusive (97%) and fun (97%). In particular, they agreed the programme made a positive impact on their pupils' communication (88%), teamwork (93%), confidence (96%) and leadership (80%) skills.

They highlighted the power of inclusion, with one teacher explaining: 'It is a more level playing field than lots of PE lessons. Starting small with something they can all do engages them in the 'idea' of cricket and lowers the barrier to entry.' Another teacher added: 'The teamwork aspect was very important. Children had an opportunity to share ideas. All were included and valued, and praised for effort whatever their skill level.'

Given the new strategy's endeavour to promote connectivity across our cricket offer, we have begun new pieces of research, both internal and external, to evaluate the sustainability of our programmes. We have commissioned Sheffield Hallam University to conduct independent, academic research about Street Clubs around the country and what various communities identify as the most important factor in ensuring their success. We expect to receive and share the findings of this project in early 2025.

We are also exploring the sustainability of our programmes by interviewing teachers, from those who have only connected with us by signing up to the Portal to those who have received delivery in some way. The aim is to understand what happens to cricket in schools after delivery, both in the immediate and longer-term. This research is part of a wider, evolving approach in the I&E team to connect our data and illustrate a more holistic picture of Chance to Shine, the work we are doing well and what we could do better.

COMMUNICATIONS

2023/24 saw a number of developments across our communications and digital strands:

Website Development

Chancetoshine.org was rebuilt and launched in April, migrating to the WordPress platform. The content management system brings many new benefits, improving design capabilities, ease of use and accessibility. As an open-source platform, WordPress also allows for greater potential to add additional functionality to the site at low cost. This allowed for the creation of a digitised and mobile responsive version of our Impact Report for the first time.

Chance to Shine Portal

A core focus was placed on stabilising the platform, in particular bedding in a new Salesforce Partner in Time Technology. Core pieces of work have included developing an online Street registration process, allowing each delivery partner to digitise the way in which parents sign their children up to their nearest Street club. There has also been a series of development works on the financial side of the Portal, in particular isolating and fixing an issue that was leading to mis-calculated financial tracking for a small number of delivery partners.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2024

Media Outreach

Targeted outreach to PA Media journalist Rory Dollard led to [a substantial feature in The Independent in January](#), highlighting the barriers facing young people in state schools and underserved areas when entering the talent pathway.

Working together with the Communications team at the ECB, we were able to obtain substantial media coverage of Ben Stokes' visit to Hawthorn Primary School in Newcastle in June. Coverage was included during Sky Sports' lunchbreak during the West Indies test, as well as on BBC Two during the Hundred. In addition, there was substantial interest from regional media – including ITV Tyne Tees and the Newcastle Chronicle.

July saw the celebration of our 7 millionth child, Theo Smith from Mayflower Academy in Plymouth. The milestone was mentioned on Test Match Special, whilst Theo and Ross Jeavons were also featured live on BBC Radio Devon on the morning of the celebration.

Throughout the year there was a concerted focus on partnership media activation, including live Sky Sports News features with Dawid Malan at both Yorkshire Tea (Regional Finals) and Sure (National Street Finals) events. BBC Look North also covered Yorkshire Tea's activation in Bradford, whilst Sure's support of the National Street Finals was mentioned in Wisden Cricket Monthly and The Telegraph.

Wider Content Production and Support

The team again led on video production and content support for both the Chance to Shine Awards and Chance to Dine, both of which are now produced in house having previously been outsourced to production agencies. A series of videos were also produced as part of our activation of Sure, namely four 'Bring the Heat' challenges – filmed with ambassadors at the Nationals Street Finals and developed for a social media audience.

Audience Research

Through pro-bono support from business consultancy Clarasys, as well as working with ECB to insert questions into playing/volunteering surveys – we have been able to develop profiles of cricket fans to help support our strategic goal of reaching 50% awareness amongst the group by 2028. This includes data from over 10,000 people actively involved in the game – outlining their social media habits and their most commonly accessed outlets across print, broadcast and online. This will form a basis for a renewed content and channel strategy, in line with the recruitment of a Communications Assistant.

FUNDRAISING

CTS undertakes fundraising activity to its supporters via fundraising events and dinners, individual giving including appeal letters, email and telephone. In addition, funds are raised from trusts & foundations and corporate partnerships.

Chance to Shine Foundation Ltd is registered with the Fundraising Regulator and adheres to its Code of Fundraising Practice and its associated rulebooks for fundraising activities. Additional guidance and information are sought from the Institute of Fundraising to inform best practice.

CTS is compliant with the UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018 and will only contact prospective and existing supporters in line with its Privacy Policy which can be viewed in full at www.chancetoshine.org/privacy.

CTS recognises the importance of protecting our vulnerable supporters and follows the guidance issued by the Institute of Fundraising and the Fundraising Regulator on treating donors fairly. CTS supports its staff who encounter supporters to provide high quality customer care, ensuring anyone donating to the charity is in a position to make a free and informed decision.

CTS welcomes feedback on its fundraising activities and has a complaint policy which outlines how the charity will react should a complaint be received regarding its fundraising methods. CTS received no complaints during the year.

During the financial year, Chance to Shine Foundation Ltd received total income of £6.469m. £3.524m of that was funding received from the England and Wales Cricket Board (ECB). £3.149m of this was for the Primary School programme and £0.375m was for the Street Programme.

Sport England gave £0.985m towards the Street programme.

The remaining £1.960m came from a combination of individuals, corporate donations, sponsorship agreements, fundraising events, trusts and foundations and investment income.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2024

DIVERSITY

In line with the Code for Sports Governance, CTS continues to place great importance and focus on diversity and inclusion. Our Diversity policy can be found on our website (www.chancetoshine.org/governance), it includes our commitment to diversity targets.

In 2022 the charity developed an Equality, Diversity & Inclusion strategy which focuses on three key areas:

1. Removing barriers to taking part in cricket
2. Reflecting the diversity of the young people and communities we work with
3. Fostering environments where everyone can thrive, feel they belong and be themselves

These sit across all of Chance to Shine's work, which falls into three categories: Programmes: schools and Street clubs, the young people, teachers and communities taking part; People: staff, trustees, partners, coaches and supporters who help us achieve our outcomes; Processes: our 'back of house', everything from HR and data to our insight and governance.

In 2023/24 the charity continued our commitment towards this important piece of work by:

- Continue to develop and be steered by the Chance to Shine Youth Advisory Board, who advise and shape our work with young people, schools and communities.
- Pilot and learn from Street clubs to support young refugees and entitled persons – twelve weeks of a Chance to Shine programme on site, learning resources in a range of languages, and connecting to year-round Street clubs.
- Develop plans to establish a Women and Girls Think Tank – recruiting women working as Chance to Shine coaches at Street clubs to support insight needed to grow the girls' focused Street clubs.
- Fundraise to recruit a Leadership and Coach Manager who works with target groups (e.g. young people living in areas of economic disadvantage, women and girls, ethnically diverse communities) to grow and diversify the coaching workforce.
- Continue to focus on evidence-based decision making by collecting high quality programme monitoring data and carrying out research with thousands of young people, teachers and parents to understand who takes part in Chance to Shine and reflect upon who is less likely to take part and why.
- Continue to work with an EDI steering group made-up of staff across Chance to Shine.
- Review Chance to Shine recruitment practices, collecting and analysing applicant data to assess whether our roles are reaching diverse applicants.

Diversity of participation and equality is of huge importance to Chance to Shine. 50% of all participants are girls and 74% of Chance to Shine Street participants are from ethnically diverse communities. Our programmes aim to support all young people to benefit from cricket.

3) FINANCIAL REVIEW

The financial statements included with this report consolidate the results of the Company and its wholly-owned trading subsidiary Chance to Shine Enterprises Limited and have been prepared on a going concern basis. A separate statement of financial activities and income and expenditure account is not presented for the Company itself following the exemptions afforded by Section 408 of the Companies Act 2006.

During the year a total of £6.469m was raised from all sources (2022/23: £7.143m). Of this, £0.303m was raised from commercial activities and fundraising events which is a decrease on the previous year when £0.489m was raised. It has been a challenging year for sponsorship income, in line with wider sector trends, however we have had another successful year of events. Related fundraising trading costs for the year have also decreased to £0.226m compared to £0.329m in 2022/23.

Voluntary income decreased from £6,608m in 2022/23 to £6,055m in 2023/24. The ECB grant recognised in the period was £3.524m (2022/23: £3.840m) comprising £0.649m of Youth Strategy investment in addition to the £2.5m contribution to our Primary Schools programme and also a £0.375m grant towards our Street programme. There was an additional £0.5m of match funding received from the ECB in 2023/24 that was accrued in 2022/23 due to being based on achieving our fundraising targets in 2022/23. From 2024/25 this additional funding has been incorporated into the core grant from the ECB and therefore not accrued at year end.

Sport England funding towards our Street programme continued at £0.985m (2022/23: £0.985m). Excluding Sport England and the ECB, other voluntary income for the year finished at £1.546m compared to £1.783m in 2022/23.

The organisation's costs of generating this voluntary income rose slightly from £0.913m in 2022/23 to £0.928m.

Charitable activity costs increased to £6.289m (2022/23: £5.815m) following the increased investment in our programmes by the ECB.

Governance costs decreased to £0.057m (2022/23: £0.097m) as a result of some probono support in recruiting the new Chair which was recognised in donated services in the prior year.

Overall, Chance to Shine Foundation Ltd had a deficit of £0.974m for the year (2022/23: £0.086m surplus) which was within the budgeted deficit for the same period of £1.5m.

There was a net cash inflow for the year of £0.016m versus a £0.048m outflow in 2022/23.

The Trustee Directors seek to ensure that funds raised are spent effectively for all its charitable activities, monitoring a range of metrics including the following:

1. Costs of generating funds as a % of incoming resources from generated funds: **18%** (2022/23: **18%**)

A measure of the total costs of fundraising activity as a percentage of the total income generated, excluding investment income. This encompasses all forms of voluntary, commercial and event-based fundraising.

2. Charitable activities costs as a % of total resources expended: **84%** (2022/23: **82%**)

A measure of the expenditure on the charitable programmes of Chance to Shine Foundation Ltd as a proportion of total expenditure.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2024

3. Support costs as a % of charitable activity costs: 15% (2022/23: 14%)

A measure of the costs of the Operations management team and allocated overheads (support costs) as a percentage of the total charitable expenditure on Chance to Shine Foundation Ltd's programmes.

RESERVES POLICY

The Trustees recognise the importance of retaining sufficient reserves to maintain adequate working capital to cover unforeseen costs, uncertainty over future income, short term cash deficits and to invest in the development of the charity.

In 2024 the Trustees reviewed the reserves policy, taking into account planned deficits as the charity embarks on the next phase of its strategic plan. The Trustees aim to hold equivalent free reserves to maintain business continuity for one year, including related administration costs, as well as sufficient funds for an orderly winding up of the charity. An orderly winding up of the charity includes any redundancy costs and 6 months of necessary administrative costs.

The target free reserves after any designations at 30 September 2024 is £3.1m.

At the end of the year reserves totalled £5.362m, of which restricted funds were £0.81m. In September 2024 the Trustees agreed to designate a further £0.5m bringing the total designated funds at the end of the year to £1.417m to invest in the next phase of the strategic plan to 2028. This leaves £3.135m of general unrestricted funds which the Trustees are free to use in accordance with the Company's charitable objectives and is in line with the target.

The Trustees agree that the current level of reserves is appropriate for the short term in light of the planned deficit for the next phase of investment in the strategic plan. In 2024/25 it is anticipated that £0.7m of the designated fund will be spent on the next year of our strategic plan to 2028 and a further budgeted deficit of £0.1m coming from a combination of restricted and unrestricted funds.

INVESTMENT POLICY

Investments are made according to an agreed policy that enables surplus cash (above that required for the following three months' requirements) to be invested in longer-term opportunities that balance returns with a low level of risk, most likely being fixed term cash deposits, notice accounts or bonds. Investment planning takes into account both cash balances held together with pledged and forecast income where there is a high degree of certainty of the value and timing of future receipts. In current circumstances, given the anticipated future cash requirements and the rates of return available, the investment of such surplus funds has been restricted to sterling deposits with British banks with an acceptable credit rating. A limit is applied for the maximum proportion of total funds that can be held in any one institution.

The implementation of the investment policy is overseen by the Audit & Risk Committee on behalf of the Board of Trustees. All investments held currently or at any point during the year were in the form of fixed term or notice cash deposit accounts.

4) FUTURE PLANS AND STRATEGY

In February 2024, Chance to Shine launched [Limitless Futures](#), a four year strategy that sets out our plans from 2024 - 2028. It has three key objectives:

- Providing fun and inclusive opportunities for young people to play and continue playing cricket.
- Putting impact and youth voice at the heart of our work.
- Working in partnership for young people

Success will see:

- Young people developing their wellbeing through taking part: we aim to see over 90% of young people, teachers and parents recognising a positive impact on physical, personal, mental, or social wellbeing through taking part.
- A million young people inspired and taking part in Chance to Shine each year by 2028, growing the reach of our impact
- A focus on underserved communities - we will prioritise those who have fewer opportunities (young people living in economic disadvantage and those who are inactive), removing the barriers to play.

As the strategy is an evolution of our work, in addition to continuing to develop and improve our core work, the key areas where we are looking to place new focus are: Secondary schools, Connected pathways (a place-based approach); including talent, Workforce and Youth Voice. Additionally, digital will underpin all our work, ensuring efficiency, innovation and data-led decision making.

Chance to Shine continues to seek restricted and unrestricted donations in support of its programmes from individuals, companies, trusts and foundations. It remains sincerely grateful to all such organisations and individuals for their generous support.

Particular thanks to our generous individual supporters and our corporate supporters including Sure, Yorkshire Tea, BGC, Vestey Holdings. Trusts and Foundations including The Westminster Foundation, City Bridge Trust, London Marathon Foundation, Buffini Chao Foundation, The John Armitage Charitable Trust, John Lyon's Charity, Monday Charitable Trust, The Taylor Family Foundation, Tomoro Foundation and the Stephen Gordon Catto Charitable Trust.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2024

5) REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY

Chance to Shine Foundation Ltd is a registered charity 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 governance of Chance to Shine Foundation Ltd is entrusted to the Trustees who are the Members of the Company and are also registered at Companies House as the Directors of the Company.

Bound by its Memorandum and Articles of Association, Chance to Shine Foundation Ltd is required to allocate its funding for charitable purposes in the pursuit of cricket and education. The Chair and the Trustee Directors have ensured that activities funded by the charity are in line with the Memorandum and Articles.

The two key areas eligible for funding, as established within its Memorandum of Association as objects of the charity, are:

- The organisation or provision of facilities, which will enable and encourage young persons in any part of the British Isles to play cricket.
- The organisation or provision of facilities for recreation for persons who have need of such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances.

The following are specific areas itemised in the Memorandum of Association for which funding may be awarded:

- to provide full or part-time courses for young persons and coaches.
- to promote courses for the purpose of training teachers in the coaching of cricket.
- to provide for the delivery and holding of conferences and practical demonstrations.
- to prepare training programmes and courses with education bodies.
- to lay out, equip and maintain playing fields (including non-turf pitches and practice pitches) or appropriate indoor facilities.
- to provide appropriate cricket equipment.
- to promote or organise cricket matches, competitions or tournaments.

Chance to Shine Foundation Ltd's primary activities are the Chance to Shine Schools and Chance to Shine Street programmes, details of which are on page 4.

All activities within the Chance to Shine programmes comply with one or more of the terms of reference of the Memorandum of Association.

6) STRUCTURE, GOVERNANCE AND MANAGEMENT**THE TRUSTEE DIRECTORS**

The Trustee Directors of Chance to Shine Foundation Ltd are appointed by their fellow Trustee Directors, as members of the Company, for their specific expertise in areas relevant to the charity, either in terms of cricket, business, educational, legal, financial or fundraising matters. All new Trustee Directors are made familiar with the terms of the charitable company's governing document and the objectives and aims of the charity as part of a formal induction process. Trustee Directors are assisted in fulfilment of their duties and ongoing training by colleagues with relevant expertise or by the involvement of outside experts.

Trustee Directors can be appointed to serve for periods of up to three years and can be renewed for a maximum of two additional three-year terms.

TRUSTEE DIRECTOR APPOINTMENTS AND RESIGNATIONS

Amit Aggarwal was appointed as a Trustee of Chance to Shine on 31 January 2024. Amit is an Associate Partner at More Partnership and a charity fundraising specialist.

Emma Bernstein was appointed as a Trustee of Chance to Shine on 31 January 2024. Emma is a Strategic Lead at Sport England.

Steve Davies was appointed as a Trustee of Chance to Shine on 31 January 2024. Steve is currently a Performance Coach having been a Senior UK Fund Manager at Jupiter Asset Management for 15 years.

Sharon Hague was appointed as a Trustee of Chance to Shine on 16 July 2024. Sharon is Managing Director of Pearson School Assessment and Qualifications.

Bilal Raja was appointed as a Trustee of Chance to Shine on 31 January 2024. Bilal is a Senior Internal Audit Manager at Likewise and a former participant of Chance to Shine in both his school and local Street Club. Bilal sits on the Audit & Risk Committee.

David Walker was appointed as a Trustee of Chance to Shine on 31 January 2024. David is Chief Financial Officer at British Land and took over as Chair of the Audit and Risk Committee in September 2024.

Douglas McAllister resigned as a Trustee of Chance to Shine on 21 April 2024 at the end of his maximum 9-year term.

Alison Oliver resigned as a Trustee of Chance to Shine on 30 April 2024.

Sir Daniel Alexander and Sophie O'Connor resigned as Trustees of Chance to Shine on 15 September 2024 at the end of their maximum 9-year terms.

CODE FOR SPORTS GOVERNANCE

Chance to Shine achieved compliance on 26 June 2024 with the Revised Code for Sports Governance published by UK Sport and Sport England. Compliance with the Code for Sports Governance is a requirement of Sport England funding to Chance to Shine. Chance to Shine has a dedicated governance section on our website which demonstrates our ongoing compliance with the Code. www.chancetoshine.org/governance

AUDITORS

Sayer Vincent LLP were reappointed as auditors of the Company.

TRUSTEE DIRECTOR MEETINGS, RESPONSIBILITIES AND DELEGATION

The Trustee Directors normally meet four times per year at formal Board meetings and on any other occasions as judged necessary. Trustee Directors have established a number of sub-committees and boards to advise the Board on specific areas of the Company's operations.

The Audit & Risk Committee meet at least three times during the year and its purpose is to oversee the application of internal controls, performance reporting, external audit, risk management and related matters. Sophie O'Connor chaired this committee throughout the year until David Walker took over in September 2024.

The Governance & Remuneration Committee meets biannually, and as required, and is chaired by the Chair for the Board of Trustees. It is responsible for making recommendations regarding Board membership and for the appointment of the Chief Executive. It also oversees the remuneration of all employees of Chance to Shine and is responsible for reviewing and setting key management personnel remuneration taking into account current market salaries and price indices.

The Development Board, chaired by Sir Mark Harford, is an advisory board of independent members created to assist Chance to Shine to raise funds for its ongoing and future programmes.

The County Advisory Board is an advisory board comprised of county cricket representatives which evaluates the relationship and expectations between Chance to Shine and the County Cricket network.

The Youth Advisory Board is an advisory board comprised of 16 young people aged 16-24 whose role is to ensure that the youth voice is heard in helping to shape the future of Chance to Shine's strategy, programmes and work with young people.

Each of the Trustee Committees has a documented remit that has been reviewed and agreed by the Board and can be viewed, along with current membership, on our website www.chancetoshine.org/governance

EXECUTIVE AND SENIOR MANAGEMENT

The day-to-day management of Chance to Shine Foundation Ltd is delegated to the Chief Executive, Kate Stephens. Kate joined Chance to Shine on 30 September 2024 following the resignation of Laura Cordingley after 6.5 years as Chief Executive. She is supported directly by Steve Peyman, Director of Operations; Nicholas Platt, Director of Finance & Resources; Ross Jeavons, Director of Communications & Digital; and Vanessa Greene, Director of Strategy and Fundraising.

RISK MANAGEMENT

Chance to Shine (CTS) has a formal risk management process through which the Senior Management Team identifies the major risks to which the organisation may be exposed and has ranked these by likelihood and impact, culminating in a risk control document which is updated on a regular basis. All significant risks, together with current mitigation actions, are reviewed regularly throughout the year by the Audit & Risk Committee and the Board of Trustees. The Trustees are satisfied that systems have been developed and are in place to mitigate identified risks to an acceptable level.

During the year the Senior Management Team, alongside the Audit & Risk Committee, conducted a full review of the organisation's risks. The current principal risks and uncertainties identified by the charity are in the following table:

TRUSTEES DIRECTORS' REPORT – year ended 30 September 2024

Risk identified	Action taken to mitigate risk
Racism and the reputation of cricket	Continued to deliver against our Equity, Diversity and Inclusion (EDI) Strategy. Incorporate Diversity and Inclusion Action plan into EDI strategy in line with new requirements of the Code for Sports Governance Continued EDI training for staff and wider coaching workforce
Strategy becomes mis-aligned with that of key funding partners	The development of the new strategy included consultation with ECB, County Cricket Boards and other key stakeholders. Meetings with ECB and Sport England are regularly held across the charity to discuss key strategic decisions relevant to both organisations. CTS is a key partner in ECB's new Youth Strategy supporting growth in disadvantaged areas through expanding schools and Street to support children in schools with high percentage (40%+) of children receiving Free School Meals.
Fundraising target is not reached	Continue to evolve and grow the CTS fundraising strategy in line with organisational strategy, underpinned by an annual plan with targets reviewed periodically by Trustees. Ongoing monitoring of government sport policy and potential implications for future funding for CTS.
Incident at a CTS session or event (e.g. serious injury or safeguarding)	All CTS coaches are required to have ECB CA membership that provides personal and public liability cover, Disclosure and Barring Service clearance and mandates risk assessment and safety design of sessions. Chance to Shine has a Safeguarding Children and Young People Policy which is embedded in partnership agreements with delivery partners. New staff member appointed with specific remit for Safeguarding and a designated Welfare and Safety Lead on the Board.
The quality of activities delivered is not of the standard associated with Chance to Shine's brand	Minimum quality standards are set for delivery partners in signed partnership agreements, including requirement to ensure coaches are qualified, trained and attend ECB's working in schools course. Regular feedback requested to assess programme quality, including external, independent spot checks. End of year reviews are held with Regional Managers and delivery partners to analyse quality of delivery.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2024

7) RESPONSIBILITIES

STATEMENT OF TRUSTEE DIRECTORS' RESPONSIBILITIES

The trustees (who are also directors of Chance to Shine Foundation Ltd for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company or group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

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

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 30 September 2024 was 12 (2023:10). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The directors' annual report has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

The trustees' annual report has been approved by the trustees on 30 January 2025 and signed on their behalf by

Tim Score
Director

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF CHANCE TO SHINE FOUNDATION LTD

Opinion

We have audited the financial statements of Chance to Shine Foundation Ltd (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 30 September 2024 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 group's and of the parent charitable company's affairs as at 30 September 2024 and of the group's 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
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

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 group financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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 Chance to Shine Foundation Ltd.'s ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other Information

The other information comprises the information included in the trustees' annual report, other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group 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 group 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 group financial statements themselves.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF CHANCE TO SHINE FOUNDATION LTD

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' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF CHANCE TO SHINE FOUNDATION LTD

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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the audit committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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 is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF CHANCE
TO SHINE FOUNDATION LTD**

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Jonathan Orchard (Senior statutory auditor)

6 February 2025

for and on behalf of Sayer Vincent LLP, Statutory Auditor
110 Golden Lane, LONDON, EC1Y 0TG

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 30 September 2024**

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	2023/24 Total Funds £'000	2022/23 Total Funds £'000
Income from:					
Donations, grants and legacies	2	941	5,114	6,055	6,608
Activities for raising funds	3	303	-	303	489
Investment income	5	111	-	111	46
Total income		1,355	5,114	6,469	7,143
Expenditure on:					
Raising funds					
Costs of generating voluntary income	8	305	623	928	913
Fundraising trading	8	226	-	226	329
Charitable activities	8	307	5,982	6,289	5,815
Total resources expended		838	6,605	7,443	7,057
Reserves transfer		(1,133)	1,133	-	-
Net movement in funds		(616)	(358)	(974)	86
Fund balance brought forward at 1 October 2023		5,168	1,168	6,336	6,250
Fund balance carried forward at 30 September 2024		4,552	810	5,362	6,336

The notes on pages 30 to 43 form part of these accounts.

BALANCE SHEET
AT 30 September 2024

	Notes	Group 2024 £'000	Group 2023 £'000	Company 2024 £'000	Company 2023 £'000
Tangible fixed assets					
Marketing equipment		-	2	-	2
Total fixed assets		-	2	-	2
Current assets					
Debtors	13	455	1,363	441	1,279
Bank and other cash deposits	14	5,383	5,367	5,217	5,231
Total current assets		5,838	6,730	5,658	6,510
Current liabilities					
Creditors: amounts falling due within one year	15	(476)	(396)	(374)	(326)
Total assets less current liabilities		5,362	6,336	5,284	6,186
Creditors: amounts falling due after more than one year		-	-	-	-
Total net assets		5,362	6,336	5,284	6,186
Represented by:					
Restricted funds	16	810	1,168	810	1,168
Unrestricted funds	16	3,135	3,568	3,057	3,418
Designated fund	16	1,417	1,600	1,417	1,600
Total funds		5,362	6,336	5,284	6,186

The company's result as a single entity was: income £6,346,000 and a deficit of £902,000 (2022/23: income £6,914,000 surplus £153,000).

The notes on pages 30 to 43 form part of these accounts.

The financial statements were approved and authorised for issue by the Board of Trustee Directors on 30 January 2025 and signed on their behalf by:

T Score	D Walker
Chair	Director

Company registration number: 06441426 (England and Wales)

**CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 30 September 2024**

		2023/24 £'000	2022/23 £'000
Net cash inflow/(outflow) from operating activities	C1	(95)	(94)
Investing activities			
Investment income receipts		111	46
Increase/(decrease) in cash in the year	C2	<u>16</u>	<u>(48)</u>

C1 Reconciliation of changes in resources to net inflow from operating activities

	2023/24 £'000	2022/23 £'000
Net incoming/(outgoing) resources	(974)	86
Additions to fixed assets	-	(4)
Depreciation charge	2	2
Investment income	(111)	(46)
Decrease/(increase) in debtors	908	87
Increase/(decrease) in creditors	80	(219)
Net cash inflow/(outflow) from operating activities	<u>(95)</u>	<u>(94)</u>

C2 Analysis of changes in net cash resources

	30 Sep 2023 £'000	Cash- Flow £'000	30 Sep 2024 £'000
Current accounts	<u>5,367</u>	<u>16</u>	<u>5,383</u>

The notes on pages 30 to 43 form part of these accounts.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2024**

1 Accounting policies**1.1 Basis of preparation**

The financial statements are prepared under the historical cost convention as modified to include the revaluation of investments at market value, and in accordance with the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019) and applicable accounting standards (FRS 102). The charity is a Public Benefit Entity as defined by FRS 102.

1.2 Going Concern

The trustees consider that there are no material uncertainties regarding the charity's ability to continue as a going concern. The review of our financial position, reserves level, bank balances, budgets, cash flow forecasts, future plans and assessment of risks, gives the trustees confidence the charity remains a going concern for the foreseeable future.

1.3 Critical accounting judgements and estimates

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and the reported assets, liabilities, income, expenditure and the disclosures made in the financial statements. 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.

1.4 Cash at bank and in hand

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

1.5 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

1.6 Debtors and prepayments

Delivery partner prepayments have been recognised where funding has not been spent in the period for which it was granted. Prepayments will be deducted from the next payment due.

1.7 Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

1.8 Foreign currency translation

The charities functional and presentational currency is pound sterling. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are recognised in the Statement of Financial Activities.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2024**

1.9 Group accounts

These financial statements consolidate the results of the Company and its wholly owned subsidiary Chance to Shine Enterprises Limited on a line-by-line basis. A separate statement of financial activities and income and expenditure account are not presented for the Company itself following the exemptions afforded by Section 408 of the Companies Act 2006.

1.10 Fund policy

Income declared and received for specific charitable purposes is allocated to Restricted Funds, and its use is restricted to expenditure on those purposes only. General unspecified funds received are categorised under Unrestricted Funds and spent in furtherance of the Company's objects.

1.11 Employee benefits

Short term benefits - Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Employee termination benefits - Termination benefits are accounted for on an accrual basis and in line with FRS 102.

1.12 Pensions

The Group contributes to the ECB Group Pension scheme, a defined contribution scheme, for its qualifying employees. Contributions are charged against income as they become payable.

1.13 Incoming resources

Voluntary income including donations, gifts and grants that provide core funding or are of general nature are recognised where there is entitlement, probability of receipt and the amount can be measured with sufficient reliability. Entitlement to income is considered when there is a formal and unconditional written offer. Verbal pledges are recognised when the donation is received. Income is only deferred when:

- The donor specifies that the grant or donation must only be used in future accounting periods; or
- The donor has imposed conditions which must be met before the charity has unconditional entitlement.

Gift aid and deed of covenant income resulting from membership is accounted for on a receivable basis.

Income from commercial activities is recognised on a receivable basis, according to contract or invoice. Income from fundraising events is recognised when the event has taken place, with income from auctions held at events recognised when the auctioned item has been received by the bidder.

Investment income is recognised on a receivable basis.

Legacy income is recognised at the earlier of receipt or when the charity has been notified of its entitlement, probate has been granted, and estate accounts have been provided enabling the charity to measure the value of its entitlement reliably. Where the criteria for income recognition have not been met for legacies which have been notified to the charity, the income is treated as a contingent asset and the total disclosed in the Notes to these accounts if material.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2024**

1.14 Resources expended

Expenditure is included on an accruals basis. Grants payable are charged in the year when the offer is conveyed to the recipient except in those cases where the offer is conditional and such conditions are set by the Trustees, such grants being recognised as expenditure when the conditions attaching are fulfilled. Grants are only made to institutions.

- Costs of generating funds are those costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.
- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Support costs include staff, office administration and other overhead costs of the central function and have been allocated to activities on a basis consistent with the use of resources. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis e.g. per capita or staff time.
- Governance costs include those incurred in the governance of the Group and its assets and are primarily associated with constitutional and statutory requirements.
- Donated goods and services are included both as voluntary income and as expenditure under the relevant heading in the Statement of Financial Activities, at values estimated to equal the expense saved. Voluntary income and the analysis of expenditure do not include the contribution of volunteers, or the value of discounts on purchases, unless the relevant discount clearly represents a charitable donation.
- Any part of a grant to a delivery partner which is not spent in the year for which it was granted, is accounted for as a prepayment and will be subtracted from their next grant payment.

1.15 Tangible fixed assets

Fixed assets are stated at cost less accumulated depreciation. Depreciation is provided on tangible fixed assets at rates calculated to write off the cost of each fixed asset over the estimated useful life using the following rates:

Office equipment and fixtures:	33.3% per annum
Marketing equipment:	50% per annum

Assets individually costing more than £2,000 would be subject to capitalisation under this policy.

1.16 General information

The charity is a company limited by guarantee, incorporated in England and Wales (company no. 06441426) and a charity registered in England and Wales (charity no. 1123385). Its registered address is The Kia Oval, London SE11 5SW.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2024**
2 Donations and grants

	2023/24 £'000	2022/23 £'000
Gifts, donations and grants	1,452	1,431
Legacies	1	197
Donated goods and services	9	72
Gift aid	84	83
England and Wales Cricket Board grants	3,524	3,840
Government grants – Sport England	985	985
	<u>6,055</u>	<u>6,608</u>

3 Activities for raising funds

This income in 2023/24 relates solely to revenue raised by Chance to Shine Enterprises Limited, including trading activities undertaken with commercial partners and from a number of fundraising events.

	2023/24 £'000	2022/23 £'000
Sponsorship agreements	86	91
Other commercial activities	6	5
Fundraising events	211	393
	<u>303</u>	<u>489</u>

4 Total external fundraising

Chance to Shine's annual fundraising targets are set and monitored by the Board against total external fundraising, incorporating donations, gifts, gift aid, commercial income, sponsorship income and investment income.

	2023/24 £'000	2022/23 £'000
Gifts and donations (including gift aid)	1,546	1,783
Commercial and sponsorship income	303	489
Investment income	111	46
	<u>1,960</u>	<u>2,318</u>

5 Investment Income

	2023/24 £'000	2022/23 £'000
Interest on bank and other cash deposits	111	46
	<u>111</u>	<u>46</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2024**
6 Staff costs and numbers

	2023/24	2022/23
Average number of employees	27	26
	£'000	£'000
Wages and salaries	1,236	1,227
Social security costs	136	136
Pension costs	128	134
Other staff costs	45	43
	1,545	1,540

Other staff costs comprise car lease, recruitment costs and costs of a private medical scheme.

The number of employees at 30 September 2024 was 27 and the average number of employees throughout the year was 28.

The average number of employees, expressed as Full Time Equivalents, was 27 (2022/23: 26). The table below shows these totals by activity:

	2023/24	2022/23
Charitable activities – operations management	11	10
Fundraising trading	2	2
Public relations and communications	4	4
General management, fundraising & finance	10	10
	27	26

The table below shows the number of higher paid employees with emoluments falling in the following ranges (on a full annual basis). Emoluments include salary, bonuses and taxable benefits in kind and other payments made to employees.

	2023/24 Total	2022/23 Total
£60,000 to £69,999	2	2
£70,000 to £79,999	1	1
£80,000 to £89,999	1	2
£90,000 to £99,999	-	-
£100,000 to £109,000	1	-
£110,000 to £119,000	-	1

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel of the group were £496,427 (2022/23: £607,116). All of this relates to key management personnel of the charity. The key management personnel of the group during the period are considered to be: Chief Executive, Operations Director, Director of Finance and Resources, Director of Communications and Digital and Director of Strategy and Fundraising.

Contributions in the year to the ECB defined contribution Group Pension scheme were £55,538 (2022/23: £68,888) for higher paid employees.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2024**

7 Trustee Directors' emoluments

For all other Trustees the total emoluments were £ nil (2022/23: £nil). Two trustees were reimbursed expenses during the year totalling £537 (2022/23: £nil) and there were four Trustee Board meetings during the year (2022/23: four).

8 Total resources expended

				Charitable activities					
	Basis of allocation	Voluntary income £'000	Fundraising trading £'000	Chance to Shine Schools £'000	Chance to Shine Street £'000	Other projects £'000	Governance £'000	2023/24 Total £'000	
Costs directly allocated to activities									
Shared staff costs	Staff	311	80	377	259	22	-	1,049	
Direct programme costs	Direct	-	-	3,529	1,711	83	-	5,323	
Communications	Direct	80	-	-	-	-	-	80	
Fundraising expenses	Direct	158	-	-	-	-	-	158	
Fundraising event costs	Direct	-	91	-	-	-	-	91	
Commercial activities	Direct	-	12	-	-	-	-	12	
Legal & Professional	Direct	-	-	-	-	-	3	3	
Audit fees	Direct	-	-	-	-	-	17	17	
Support costs allocated to activities									
Support staff costs	Staff	225	32	117	81	7	34	496	
Office and administration	Direct/staff	154	11	26	18	2	3	214	
		928	226	4,049	2,069	114	57	7,443	
Governance costs	Board Time	-	-	26	26	5	(57)	-	
2023/24 Total		928	226	4,075	2,095	119	-	7,443	
2022/23 Total		913	329	3,786	1,886	144	-	7,057	

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2024**

Total resources expended (cont.)

Total resources expended prior year

		Charitable activities						2022/23 Total £'000
	Basis of allocation	Voluntary income £'000	Fundraising trading £'000	Chance to Shine Schools £'000	Chance to Shine Street £'000	Other projects £'000	Governance £'000	
Costs directly allocated to activities								
Shared staff costs	Staff	388	90	317	228	21	-	1,044
Direct programme costs	Direct	-	-	3,296	1,520	105	-	4,921
Communications	Direct	45	-	-	-	-	-	45
Fundraising expenses	Direct	113	-	-	-	-	-	113
Fundraising event costs	Direct	-	187	-	-	-	-	187
Commercial activities	Direct	-	9	-	-	-	-	9
Legal & Professional	Direct	-	-	-	-	-	43	43
Audit fees	Direct	-	-	-	-	-	16	16
Support costs allocated to activities								
Support staff costs	Staff	231	35	108	78	7	37	496
Office and administration	Direct/staff	136	8	21	16	1	1	183
		913	329	3,742	1,842	134	97	7,057
Governance costs	Board Time	-	-	44	44	9	(97)	-
2022/23 Total		913	329	3,786	1,886	143	-	7,057

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2024**

9 Grants to institutions

Chance to Shine awards grants to their partners to deliver its Schools and Street programmes. All grants are made to institutions, which include all the County Cricket Boards, and no grants are made to individuals. The total of grants made to the 42 (2022/23: 41) institutions was £5,035,000 (2022/23: £5,154,000) in the following ranges:

	2023/24	2022/23
£0 to £49,999	Cambridgeshire, Cornwall, Cricket Scotland, Cumbria, Dorset, Herefordshire, Isle of Wight, Marylebone Cricket Club, Suffolk, TSA Sport & Education, Wiltshire	Isle of Wight, Herefordshire, Cricket Scotland, Cornwall, Cumbria, Dorset, Cambridgeshire, Wiltshire, Suffolk, TSA Sport & Education
£50,000 to £99,999	Buckinghamshire, Cricket East, Devon, Hertfordshire, Leicestershire, Lincolnshire, Norfolk, Northamptonshire, Nottinghamshire, Oxfordshire, Shropshire, StreetGames	Hertfordshire, Northamptonshire, Norfolk, Oxfordshire, Devon, Cricket East, Shropshire, Lincolnshire, Buckinghamshire, Nottinghamshire, StreetGames,
£100,000 to £149,999	Berkshire, Derbyshire, Durham, Hampshire, Northumberland, Somerset, Sussex, Worcestershire	Northumberland, Somerset, Leicestershire, Worcestershire, Derbyshire, Hampshire, Durham, Sussex, Gloucestershire, Berkshire
£150,000 to £199,999	Cheshire, Gloucestershire, Kent, Middlesex, Staffordshire	Cheshire, Staffordshire
£200,000 to £249,999	Essex	Kent, Essex
£250,000 to £299,999	Cricket Wales, Warwickshire, Yorkshire	Yorkshire, Warwickshire
£300,000 to £349,999	Surrey	Cricket Wales, Middlesex, Surrey
£450,000 to £500,000		Lancashire
£550,000 to £600,000	Lancashire	

10 Other costs

	2023/24	2022/23
	£'000	£'000
Auditors' remuneration – current year	15	14
- prior year	-	-
- non-audit services	1	1

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2024**
11 Tangible fixed assets – Group and Company

	Marketing equipment £'000	2024 Total £'000
Cost		
At 1 October 2023	4	4
Add: additions	-	-
Less: disposals	-	-
At 30 September 2024	<u>4</u>	<u>4</u>
Depreciation		
At 1 October 2023	2	2
Charged in the year	2	2
Disposals	-	-
At 30 September 2024	<u>4</u>	<u>4</u>
Net book value		
At 30 September 2024	-	-
At 30 September 2023	<u>-</u>	<u>-</u>

12 Subsidiary undertaking

The charity owns the whole of the issued ordinary share capital of Chance to Shine Enterprises Limited, a company registered in England. The company number is 05105487. The registered office address is The Kia Oval, London, SE11 5SW. The subsidiary is valued at the original nominal value of £1 and hence does not appear separately on the Balance Sheet.

A summary of the results of the subsidiary is shown below:

	2024 £'000	2023 £'000
Turnover	303	493
Direct costs	(103)	(201)
Gross profit	<u>200</u>	<u>292</u>
Administrative expenses	(92)	(99)
Management charge payable to parent undertaking	(35)	(46)
Operating profit	<u>73</u>	<u>147</u>
Interest receivable	5	3
Profit for the financial year	<u>78</u>	<u>150</u>
Retained earnings		
Total retained earnings brought forward at 1 October	150	217
Profit for the financial year	78	150
Distribution under Gift Aid to parent charity	(150)	(217)
Total retained earnings carried forward at 30 September	<u>78</u>	<u>150</u>
Aggregate of assets and liabilities and reserves		
Assets	195	278
Liabilities	(117)	(128)
Reserves	<u>78</u>	<u>150</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2024**
13 Debtors

	Group		Company	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Amount due from subsidiary	-	-	-	-
Voluntary income receivable	52	-	52	-
Fundraising events	3	31	-	-
Bad debt provision	-	-	-	-
Gift Aid receivable	41	46	41	46
Commercial activities	6	25	-	-
Prepayments	268	461	264	460
Accrued income	83	799	82	772
Other debtors	2	1	2	1
	<u>455</u>	<u>1,363</u>	<u>441</u>	<u>1,279</u>

Prepayments include amounts recoverable from Delivery Partner grants, due to underspend in projects of £188,000 (2022/23: £429,000) that will be offset against future funding. Accrued income in 2022/23 includes £500,000 of match funding due from the England and Wales Cricket Board as a result of private fundraising efforts during the year.

14 Bank and other cash deposits

	Group		Company	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Cash in hand	2,362	2,449	2,196	2,313
Fixed term deposit and notice accounts (< 1 year)	3,021	2,918	3,021	2,918
	<u>5,383</u>	<u>5,367</u>	<u>5,217</u>	<u>5,231</u>

15 Creditors: Amounts falling due within one year

	Group		Company	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Amount due to subsidiary	-	-	15	59
Deferred income	72	87	-	-
Taxation & social security	1	2	-	-
Trade creditors	305	225	265	209
Accruals	98	82	94	58
	<u>476</u>	<u>396</u>	<u>374</u>	<u>326</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2024**
Creditors: Amounts falling due within one year (cont.)
Deferred income analysis

	Group		Company	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Brought forward	87	128	-	-
Released in year	(66)	(103)	-	-
New deferrals	51	62	-	-
Carried forward	72	87	-	-

16 Movement in funds

	Reserves brought forward £'000	Income 2023/24 £'000	Costs 2023/24 £'000	Reserves Transfer In/(Out) £'000	Reserves Carried Forward £'000
Restricted funds					
Chance to Shine	980	-	602	-	378
Chance to Shine Schools	-	184	973	789	-
Chance to Shine Street	188	279	699	344	112
Digital Portal (Fidelity)	-	142	22	-	120
Primary Schools (ECB)	-	3,149	2,949	-	200
Street (ECB)	-	375	375	-	-
Street (Sport England)	-	985	985	-	-
	1,168	5,114	6,605	1,133	810
Unrestricted funds					
General funds	3,568	1,355	838	(950)	3,135
Designated fund	1,600	-	-	(183)	1,417
Total funds	6,336	6,469	7,443	-	5,362

Movement in funds prior year

	Reserves brought forward £'000	Income 2022/23 £'000	Costs 2022/23 £'000	Reserves Transfer In/(Out) £'000	Reserves Carried Forward £'000
Restricted funds					
Chance to Shine	1,129	5	154	-	980
Chance to Shine Schools	-	200	705	505	-
Chance to Shine Street	218	401	431	-	188
Primary Schools (ECB)	-	2,965	2,965	-	-
Street (ECB)	-	375	375	-	-
Street (Sport England)	466	985	1,451	-	-
	1,813	4,931	6,081	505	1,168
Unrestricted funds					
General funds	3,569	2,212	976	(1,237)	3,568
Designated fund	868	-	-	732	1,600
Total funds	6,250	7,143	7,057	-	6,336

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2024**
Movement in funds (cont.)

Unrestricted funds comprise those funds which the Trustees are free to use in accordance with the Company's charitable objectives. During the period £638,000 was transferred from the designated fund to support the Limitless Futures strategy (2024-2028) and in September 2024 Trustees designated a further £500,000 to invest in the next phase of the strategy (2024-2028). There was also £950,000 transferred from general funds to cover the costs restricted to the Chance to Shine Schools and Street programmes.

The Chance to Shine restricted fund consists of reserves restricted to be spent on Chance to Shine Foundation Ltd's charitable programmes that do not apply to specific charitable activities. This fund can be used to cover costs of any of the charity's existing programmes.

The Chance to Shine Schools restricted fund represents income and costs restricted to the Chance to Shine Schools programme. £789,000 was transferred from unrestricted funds to cover costs on the programme.

The Chance to Shine Street restricted fund represents income and costs restricted to the Chance to Shine Street programme. £344,000 was transferred from unrestricted funds to cover costs on the programme.

The Digital Portal (Fidelity) restricted fund represents funding from the Fidelity Foundation restricted to developing a the Chance to Shine Digital Portal.

The Primary Schools (ECB) restricted fund is funding from the England and Wales Cricket Board restricted to the primary schools part of the Chance to Shine Schools Programme.

The Street (ECB) restricted fund is funding from the England and Wales Cricket Board restricted to the Chance to Shine Street programme.

The Street (Sport England) restricted fund is Lottery funding which is restricted to the Chance to Shine Street programme.

17 Analysis of net assets between funds

	Unrestricted funds £'000	Designated funds £'000	Restricted funds £'000	Total funds £'000
Funds balance at 30 September 2024 are represented by:				
- Net assets	3,135	1,417	810	5,362
	<u>3,135</u>	<u>1,417</u>	<u>810</u>	<u>5,362</u>
	Unrestricted funds £'000	Designated funds £'000	Restricted funds £'000	Total funds £'000
Funds balance at 30 September 2023 are represented by:				
- Net assets	3,568	1,600	1,168	6,336
	<u>3,568</u>	<u>1,600</u>	<u>1,168</u>	<u>6,336</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2024**

18 Taxation

The Company is a registered charity and is entitled to the exemptions from tax afforded by sections 505 ICTA and 256 TCGA 1992 as far as its income and gains are applied for charitable purposes.

19 Related party transactions

Payments of £35,498 were made to The Youth Sport Trust, for whom Alison Oliver, a Trustee of Chance to Shine Foundation Ltd until 30 April 2024, is the Chief Executive. This was to support the schools programmes and for coach training.

Payments of £375,067 were made to Surrey County Cricket Club Limited or its subsidiaries, for whom Laura Cordingley, Chief Executive of Chance to Shine Foundation Ltd until 30 August 2024, is a Non-Executive Director. £320,940 related to grant funding to Surrey Cricket Foundation, £27,090 to Kennington Oval Ltd was for the rental of office space and £26,083 to Oval Events Ltd. for a hospitality box at the Oval Test Match, which was a cost of fundraising, and other meeting costs. Surrey County Cricket Club made a donation of £2,596 to Chance to Shine Foundation relating to funds raised during the Oval Test Match.

The total amount of donations received from Trustees in the year was £31,755 (2022/23: £116,696).

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2024**
**20 COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 30 SEPTEMBER 2023**

	Unrestricted Funds £'000	Restricted Funds £'000	2022/23 Total Funds £'000
Income from:			
Donations and grants	1,677	4,931	6,608
Activities for raising funds	489	-	489
Investment income	46	-	46
Total income	2,212	4,931	7,143
Expenditure on:			
Raising funds			
Costs of generating voluntary income	366	547	913
Fundraising trading	329	-	329
Charitable activities	281	5,534	5,815
Total resources expended	976	6,081	7,057
Reserves transfer	(505)	505	-
Net movement in funds	731	(645)	86
Fund balance brought forward at 1 October 2022	4,437	1,813	6,250
Fund balance carried forward at 30 September 2023	5,168	1,168	6,336

CHANCE TO SHINE FOUNDATION LTD

England & Wales - Charity number 1123385

Accounts

Company Registration No: 06441426
Charity Registration No: 1123385



CHANCE TO SHINE FOUNDATION LTD

A charitable company limited by guarantee

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2023

CONTENTS	Page
Legal and administrative information	3
Trustee Directors' report	4 to 20
Independent auditors' report	21 to 24
Consolidated statement of financial activities	25
Consolidated balance sheet	26
Cash flow statement	27
Notes to the accounts	28 to 41

CHANCE TO SHINE FOUNDATION LTD

LEGAL AND ADMINISTRATIVE INFORMATION - year ended 30 September 2023

Status

The organisation is a charitable company limited by guarantee, incorporated on 30 November 2007.

Governing Document

The company was established under Memorandum and Articles which established the objects and powers of the charitable company as amended by Special Resolution on 29 January 2018.

Trustee Directors:

Sir Donald Brydon (Chair - resigned 4 September 2023)
Dana Abdulkarim
Sir Daniel Alexander
Martin Darlow (resigned 23 May 2023)
Sir Mark Harford
William Lawes
Douglas McAllister
Eoin Morgan CBE (appointed 12 December 2022)
Sophie O'Connor
Alison Oliver
Caspar Rock (resigned 4 September 2023)
Tim Score (new Chair - appointed 12 June 2023)
Kriti Sharma

Chief Executive: Laura Cordingley

Key Management Personnel: Vanessa Greene, Ross Jeavons, Steve Peyman, Nicholas Platt

President: Lord King of Lothbury KG GBE FBA

Vice-Presidents: Duncan Fearnley, Mark Nicholas, Sir Tim Rice

Honorary Life Vice-President: Sir Donald Brydon

Honorary Vice-Presidents: Graham Able, Nick Anstee, Adrian Beecroft, Judy Coles, John Dodge, Simon Dyson, Charlotte Edwards CBE, Peter Gale, Garri Jones, Wasim Khan MBE, Tim O'Gorman, Russell Perry, Ebony Rainford-Brent MBE, Michael Reyner, Mike Soper, Oliver Stocken CBE, Luke Swanson

Company registration number: 06441426

Charity registration number: 1123385

Registered Office: The Kia Oval
London
SE11 5SW

Secretary: MSP Corporate Service Limited
27-28 Eastcastle Street
London
W1W 8DH

Auditors: Sayer Vincent LLP
Invicta House
108-114 Golden Lane
London, EC1Y 0TL

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2023

The Trustee Directors present the annual report and financial statements of the Company for the year ended 30 September 2023.

1) OBJECTIVES AND ACTIVITIES

In planning the objectives and activities for the period, the Trustee Directors considered the Charity Commission's guidance on public benefit, in particular the guidance regarding public benefit from the advancement of education and of amateur sport.

In 2023 we refreshed our vision to ensure it is relevant and related to our new strategy:

We want all young people to have the opportunity to play, learn and develop through cricket. We will help them learn a love of the game and to find a sense of belonging through the sport; developing their wider wellbeing and life skills to help them fulfil their potential.

We aim to achieve our vision by providing opportunities through our two core programmes: Chance to Shine Schools and Chance to Shine Street.

We focus on four outcomes for children; Physical Wellbeing, Mental Wellbeing, Personal Development and Social Wellbeing.

Our programmes are designed to help children and schools, concentrating on the outcomes above. Six key components sit at the heart of our work; INSPIRE, PLAY, LEARN & DEVELOP, TEACH & TRAIN, COMPETE, PROGRESS.

To understand our impact, in addition to the outcomes for children and young people listed above, we measure programme outputs; who takes part in our programmes, how they engage and whether cricket is being sustained in schools, clubs and communities.

In order to deliver our programmes and achieve these outcomes for children and young people we work in close partnership with the England and Wales Cricket Board (ECB) and multiple delivery partners including: all 39 County Cricket Board (CCBs) in England and Wales, Cricket Scotland, StreetGames and TSA Sports. In doing so, we provide professional cricket coaching, teacher training, competition and links to community settings in state primary and secondary schools.

Our community cricket programme, CTS Street, brings the sport to thousands more young people in disadvantaged areas. Delivered through CCBs, StreetGames and other partners, it uses the game to increase aspiration, develop life skills, promote social cohesion and provides additional support for areas such as crime prevention in some of the most disadvantaged areas of the country.

Across Schools and Street, the role of delivery partners is to develop and deliver activities that best meet local needs while meeting Chance to Shine Foundation Ltd's charitable objectives. CTS provides grant funding to CCBs and other delivery partners to support the delivery of their programmes.

Our programmes have been designed to develop sustainable cricket cultures in schools and communities. Structured programmes of coaching, competition and teacher development are delivered by qualified coaches who are recruited and managed by CCBs.

2) ACHIEVEMENTS AND PERFORMANCE

Across the year Chance to Shine delivered to over **604,000** children and young people in Schools and Street projects.

DELIVERING AGAINST OUR OBJECTIVES

From September 2022 to August 2023, **604,638** children and young people took part in a Chance to Shine programme (**50% girls**) in **4,580** schools - **4,357** primary and special schools, **223** secondary schools, as well as **268** Street projects.

Primary Schools

576,607 children took part in Chance to Shine programmes in **4,357** primary and special schools which exceeded our planned number of 522,137 children. **1,845** schools (42%) had a higher than national average proportion of pupils eligible for Free School Meals, with **823** schools having a very high proportion (40%+ pupils) eligible for FSM.

Here is a breakdown of delivery against our two offers delivered in Primary Schools:

	Whole School Programme		Cricket Engagement Day	
	Planned	Actual	Planned	Actual
Schools	2,282	*2,570	2,296	*1,787
Schools with high % FSM pupils	1,276	*1,317 (51%)	516	*528 (30%)
Children	251,024	301,953	271,113	274,654
• Boys		155,481 (51%)		138,212 (50%)
• Girls		147,616 (49%)		134,943 (50%)

* To note, this is a unique number of schools that received a Play session

Whole School Programme (WSP): half-term of cricket aimed at building teacher confidence and whole child development with a clear pathway to community sport.

Cricket Engagement Day (ED): a single day in schools aimed at connecting to community programmes and inducting new schools for future involvement with a Whole School Programme.

During 2022-23, CTS accessed a new multiyear funding amount of £400,000 from ECB as part of their 'Youth Strategy' investment plus a further one-off £65,000 for 2022/23 only. This funding was to build upon existing delivery in schools where 40%+ pupils access Free School Meals. 18 delivery partners accessed this funding, which targeted a minimum of 300 schools.

Within the Primary Schools Programme we reached 113% of schools for Whole School Programmes and 78% for Cricket Engagement Days. Priority was given to the delivery of WSPs, as we know WSP return the greatest impact on the lives of children and the school.

Inter Schools Competition is also a key component of the Primary Schools Programme. Across all CTS funded Inter-School Competitions (which included Skills Festivals & Dynamos Schools), **93,108** children took part.

Coach Training

• Schools

The 2022-23 academic year focussed on embedding principles of the Primary Schools Coach Training Programme, once again delivered in partnership with Youth Sports Trust (YST).

Year two of the 'Train the Trainer' programme was attended by **32 tutors** across the national network. A further **134** new coaches received support from the CTS & YST tutor team across **7 regionally delivered courses**, including specific cohorts in Wales & Scotland.

- **Street**

A newly developed Street Coach Training course was delivered in partnership with Street Games across 4 areas **London, Yorkshire, Somerset and Wales**. The course received great feedback from coaches, and many referenced the relatable topics discussed during the course such as managing challenging behaviours, language barriers and how to engage girls into Street sessions.

From the **100 coaches** that attended the training and gave feedback via a survey, 100% said they would recommend the course to other coaches and 95% of coaches said they feel more confident, competent and motivated in their roles after the training.

Girls Secondary School Programme

Now in its fifth year, this programme aims to develop leadership skills and introduce cricket to new participants. The 22-23 academic year was the first full delivery year since the pandemic where no COVID-19 related restrictions were in place. We managed to reach **223** schools, versus our target of 200, and **19,191** girls offering a combination of leadership sessions, tasters, and competition. This included some new partner CCBs delivering the programme for the first time.

Chance to Compete

In 2023 we were able to build on the previous year's success of Chance to Compete by;

- Further developing the relationships with the eight Regional Development Centres.
- Delivering a full programme of Chance to Compete events for Girls (including County & Regional Finals).
- Making Girls Regional Finals more inspiring/memorable events for participants, teachers and schools through branding, comms coverage and ambassador presence.
- Continuing the Year 7 mixed offer which had a successful pilot and growing the number of delivery partners and participants involved in 2023.

Across all CCB level events, which were predominantly Girls u13 & u15 (funded through the Girls Secondary Leadership Programme) a total of **10,149** participants took part in competition. The participant figures under Year 7 Mixed County Finals (below) are additional to this figure.

Girls Regional Finals

- 16 (8 x U13 / 8 x U15); all were linked to Regional Development Centres
- Teams at Regional Finals – 42 (U13) / 44 (U15)
- Matches Played at Regional Finals – 93 (U13) / 103 (U15)
- Participants (approx.) – 774 (based on 9 participants per team)

Year 7 Mixed County Finals

- 12 County Boards submitted a proposal to deliver festivals. Finals numbers;
- Schools – 124
- Teams – 138
- Participants – 1335

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2023

Cricket Scotland

In 2022/23 Cricket Scotland have delivered CTS's Whole School Programme in 24 schools in Aberdeenshire and Edinburgh, whilst promoting out of school opportunities via three Street Projects; Fraserburgh and Peterhead in Aberdeenshire, and Westerhailes in Edinburgh.

Looking ahead to 2023/24 - the programme in Scotland intends to deliver 21 Whole School Programmes (10 in Aberdeenshire & 11 in Edinburgh), and to offer out of school opportunities for participants in the form of two Street Projects (Westerhailes in Edinburgh and Aberdeen City) and other community offers. The Street Projects in Fraserburgh and Peterhead (Aberdeenshire) have been stopped for strategic reasons and a new project will commence in Aberdeen city.

Hospital Schools

Chance to Shine deliver cricket sessions for children aged 5 to 18 in four London hospital schools: The Children's Hospital at Great Ormond Street, Evelina Children's Hospital at St Thomas's, The Teenage Cancer Unit at The Royal Marsden Hospital and The Lavender Walk Adolescent Mental Health Unit at Chelsea and Westminster Hospital.

Coaches from our delivery partner, Capital Kids Cricket, run a 36-week cricket themed programme during school hours. It aims to support children's wellbeing by having fun, playing with others and being physically active to the best of their ability.

National Cricket Week (NCW)

In 2023, NCW took place 19th June – 23rd June, coinciding with National School Sport Week. The week was themed around the principle 'Express Yourself' – celebrating the principles of the England Team approach ('BazBall') at allowing players to play with freedom and expressing their skills, without fear. This also linked into the principle of expressing thoughts and feelings openly around the key theme on mental health and mental wellbeing. The week included showcase events such as:

- A group of female young leaders from our Girls Secondary School Programme in Lincolnshire delivering a session on the pitch for some primary aged children at the Trent Bridge Women's Ashes Test match.
- Former England & Essex wicketkeeping legend, James Foster, supporting assembly & Play sessions alongside 'Charlie the Confident Cricketer' at Cross in Hand Primary School, Sussex
- Activation at Gloucestershire CCC during the T20 Blast, connecting to the Afghan Refugee project in Bristol.
- Durham's Ollie Robinson taking a trip to Byker Primary School in Northumberland for a Play & Learn session, as part of the school receiving support through the Youth Strategy funding.

Tailender's Greg James (also Radio 1 Breakfast show host) and Felix White (formerly the Maccabees, now 86TVs guitarist) alongside former England batter, James Taylor, helping a team of Street cricketers in Surrey to recreate their favourite Ashes moments.

MCC Open Day

In July 2023, Chance to Shine and MCC welcomed 16 schools and 450 children from around the country to Lord's for a celebratory open day. A mass assembly started the day and highlighted cricket's ability to inspire, engage and change lives. The children had the opportunity to play matches on the outfield, explore the history of the ground with an expert guided tour and work on their skills in the indoor centre. Additionally, the children participated in a fun and energetic drumming and movement session led by Drumba which was very well received.

Street Programme

From Sept 22 – Aug 2023, **8,440** young people (compared to 6,587 planned) were engaged across **268** (271 planned) Street Clubs (227 Youth, of which 33 were Girls Only, and 41 Young Adult) – **78%** of young people were from ethnically diverse communities. 95% of participants told us that they feel like they **belong** at their Street project from our most recent survey.

Our mission continues to develop at least 300 Street clubs and we are on track to succeed. With recent investment into further youth strategy schools by the ECB its pivotal that our Street projects align with this and function in a connected way to provide local access to a free exit route into the game for all young people living in the most deprived areas across England, Scotland and Wales. It has also become clear across the last year that there is potential for CTS to do more within the talent space to ensure all our participants could take that next step on the pathway if they wish to do so.

Over the past year there has been strong collaboration with other cricket charities, resulting in the creation of a 'National Leads' working group. The group meets to share best practice and create links between our initiatives, ensuring the game is working together to provide the best possible experience for the young people who are accessing our offers. There have also been ongoing developments to the CTS portal, most notably a new online Street registration form ensuring we gain crucial, accurate data for the future whilst helping reduce administration time.

Regional and National Street competitions were a major success building on from the previous year with the National Finals taking place at Edgbaston and Nottingham University. Overall, this resulted in **16 separate events** (3 more than 21/22), **126 teams** (20 more than 21/22) and over **1,100 participants** taking part (390 more than 21/22).

Lead your Ship

In 2022/23, **154 young people** across 13 schools (20 planned) took part in the Lead Your Ship programme that consisted of 7 secondary schools in Birmingham, 4 in Sandwell and 2 in Walsall. Overall, 9 schools were new to the programme this year and 4 had taken part previously.

The programme gives pupils at risk of exclusion or involvement in criminal activity a safe space to learn about valuable topics and reap the benefits of sport on their wellbeing. Teachers often discussed the context of violence surrounding their schools and the difficulty in empowering pupils to see their future. Many of the participants are disengaged from school and do not take their education seriously, resulting in poor educational attendance and behaviour.

Many of the young people attending these schools were economically disadvantaged. 12 schools had a higher than national average proportion of pupils eligible for FSM. After the programme 75% of pupils agreed they are getting on better at school because of these sessions. The Programme connected them to one another and encouraged them to practice what they learned.

Youth Advisory Board

The Youth Advisory Board which is made up of 15 young talented members have taken part in monthly online meetings to learn new skills such as leadership, introduction to social change (delivered by Kick4life). They have also had an opportunity to interact with our Communications and Impact & Evaluation teams.

In addition to this, the board members gathered in August for a conference day, where they discussed CTS values and reviewed our yearly survey process. The members finished the day by joining the CTS team for a Hundred match at the Oval.

The Advisory Board also had an opportunity to attend several events and partake in volunteering opportunities such as volunteering at Regional / National Street Finals and supporting events like the Impact report launch, CTS awards and other fundraising initiatives.

OUR IMPACT

In 2022/23 we used various approaches to understand the experience and impact of our programmes and identify what young people need to feel included when they play cricket. We carried out surveys, focus groups and interviews with 1,255 teachers, 4,200 young people and 222 parents of Street participants.

Creating Opportunities to Play

CTS has played an important role in providing fun and inclusive spaces for children to play cricket. We target areas where children have fewer opportunities to play regularly in their community - for example, 43% of primary schools that took part this year have a high proportion of pupils receiving free school meals.

The majority of children surveyed agreed they felt included (91%) and happy (91%) during CTS sessions. Almost all agreed their coach was kind (95%) and fair (91%). Teachers felt the programme supported young pupils through inclusion by design – activities could be easily adapted for children with a range of skill and needs, coaches focused on a child's personal best rather than competition or a fixed idea of success.

4% of children surveyed said they didn't feel included. When asked why, they told us they felt nervous and confused, especially if the coach did not clearly explain an activity or seemed to prioritise 'sporty' pupils. This reinforces the need for coaches to ensure all children are engaged in the sessions.

Physical Wellbeing

Sport England's Active Lives research shows that as well as creating the right opportunity to play, we need to help children enjoy sport and feel confident playing. In schools, almost all teachers surveyed agreed that CTS had a positive impact on their pupils' physical wellbeing. 97% agreed the programme supported their pupils' fundamental movement skills and 94% said it promoted their confidence to be active, including children who are less likely to be physically active outside of school.

Personal, Mental and Social Wellbeing

When we spoke to parents of young people playing cricket at Street projects, they reflected on how the sessions were inclusive and allowed their children to develop themselves. One parent said the coach is a positive influence: 'No one gets left behind or left out. Also, it doesn't matter how good my daughter is at playing cricket, she's still encouraged and feels confident.'

Almost all teachers surveyed identified the positive impact of school sessions on their pupils' personal development, mental and social wellbeing. In particular, they agreed the programme supported their pupils' communication (88%), teamwork (93%), self-esteem (93%) and leadership skills (78%).

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2023

They highlighted the importance of inclusion, with one teacher commenting: "Every child was successful in some way or shape during the lessons and because of this every child supported each other and helped each other which was positive to see."

This year, we commissioned the Centre for Sport, Physical Education and Activity Research (SPEAR) at Canterbury Christ Church University to conduct an independent evaluation of the Whole School Programme in schools with a very high (40%+) proportion of their pupils eligible for free school meals.

The findings of the research indicate that pupils in very high FSM schools are just as likely to benefit from Chance to Shine, if not more, than others. After six weeks of playing cricket with Chance to Shine, academics found statistically significant increases in children's positive attitude towards sport, empathy, resilience, and capacity for learning.

COMMUNICATIONS

2022/23 saw continued focus on our core Communications outcomes:

Effective and Consistent Engagement with Stakeholders

The addition of a full-time videographer to the team allowed for increased content production, which was aligned and integrated to organisational priorities. This allowed for events, content and case studies to be maximised in terms of reach and impact.

A highlight included partnering with ECB on a Youth Strategy launch in Burnley.

Ensuring people understand Chance to Shine/Changing behaviour where necessary

The team led a CTS Marketing webinar for the County Board network, including the rollout of the design creation tool 'Canva' - allowing for more consistent promotion of Street cricket. Impact Report workshops also re-emphasised our outcomes and the importance of identifying and communicating case studies.

An inclusive language guide was produced to help guide staff and the delivery network on best practice and appropriate communication in a post ICEC report world.

Demonstrating the importance and success of our work

A long-form documentary highlighting the story of Anna, a Ukrainian refugee inspired to take up cricket via Chance to Shine sessions – was showcased as part of the Impact Report launch, later leading to coverage on BBC Two as part of the Hundred. A similar feature highlighting the Aston Street Project also aired during the tournament, whilst three features aired on Sky Sports throughout the Ashes summer – including a lengthy sit-down interview with Laura Cordingley and a Yorkshire Street coach. Additional coverage was also secured on Radio Five Live, Test Match Special and various newspaper outlets – including a bespoke opinion piece by Eoin Morgan in the iPaper.

Diversifying our audiences

A campaign was created with disability activist and designer Ananya Rao-Middleton, creating Street cricket 'characters' that reflected key demographics amongst our participants. This will be rolled out as part of the design and marketing collateral for the delivery network. Media coverage was also secured with BBC Asian Network around the publication of the ICEC report, whilst an EDI and Awareness Day calendar was incorporated into our wider communications plan – leading to activations around Holi, Ramadan and International Women's Day.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2023

FUNDRAISING

CTS undertakes fundraising activity to its supporters via fundraising events and dinners, individual giving including appeal letters, email and telephone. In addition, funds are raised from trusts & foundations and corporate partnerships.

Chance to Shine Foundation Ltd is registered with the Fundraising Regulator and adheres to its Code of Fundraising Practice and its associated rulebooks for fundraising activities. Additional guidance and information are sought from the Institute of Fundraising to inform best practice.

CTS is compliant with the UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018 and will only contact prospective and existing supporters in line with its Privacy Policy which can be viewed in full at www.chancetoshine.org/privacy.

CTS recognises the importance of protecting our vulnerable supporters and follows the guidance issued by the Institute of Fundraising and the Fundraising Regulator on treating donors fairly. CTS supports its staff who encounter supporters to provide high quality customer care, ensuring anyone donating to the charity is in a position to make a free and informed decision.

CTS welcomes feedback on its fundraising activities and has a complaint policy which outlines how the charity will react should a complaint be received regarding its fundraising methods. CTS received no complaints during the year.

During the financial year, Chance to Shine Foundation Ltd received total income of £7.143m. £3.84m of that was funding received from the England and Wales Cricket Board (ECB). £2.965m of this was for the Primary School programme, £0.375m was for the Street Programme and a further £0.5m was unrestricted funding relating to the match-funding achieved as a result of private fundraising efforts during the year.

Sport England gave £0.985m towards the Street programme.

The remaining £2.318m came from a combination of individuals, corporate donations, sponsorship agreements, fundraising events, trusts and foundations and investment income.

DIVERSITY

In line with the Code for Sports Governance, CTS continues to place great importance and focus on diversity and inclusion. Our Diversity policy can be found on our website (www.chancetoshine.org/governance), it includes our commitment to diversity targets.

In 2022 the charity developed an Equality, Diversity & Inclusion strategy which focuses on three key areas:

1. Removing barriers to taking part in cricket
2. Reflecting the diversity of the young people and communities we work with
3. Fostering environments where everyone can thrive, feel they belong and be themselves

In 2022/23 the charity continued our commitment towards this important piece of work by:

- Launching a Youth Advisory Board who will help steer, advise and shape our work and in particular our offering to children, young people, schools and communities
- Being the first cricket charity to sign the Nujum Sports Muslim Athlete Charter
- Creating an assessment tool to ensure all of our events are as inclusive as possible
- Focused further on evidence-based decision making by completing a gap analysis based on groups who are less likely to take part in cricket to help inform future investment
- Further our work in our Street Programme to reach 100 new communities in disadvantaged areas with free, year-round community cricket clubs
- Launched an ambassador programme with individuals from diverse backgrounds to help inspire young people
- Appointed a board member as our EDI lead
- Developed an Equality, Diversity, Inclusion and Belonging charter - a set of guiding principles for all CTS work and partnerships

Diversity of participation and equality is of huge importance to Chance to Shine. 50% of all participants are girls and 78% of Chance to Shine Street participants are from ethnically diverse communities. Our programmes aim to support all young people to benefit from cricket.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2023

3) FINANCIAL REVIEW

The financial statements included with this report consolidate the results of the Company and its wholly-owned trading subsidiary Chance to Shine Enterprises Limited and have been prepared on a going concern basis. A separate statement of financial activities and income and expenditure account is not presented for the Company itself following the exemptions afforded by Section 408 of the Companies Act 2006.

During the year a total of £7.143m was raised from all sources (2021/22: £6.042m). Of this, £0.489m was raised from commercial activities and fundraising events which is a slight decrease on the previous year when £0.555m was raised. Sponsorship income remains lower than hoped for, however we have had another successful year of events. Increasing income from sponsorships remains a priority in 2023/24 as we start the next phase of our strategy. Related fundraising trading costs for the year have also increased slightly to £0.329m compared to £0.319m in 2021/22.

Voluntary income increased from £5.473m in 2021/22 to £6,608m in 2022/23. The ECB grant increased to £3.84m (2021/22: £2.529m) as a result of a further £0.465m of Youth Strategy investment in addition to the £2.5m contribution to our Primary Schools programme and also a new £0.375m grant towards our Street programme. On top of this we were able to accrue for the full £0.5m of unrestricted match funding as a result of our private fundraising efforts during the year.

Sport England funding towards our Street programme continued at £0.985m (2021/22: £0.986m). Excluding Sport England and the ECB, other voluntary income for the year finished at £1.783m compared to £1.947m in 2021/22.

The organisation's costs of generating this voluntary income rose from £0.758m in 2021/22 to £0.913m.

Charitable activity costs increased to £5.815m (2021/22: £4.568m) following the increased investment in our programmes by the ECB.

Governance costs increased to £0.097m (2020/21: £0.049m) as a result of some probono support in recruiting the new Chair which has been recognised in donated services.

Overall, Chance to Shine Foundation Ltd achieved a surplus of £0.086m for the year (2021/22: £0.397m surplus).

There was a net cash outflow for the year of £0.048m versus a £0.134m inflow in 2021/22.

The Trustee Directors seek to ensure that funds raised are spent effectively for all its charitable activities, monitoring a range of metrics including the following:

1. Costs of generating funds as a % of incoming resources from generated funds: **18%** (2021/22: **18%**)

A measure of the total costs of fundraising activity as a percentage of the total income generated, excluding investment income. This encompasses all forms of voluntary, commercial and event-based fundraising.

2. Charitable activities costs as a % of total resources expended: **82%** (2021/22: **81%**)

A measure of the expenditure on the charitable programmes of Chance to Shine Foundation Ltd as a proportion of total expenditure.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2023

3. Support costs as a % of charitable activity costs: **14% (2021/22: **15%**)**

A measure of the costs of the Operations management team and allocated overheads (support costs) as a percentage of the total charitable expenditure on Chance to Shine Foundation Ltd's programmes.

RESERVES POLICY

The Trustees recognise the importance of retaining sufficient reserves to maintain adequate working capital to cover unforeseen costs, uncertainty over future income, short term cash deficits and to invest in the development of the charity.

In 2023 the Trustees revised the reserves policy to take into account planned deficits as the charity embarks on the next phase of its strategic plan. The Trustees aim to hold equivalent free reserves to maintain business continuity for one year, including related administration costs, as well as sufficient funds for an orderly winding up of the charity. An orderly winding up of the charity includes any redundancy costs and 6 months of necessary administrative costs.

The target free reserves after any designations at 30 September 2023 is £2.9m.

At the end of the year reserves totalled £6.336m, of which restricted funds were £1.168m. In April 2023 the Trustees agreed to designate a further £0.732m bringing the total designated funds at the end of the year to £1.6m to invest in the next phase of the strategic plan 2023 – 2028. This leaves £3.568m of general unrestricted funds which the Trustees are free to use in accordance with the Company's charitable objectives.

The Trustees agree that the current level of reserves is appropriate for the short term in light of the planned deficit for the next phase of investment in the strategic plan. In 2023/24 it is anticipated that £0.8m of the designated fund will be spent on the first year of our strategic plan 2023- 2028 and a further budgeted deficit of £0.7m coming from a combination of restricted and unrestricted funds.

INVESTMENT POLICY

Investments are made according to an agreed policy that enables surplus cash (above that required for the following three months' requirements) to be invested in longer-term opportunities that balance returns with a low level of risk, most likely being fixed term cash deposits, notice accounts or bonds. Investment planning takes into account both cash balances held together with pledged and forecast income where there is a high degree of certainty of the value and timing of future receipts. In current circumstances, given the anticipated future cash requirements and the rates of return available, the investment of such surplus funds has been restricted to sterling deposits with British banks with an acceptable credit rating. A limit is applied for the maximum proportion of total funds that can be held in any one institution.

The implementation of the investment policy is overseen by the Audit & Risk Committee on behalf of the Board of Trustees. All investments held currently or at any point during the year were in the form of fixed term or notice cash deposit accounts.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2023

4) FUTURE PLANS AND STRATEGY

During 2022/23 the charity undertook an extensive strategic review. This was supported by some pro bono work from Q5 consultancy who helped to establish the framework which we would base our strategy upon.

The outcome of this work is a strategy from 2023-2028 with three key objectives:

1. Providing fun and inclusive opportunities for young people to play and continue playing cricket.
2. Putting impact and youth voice at the heart of our work.
3. Working in partnership for young people

At the end of this period success will include:

- a. more young people playing cricket, including those who face additional barriers to do so.
- b. more of these opportunities being led by and informed by young people.
- c. young people feeling safe, included and like they belong in cricket.
- d. seeing young people clearly demonstrating the positive impact on their wellbeing that taking part has on their lives and having this recognised widely by others
- e. creating a connected pathway for young people through working with like-minded organisations, including a high-quality and supported workforce.

As the strategy is an evolution of our work, in addition to continuing to develop and improve our core work, the key areas where we are looking to place new focus are: Secondary schools, Connected pathways (a place-based approach); including talent, Workforce and Youth Voice.

Additionally, digital will underpin all our work, ensuring efficiency, innovation and data-led decision making. This has been considered carefully for each area of the strategy and is embedded throughout.

Key Performance Indicators include:

- More young people demonstrating improved physical, personal, mental and social wellbeing through taking part in Chance to Shine
- Doubling our participation to 1 million children and young people annually
- Ensuring our long-term fundraising and programme ambitions mirror each other

Chance to Shine continues to seek restricted and unrestricted donations in support of its programmes from individuals, companies, trusts and foundations. It remains sincerely grateful to all such organisations and individuals for their generous support.

Particular thanks to our generous individual supporters and our corporate supporters including Sure, IG Group, Yorkshire Tea, BGC, Vestey Holdings, Pearson and Sage. Trusts and Foundations including The Westminster Foundation, City Bridge Trust, London Marathon Foundation, Buffini Chao Foundation, Garfield Weston Foundation, The John Armitage Charitable Trust, John Lyon's Charity, Monday Charitable Trust, The Taylor Family Foundation, Tomoro Foundation and the Stephen Gordon Catto Charitable Trust.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2023

5) REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY

Chance to Shine Foundation Ltd is a registered charity 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 governance of Chance to Shine Foundation Ltd is entrusted to the Trustees who are the Members of the Company and are also registered at Companies House as the Directors of the Company.

Bound by its Memorandum and Articles of Association, Chance to Shine Foundation Ltd is required to allocate its funding for charitable purposes in the pursuit of cricket and education. The Chair and the Trustee Directors have ensured that activities funded by the charity are in line with the Memorandum and Articles.

The two key areas eligible for funding, as established within its Memorandum of Association as objects of the charity, are:

- The organisation or provision of facilities, which will enable and encourage young persons in any part of the British Isles to play cricket.
- The organisation or provision of facilities for recreation for persons who have need of such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances.

The following are specific areas itemised in the Memorandum of Association for which funding may be awarded:

- to provide full or part-time courses for young persons and coaches.
- to promote courses for the purpose of training teachers in the coaching of cricket.
- to provide for the delivery and holding of conferences and practical demonstrations.
- to prepare training programmes and courses with education bodies.
- to lay out, equip and maintain playing fields (including non-turf pitches and practice pitches) or appropriate indoor facilities.
- to provide appropriate cricket equipment.
- to promote or organise cricket matches, competitions or tournaments.

Chance to Shine Foundation Ltd's primary activities are the Chance to Shine Schools and Chance to Shine Street programmes, details of which are on page 4.

All activities within the Chance to Shine programmes comply with one or more of the terms of reference of the Memorandum of Association.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2023

6) STRUCTURE, GOVERNANCE AND MANAGEMENT

THE TRUSTEE DIRECTORS

The Trustee Directors of Chance to Shine Foundation Ltd are appointed by their fellow Trustee Directors, as members of the Company, for their specific expertise in areas relevant to the charity, either in terms of cricket, business, educational, legal, financial or fundraising matters. All new Trustee Directors are made familiar with the terms of the charitable company's governing document and the objectives and aims of the charity as part of a formal induction process. Trustee Directors are assisted in fulfilment of their duties and ongoing training by colleagues with relevant expertise or by the involvement of outside experts.

Trustee Directors can be appointed to serve for periods of up to three years and can be renewed for a maximum of two additional three-year terms.

TRUSTEE DIRECTOR APPOINTMENTS AND RESIGNATIONS

Tim Score was appointed as a Trustee of Chance to Shine on 12 June 2023 and Chair from 1 September 2023. Tim is Chair at British Land and Deputy Chair at Pearson. He is a non-executive director at Bridgepoint and at The Football Association and sits on the board of trustees of the Royal National Theatre.

Eoin Morgan CBE was appointed as a Trustee of Chance to Shine on 12 December 2022. Eoin is the former England cricket captain and World Cup winner and a long-term supporter of the charity.

Sir Donald Brydon resigned as a Trustee and Chair of Chance to Shine on 4 September 2023 at the end of his maximum 9-year term.

Caspar Rock resigned as a Trustee of Chance to Shine on 4 September 2023 at the end of his maximum 9-year term.

Martin Darlow resigned as a Trustee of Chance to Shine on 23 May 2023.

The Trustees would like to thank Sir Donald Brydon for his nine-year tenure as Chair and all outgoing Trustees for their contributions over the years.

SPORT ENGLAND GOVERNANCE CODE

Chance to Shine achieved compliance on 6 March 2018 with the Code for Sports Governance published by UK Sport and Sport England and will be assessed against the new areas of the revised Code for Sports Governance in 2024. Compliance with the Code for Sports Governance is a requirement of Sport England funding to Chance to Shine. Chance to Shine has a dedicated governance section on our website which demonstrates our ongoing compliance with the Code. www.chancetoshine.org/governance

AUDITORS

Sayer Vincent LLP were reappointed as auditors of the Company.

TRUSTEE DIRECTOR MEETINGS, RESPONSIBILITIES AND DELEGATION

The Trustee Directors normally meet four times per year at formal Board meetings and on any other occasions as judged necessary. Trustee Directors have established a number of sub-committees and boards to advise the Board on specific areas of the Company's operations.

The Audit & Risk Committee meet at least three times during the year and its purpose is to oversee the application of internal controls, performance reporting, external audit, risk management and related matters. Sophie O'Connor chaired this committee throughout the year.

The Governance & Remuneration Committee meets biannually, and as required, and is chaired by the chair for the Board of Trustees. It is responsible for making recommendations regarding Board membership and for the appointment of the Chief Executive. It also oversees the remuneration of all employees of Chance to Shine and is responsible for reviewing and setting key management personnel remuneration taking into account current market salaries and price indices.

The Development Board, chaired by Sir Mark Harford, is an advisory board of independent members created to assist Chance to Shine to raise funds for its ongoing and future programmes.

The County Advisory Board is an advisory board comprised of county cricket representatives which evaluates the relationship and expectations between Chance to Shine and the County Cricket network.

The Youth Advisory Board is an advisory board comprised of 15 young people aged 16-24 whose role is to help shape the future of Chance to Shine's strategy, programmes and work with young people.

Each of the Trustee Committees has a documented remit that has been reviewed and agreed by the Board and can be viewed, along with current membership, on our website www.chancetoshine.org/governance

EXECUTIVE AND SENIOR MANAGEMENT

The day-to-day management of Chance to Shine Foundation Ltd is delegated to the Chief Executive, Laura Cordingley. She is supported directly by Steve Peyman, Director of Operations; Nicholas Platt, Director of Finance & Resources; Ross Jeavons, Director of Communications & Digital; and Vanessa Greene, Director of Strategy and Fundraising.

RISK MANAGEMENT

Chance to Shine (CTS) has a formal risk management process through which the Senior Management Team identifies the major risks to which the organisation may be exposed and has ranked these by likelihood and impact, culminating in a risk control document which is updated on a regular basis. All significant risks, together with current mitigation actions, are reviewed regularly throughout the year by the Audit & Risk Committee and the Board of Trustees. The Trustees are satisfied that systems have been developed and are in place to mitigate identified risks to an acceptable level.

During the year the Senior Management Team, alongside the Audit & Risk Committee, conducted a full review of the organisation's risks. The current principal risks and uncertainties identified by the charity are in the following table:

TRUSTEES DIRECTORS' REPORT – year ended 30 September 2023

Risk identified	Action taken to mitigate risk
Racism and the reputation of cricket	Continued to deliver against our Equity, Diversity and Inclusion (EDI) Strategy – publishing our progress one year on. Incorporate Diversity and Inclusion Action plan into EDI strategy in line with new requirements of the Code for Sports Governance Continued EDI training for staff and wider coaching workforce Contributed to the ICEC report: Holding up a mirror to cricket and subsequently considered its findings in our strategy review.
Cost of living pressures	Quarterly reviews with delivery partners to understand any increased costs such as facility hire and any changes in workforce which could affect quality and quantity of delivery. Factored in increased costs to delivery in partnership plans and agreements. Internal benchmarking of existing and new roles to assess against market.
Strategy becomes mis-aligned with that of key funding partners.	New strategy development included consultation with ECB, County Cricket Boards and other key stakeholders. Meetings with England and Wales Cricket Board (ECB) and Sport England to discuss key strategic decisions relevant to both organisations. CTS is a key partner in ECB's new Youth Strategy supporting growth in disadvantaged areas through expanding schools and Street to support children in schools with high percentage (40+) of children receiving Free School Meals.
Fundraising target is not reached.	Implement existing CTS fundraising strategy and develop new strategy in line with organisational strategy from 2023 onwards, underpinned by an annual plan with targets reviewed periodically by Trustees. Ongoing monitoring of government sport policy and potential implications for future funding for CTS.
Incident at a CTS session or event. (e.g. serious injury or safeguarding)	All CTS coaches are required to have ECB CA membership that provides personal and public liability cover, Disclosure and Barring Service clearance and mandates risk assessment and safety design of sessions. Chance to Shine has a Safeguarding Children and Young People Policy which is embedded in partnership agreements with delivery partners. New staff member appointed with specific remit for Safeguarding and a designated Welfare and Safety Lead on the Board.
The quality of activities delivered is not of the standard associated with Chance to Shine's brand.	Minimum quality standards are set for delivery partners in signed partnership agreements, including requirement to ensure coaches are qualified, trained and attend ECB's working in schools course. Regular feedback requested to assess programme quality, including external, independent spot checks. End of year reviews are held with Regional Managers and delivery partners to analyse quality of delivery.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2023

7) RESPONSIBILITIES**STATEMENT OF TRUSTEE DIRECTORS' RESPONSIBILITIES**

The trustees (who are also directors of Chance to Shine Foundation Ltd for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company or group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

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

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 30 September 2023 was 10 (2022:10). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The directors' annual report has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

The trustees' annual report has been approved by the trustees on 30 January 2024 and signed on their behalf by

Tim Score
Director

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF CHANCE TO SHINE FOUNDATION LTD

Opinion

We have audited the financial statements of Chance to Shine Foundation Ltd (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 30 September 2023 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 group's and of the parent charitable company's affairs as at 30 September 2023 and of the group's 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
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

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 group financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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 Chance to Shine Foundation Ltd.'s ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other Information

The other information comprises the information included in the trustees' annual report, other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group 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 group 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 group financial statements themselves.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF CHANCE TO SHINE FOUNDATION LTD

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' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF CHANCE TO SHINE FOUNDATION LTD

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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the audit committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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 is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

CHANCE TO SHINE FOUNDATION LTD

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF CHANCE TO SHINE FOUNDATION LTD

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Jonathan Orchard (Senior statutory auditor)

14 February 2024

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 30 September 2023**

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	2022/23 Total Funds £'000	2021/22 Total Funds £'000
Income from:					
Donations, grants and legacies	2	1,677	4,931	6,608	5,473
Activities for raising funds	3	489	-	489	555
Investment income	5	46	-	46	14
Total income		2,212	4,931	7,143	6,042
Expenditure on:					
Raising funds					
Costs of generating voluntary income	8	366	547	913	758
Fundraising trading	8	329	-	329	319
Charitable activities	8	281	5,534	5,815	4,568
Total resources expended		976	6,081	7,057	5,645
Reserves transfer		(505)	505	-	-
Net movement in funds		731	(645)	86	397
Fund balance brought forward at 1 October 2022		4,437	1,813	6,250	5,853
Fund balance carried forward at 30 September 2023		5,168	1,168	6,336	6,250

The notes on pages 28 to 41 form part of these accounts.

BALANCE SHEET
AT 30 September 2023

	Notes	Group 2023 £'000	Group 2022 £'000	Company 2023 £'000	Company 2022 £'000
Tangible fixed assets					
Marketing equipment		2	-	2	-
Total fixed assets		2	-	2	-
Current assets					
Debtors	13	1,363	1,450	1,279	1,392
Bank and other cash deposits	14	5,367	5,415	5,231	5,057
Total current assets		6,730	6,865	6,510	6,449
Current liabilities					
Creditors: amounts falling due within one year	15	(396)	(615)	(326)	(416)
Total assets less current liabilities		6,336	6,250	6,186	6,033
Creditors: amounts falling due after more than one year		-	-	-	-
Total net assets		6,336	6,250	6,186	6,033
Represented by:					
Restricted funds	16	1,168	1,813	1,168	1,813
Unrestricted funds	16	3,568	3,569	3,418	3,352
Designated fund	16	1,600	868	1,600	868
Total funds		6,336	6,250	6,186	6,033

The company's result as a single entity was: income £6,914,000 and a surplus of £153,000 (2021/22: income £5,901,000 surplus £548,000).

The notes on pages 28 to 41 form part of these accounts.

The financial statements were approved and authorised for issue by the Board of Trustee Directors on 30 January 2024 and signed on their behalf by:

.....
T Score

.....
SJ O'Connor

Chair

Director

Company registration number: 06441426 (England and Wales)

**CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 30 September 2023**

		2022/23 £'000	2021/22 £'000
Net cash inflow/(outflow) from operating activities	C1	(94)	120
Investing activities			
Investment income receipts		46	14
Increase/(decrease) in cash in the year	C2	<u>(48)</u>	<u>134</u>

C1 Reconciliation of changes in resources to net inflow from operating activities

	2022/23 £'000	2021/22 £'000
Net incoming/(outgoing) resources	86	397
Additions to fixed assets	(4)	-
Depreciation charge	2	-
Investment income	(46)	(14)
Increase/(decrease) in stock	-	3
Decrease/(increase) in debtors	87	(293)
Increase/(decrease) in creditors	(219)	(27)
Net cash inflow/(outflow) from operating activities	<u>(94)</u>	<u>120</u>

C2 Analysis of changes in net cash resources

	30 Sep 2022 £'000	Cash- Flow £'000	30 Sep 2023 £'000
Current accounts	<u>5,415</u>	<u>48</u>	<u>5,367</u>

The notes on pages 28 to 41 form part of these accounts.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2023**

1 Accounting policies**1.1 Basis of preparation**

The financial statements are prepared under the historical cost convention as modified to include the revaluation of investments at market value, and in accordance with the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019) and applicable accounting standards (FRS 102). The charity is a Public Benefit Entity as defined by FRS 102.

1.2 Going Concern

The trustees consider that there are no material uncertainties regarding the charity's ability to continue as a going concern. The review of our financial position, reserves level, bank balances, budgets, cash flow forecasts, future plans and assessment of risks, gives the trustees confidence the charity remains a going concern for the foreseeable future.

1.3 Critical accounting judgements and estimates

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and the reported assets, liabilities, income, expenditure and the disclosures made in the financial statements. 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.

1.4 Cash at bank and in hand

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

1.5 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

1.6 Debtors and prepayments

Delivery partner prepayments have been recognised where funding has not been spent in the period for which it was granted. Prepayments will be deducted from the next payment due.

1.7 Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

1.8 Foreign currency translation

The charities functional and presentational currency is pound sterling. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are recognised in the Statement of Financial Activities.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2023**

1.9 Group accounts

These financial statements consolidate the results of the Company and its wholly owned subsidiary Chance to Shine Enterprises Limited on a line-by-line basis. A separate statement of financial activities and income and expenditure account are not presented for the Company itself following the exemptions afforded by Section 408 of the Companies Act 2006.

1.10 Fund policy

Income declared and received for specific charitable purposes is allocated to Restricted Funds, and its use is restricted to expenditure on those purposes only. General unspecified funds received are categorised under Unrestricted Funds and spent in furtherance of the Company's objects.

1.11 Employee benefits

Short term benefits - Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Employee termination benefits - Termination benefits are accounted for on an accrual basis and in line with FRS 102.

1.12 Pensions

The Group contributes to the ECB Group Pension scheme, a defined contribution scheme, for its qualifying employees. Contributions are charged against income as they become payable.

1.13 Incoming resources

Voluntary income including donations, gifts and grants that provide core funding or are of general nature are recognised where there is entitlement, probability of receipt and the amount can be measured with sufficient reliability. Entitlement to income is considered when there is a formal and unconditional written offer. Verbal pledges are recognised when the donation is received. Income is only deferred when:

- The donor specifies that the grant or donation must only be used in future accounting periods; or
- The donor has imposed conditions which must be met before the charity has unconditional entitlement.

Gift aid and deed of covenant income resulting from membership is accounted for on a receivable basis.

Income from commercial activities is recognised on a receivable basis, according to contract or invoice. Income from fundraising events is recognised when the event has taken place, with income from auctions held at events recognised when the auctioned item has been received by the bidder.

Investment income is recognised on a receivable basis.

Legacy income is recognised at the earlier of receipt or when the charity has been notified of its entitlement, probate has been granted, and estate accounts have been provided enabling the charity to measure the value of its entitlement reliably. Where the criteria for income recognition have not been met for legacies which have been notified to the charity, the income is treated as a contingent asset and the total disclosed in the Notes to these accounts if material.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 September 2023

1.14 Resources expended

Expenditure is included on an accruals basis. Grants payable are charged in the year when the offer is conveyed to the recipient except in those cases where the offer is conditional and such conditions are set by the Trustees, such grants being recognised as expenditure when the conditions attaching are fulfilled. Grants are only made to institutions.

- Costs of generating funds are those costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.
- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Support costs include staff, office administration and other overhead costs of the central function and have been allocated to activities on a basis consistent with the use of resources. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis e.g. per capita or staff time.
- Governance costs include those incurred in the governance of the Group and its assets and are primarily associated with constitutional and statutory requirements.
- Donated goods and services are included both as voluntary income and as expenditure under the relevant heading in the Statement of Financial Activities, at values estimated to equal the expense saved. Voluntary income and the analysis of expenditure do not include the contribution of volunteers, or the value of discounts on purchases, unless the relevant discount clearly represents a charitable donation.
- Any part of a grant to a delivery partner which is not spent in the year for which it was granted, is accounted for as a prepayment and will be subtracted from their next grant payment.

1.15 Tangible fixed assets

Fixed assets are stated at cost less accumulated depreciation. Depreciation is provided on tangible fixed assets at rates calculated to write off the cost of each fixed asset over the estimated useful life using the following rates:

Office equipment and fixtures:	33.3% per annum
Marketing equipment:	50% per annum

Assets individually costing more than £2,000 would be subject to capitalisation under this policy.

1.16 General information

The charity is a company limited by guarantee, incorporated in England and Wales (company no. 06441426) and a charity registered in England and Wales (charity no. 1123385). Its registered address is The Kia Oval, London SE11 5SW.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2023**
2 Donations and grants

	2022/23 £'000	2021/22 £'000
Gifts, donations and grants	1,431	1,570
Legacies	197	242
Donated goods and services	72	39
Gift aid	83	96
England and Wales Cricket Board grants	3,840	2,529
Government grants – Department for Work and Pensions	-	11
Government grants – Sport England	985	986
	<u>6,608</u>	<u>5,473</u>

3 Activities for raising funds

This income in 2022/23 relates solely to revenue raised by Chance to Shine Enterprises Limited, including trading activities undertaken with commercial partners and from a number of fundraising events.

	2022/23 £'000	2021/22 £'000
Sponsorship agreements	91	159
Other commercial activities	5	-
Fundraising events	393	396
	<u>489</u>	<u>555</u>

4 Total external fundraising

Chance to Shine's annual fundraising targets are set and monitored by the Board against total external fundraising, incorporating donations, gifts, gift aid, commercial income, sponsorship income and investment income.

	2022/23 £'000	2021/22 £'000
Gifts and donations (including gift aid)	1,783	1,947
Commercial and sponsorship income	489	555
Investment income	46	14
	<u>2,318</u>	<u>2,516</u>

5 Investment Income

	2022/23 £'000	2021/22 £'000
Interest on bank and other cash deposits	46	14

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2023**
6 Staff costs and numbers

	2022/23	2021/22
Average number of employees	26	23
	£'000	£'000
Wages and salaries	1,227	984
Social security costs	136	112
Pension costs	134	106
Other staff costs	43	38
	1,540	1,240

Other staff costs comprise car lease, recruitment costs and costs of a private medical scheme.

The number of employees at 30 September 2023 was 25 and the average number of employees throughout the year was 26.

The average number of employees, expressed as Full Time Equivalents, was 26 (2021/22: 23). The table below shows these totals by activity:

	2022/23	2021/22
Charitable activities – operations management	10	8
Fundraising trading	2	2
Public relations and communications	4	3
General management, fundraising & finance	10	10
	26	23

The table below shows the number of higher paid employees with emoluments falling in the following ranges (on a full annual basis). Emoluments include salary, bonuses and taxable benefits in kind and other payments made to employees.

	2022/23 Total	2021/22 Total
£60,000 to £69,999	2	3
£70,000 to £79,999	1	1
£80,000 to £89,999	2	-
£90,000 to £99,999	-	1
£100,000 to £109,000	-	-
£110,000 to £119,000	1	-

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel of the group were £607,116 (2021/22: £526,584). All of this relates to key management personnel of the charity. The key management personnel of the group during the period are considered to be: Chief Executive, Operations Director, Director of Finance and Resources, Director of Communications and Digital, Director of Fundraising and Director of Impact and Evaluation.

Contributions in the year to the ECB defined contribution Group Pension scheme were £68,888 (2021/22: £50,001) for higher paid employees.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2023**

7 Trustee Directors' emoluments

For all other Trustees the total emoluments were £ nil (2021/22: £nil). No trustee was reimbursed expenses and there were four Trustee Board meetings during the year (2021/22: four).

8 Total resources expended

				Charitable activities					
	Basis of allocation	Voluntary income £'000	Fundraising trading £'000	Chance to Shine Schools £'000	Chance to Shine Street £'000	Other projects £'000	Governance £'000	2022/23 Total £'000	
Costs directly allocated to activities									
Shared staff costs	Staff	388	90	317	228	21	-	1,044	
Direct programme costs	Direct	-	-	3,296	1,520	105	-	4,921	
Communications	Direct	45	-	-	-	-	-	45	
Fundraising expenses	Direct	113	-	-	-	-	-	113	
Fundraising event costs	Direct	-	187	-	-	-	-	187	
Commercial activities	Direct	-	9	-	-	-	-	9	
Legal & Professional	Direct	-	-	-	-	-	43	43	
Audit fees	Direct	-	-	-	-	-	16	16	
Support costs allocated to activities									
Support staff costs	Staff	231	35	108	78	7	37	496	
Office and administration	Direct/staff	136	8	21	16	1	1	183	
		913	329	3,742	1,842	134	97	7,057	
Governance costs	Board Time	-	-	44	44	10	(97)	-	
2022/23 Total		913	329	3,786	1,886	144	-	7,057	
2021/22 Total		758	319	2,996	1,503	69	-	5,645	

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2023**

Total resources expended (cont.)

Total resources expended prior year

		Charitable activities						2021/22 Total £'000
	Basis of allocation	Voluntary income £'000	Fundraising trading £'000	Chance to Shine Schools £'000	Chance to Shine Street £'000	Other projects £'000	Governance £'000	
Costs directly allocated to activities								
Shared staff costs	Staff	331	78	245	194	13	-	861
Direct programme costs	Direct	-	-	2,616	1,196	45	-	3,857
Communications	Direct	50	-	-	-	-	-	50
Fundraising expenses	Direct	92	-	-	-	-	-	92
Fundraising event costs	Direct	-	179	-	-	-	-	179
Commercial activities	Direct	-	18	-	-	-	-	18
Legal & Professional	Direct	-	-	-	-	-	4	4
Audit fees	Direct	-	-	-	-	-	16	16
Support costs allocated to activities								
Support staff costs	Staff	180	30	76	61	4	28	379
Office and administration	Direct/staff	105	14	37	30	2	1	189
		758	319	2,974	1,481	64	49	5,645
Governance costs	Board Time	-	-	22	22	5	(49)	-
2021/22 Total		758	319	2,996	1,503	69	-	5,645

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2023**
9 Grants to institutions

Chance to Shine awards grants to their partners to deliver its Schools and Street programmes. All grants are made to institutions, which include all the County Cricket Boards, and no grants are made to individuals. The total of grants made to the 41 (2021/22: 41) institutions was £5,154,000 (2021/22: £3,922,000) in the following ranges:

	2022/23	2021/22
£0 to £49,999	Isle of Wight, Herefordshire, Cricket Scotland, Cornwall, Cumbria, Dorset, Cambridgeshire, Wiltshire, Suffolk, TSA Sport & Education	Isle of Wight, Herefordshire, Cricket Scotland, Cambridgeshire, Cornwall, Suffolk, Dorset, Cumbria, Wiltshire, Shropshire, Northamptonshire, TSA Sports
£50,000 to £99,999	Hertfordshire, Northamptonshire, Norfolk, Oxfordshire, Devon, Cricket East, Shropshire, Lincolnshire, Buckinghamshire, Nottinghamshire, StreetGames,	Oxfordshire, Hertfordshire, Norfolk, Worcestershire, Lincolnshire, Devon, StreetGames, Derbyshire, Cricket East, Hampshire, Northumberland, Buckinghamshire, Somerset, Nottinghamshire, Leicestershire, Durham, Cheshire
£100,000 to £149,999	Northumberland, Somerset, Leicestershire, Worcestershire, Derbyshire, Hampshire, Durham, Sussex, Gloucestershire, Berkshire	Berkshire, Staffordshire, Sussex, Gloucestershire, Kent, Essex, Cricket Wales
£150,000 to £199,999	Cheshire, Staffordshire	
£200,000 to £249,999	Kent, Essex	Warwickshire
£250,000 to £299,999	Yorkshire, Warwickshire	Yorkshire, Surrey, Middlesex
£300,000 to £349,999	Cricket Wales, Middlesex, Surrey	Lancashire
£450,000 to £500,000	Lancashire	

10 Other costs

	2022/23	2021/22
	£'000	£'000
Auditors' remuneration – current year	14	16
- prior year	(2)	(1)
- non-audit services	1	1
	<u>13</u>	<u>16</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2023**
11 Tangible fixed assets – Group and Company

	Marketing equipment £'000	2023 Total £'000
Cost		
At 1 October 2022	-	-
Add: additions	4	4
Less: disposals	-	-
At 30 September 2023	<u>4</u>	<u>4</u>
Depreciation		
At 1 October 2022	-	-
Charged in the year	2	2
Disposals	-	-
At 30 September 2023	<u>2</u>	<u>2</u>
Net book value		
At 30 September 2023	<u>2</u>	<u>2</u>
At 30 September 2022	<u>-</u>	<u>-</u>

12 Subsidiary undertaking

The charity owns the whole of the issued ordinary share capital of Chance to Shine Enterprises Limited, a company registered in England. The company number is 05105487. The registered office address is The Kia Oval, London, SE11 5SW. The subsidiary is valued at the original nominal value of £1 and hence does not appear separately on the Balance Sheet.

A summary of the results of the subsidiary is shown below:

	2023 £'000	2022 £'000
Turnover	493	555
Direct costs	(201)	(198)
Gross profit	<u>292</u>	<u>357</u>
Administrative expenses	(99)	(94)
Management charge payable to parent undertaking	(46)	(46)
Operating profit	<u>147</u>	<u>217</u>
Interest receivable	3	-
Profit for the financial year	<u>150</u>	<u>217</u>
Retained earnings		
Total retained earnings brought forward at 1 October	217	368
Profit for the financial year	150	217
Distribution under Gift Aid to parent charity	(217)	(368)
Total retained earnings carried forward at 30 September	<u>150</u>	<u>217</u>
Aggregate of assets and liabilities and reserves		
Assets	278	417
Liabilities	(128)	(200)
Reserves	<u>150</u>	<u>217</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2023**
13 Debtors

	Group		Company	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Amount due from subsidiary	-	-	-	-
Voluntary income receivable	-	13	-	13
Fundraising events	31	37	-	-
Bad debt provision	-	(3)	-	-
Gift Aid receivable	46	55	46	55
Commercial activities	25	12	-	-
Prepayments	461	423	460	411
Accrued income	799	912	772	912
Other debtors	1	1	1	1
	<u>1,363</u>	<u>1,450</u>	<u>1,279</u>	<u>1,392</u>

Prepayments include amounts recoverable from Delivery Partner grants, due to underspend in projects of £429,000 (2021/22: £388,000) that will be offset against future funding. Accrued income includes £500,000 (2021/22: £500,000) of match funding due from the England and Wales Cricket Board as a result of private fundraising efforts during the year.

14 Bank and other cash deposits

	Group		Company	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Cash in hand	2,449	2,538	2,313	2,180
Fixed term deposit and notice accounts (< 1 year)	2,918	2,877	2,918	2,877
	<u>5,367</u>	<u>5,415</u>	<u>5,231</u>	<u>5,057</u>

15 Creditors: Amounts falling due within one year

	Group		Company	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Amount due to subsidiary	-	-	59	1
Deferred income	87	128	-	-
Taxation & social security	2	8	-	-
Trade creditors	225	427	209	375
Accruals	82	52	58	40
	<u>396</u>	<u>615</u>	<u>326</u>	<u>416</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2023**
Creditors: Amounts falling due within one year (cont.)
Deferred income analysis

	Group		Company	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Brought forward	128	174	-	-
Released in year	(103)	(154)	-	-
New deferrals	62	108	-	-
Carried forward	87	128	-	-

16 Movement in funds

	Reserves brought forward £'000	Income 2022/23 £'000	Costs 2022/23 £'000	Reserves Transfer In/(Out) £'000	Reserves Carried Forward £'000
Restricted funds					
Chance to Shine	1,129	5	154	-	980
Chance to Shine Schools	-	200	705	505	-
Chance to Shine Street	218	401	431	-	188
Primary Schools (ECB)	-	2,965	2,965	-	-
Street (ECB)	-	375	375	-	-
Street (Sport England)	466	985	1,451	-	-
	1,813	4,931	6,081	505	1,168
Unrestricted funds					
General funds	3,569	2,212	976	(1,237)	3,568
Designated fund	868	-	-	732	1,600
Total funds	6,250	7,143	7,057	-	6,336

Movement in funds prior year

	Reserves brought forward £'000	Income 2021/22 £'000	Costs 2021/22 £'000	Reserves Transfer In/(Out) £'000	Reserves Carried Forward £'000
Restricted funds					
Chance to Shine	1,576	23	470	-	1,129
Chance to Shine Schools	-	165	350	185	-
Chance to Shine Street	168	444	394	-	218
Primary Schools (ECB)	531	2,029	2,560	-	-
Street (Sport England)	558	986	1,078	-	466
	2,833	3,647	4,852	185	1,813
Unrestricted funds					
General funds	2,692	2,395	793	(725)	3,569
Designated fund	328	-	-	540	868
Total funds	5,853	6,042	5,645	-	6,250

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 September 2023

Movement in funds (cont.)

Unrestricted funds comprise those funds which the Trustees are free to use in accordance with the Company's charitable objectives. During the period the Trustees designated a further £732,000 to invest in a new strategy (2023–2028) and also £505,000 was transferred to cover the costs restricted to the Chance to Shine Schools programme.

The Chance to Shine restricted fund consists of reserves restricted to be spent on Chance to Shine Foundation Ltd's charitable programmes that do not apply to specific charitable activities. This fund can be used to cover costs of any of the charity's existing programmes.

The Chance to Shine Schools restricted fund represents income and costs restricted to the Chance to Shine Schools programme. £505,000 was transferred from unrestricted funds to cover costs on the programme.

The Chance to Shine Street restricted fund represents income and costs restricted to the Chance to Shine Street programme.

The Primary Schools (ECB) restricted fund is funding from the England and Wales Cricket Board restricted to the primary schools part of the Chance to Shine Schools Programme.

The Street (ECB) restricted fund is funding from the England and Wales Cricket Board restricted to the Chance to Shine Street programme.

The Street (Sport England) restricted fund is Lottery funding which is restricted to the Chance to Shine Street programme.

17 Analysis of net assets between funds

	Unrestricted funds £'000	Designated funds £'000	Restricted funds £'000	Total funds £'000
Funds balance at 30 September 2023 are represented by:				
- Net assets	3,568	1,600	1,168	6,336
	3,568	1,600	1,168	6,336
	Unrestricted funds £'000	Designated funds £'000	Restricted funds £'000	Total funds £'000
Funds balance at 30 September 2022 are represented by:				
- Net assets	3,569	868	1,813	6,250
	3,569	868	1,813	6,250

18 Taxation

The Company is a registered charity and is entitled to the exemptions from tax afforded by sections 505 ICTA and 256 TCGA 1992 as far as its income and gains are applied for charitable purposes.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2023**

19 Related party transactions

Payments of £18,110 were made to The Youth Sport Trust, for whom Alison Oliver, a Trustee of Chance to Shine Foundation Ltd, is the Chief Executive. This was to support the schools programmes and for coach training.

Payments totalling £25,720 were made to Capital Kids Cricket, for whom Martin Darlow, a Trustee of Chance to Shine Foundation Ltd until May 2023, is a Director. This was for the delivery of the Hospital Schools Programme. Martin Darlow was also a Director of the England and Wales Cricket Board.

Payments of £410,069 were made to Surrey County Cricket Club Limited or its subsidiaries, for whom Laura Cordingley, Chief Executive of Chance to Shine Foundations Ltd, is a Non-Executive Director. £329,281 related to grant funding to Surrey Cricket Foundation, £49,828 was for a hospitality box at the Oval Test Match and location hire for events to Oval Events Ltd. £30,960 to Kennington Oval Ltd was for the rental of office space. Surrey County Cricket Club made a donation of £10,004 to Chance to Shine Foundation relating to funds raised during the Oval Test Match.

Doug McAllister is a Senior Client Partner at Korn Ferry, who provided pro bono support to manage the search for a new Chair which has been valued at £40,000 and recognised in donated services and governance costs.

The total amount of donations received from Trustees in the year was £116,696 (2021/22: £3,946).

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2023**
**20 COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 30 SEPTEMBER 2022**

	Unrestricted Funds £'000	Restricted Funds £'000	2021/22 Total Funds £'000
Income from:			
Donations and grants	1,826	3,647	5,473
Activities for raising funds	555	-	555
Investment income	14	-	14
Total income	2,395	3,647	6,042
Expenditure on:			
Raising funds			
Costs of generating voluntary income	300	458	758
Fundraising trading	319	-	319
Charitable activities	174	4,394	4,568
Total resources expended	793	4,852	5,645
Reserves transfer	(185)	185	-
Net movement in funds	1,417	(1,020)	397
Fund balance brought forward at 1 October 2021	3,020	2,833	5,853
Fund balance carried forward at 30 September 2022	4,437	1,813	6,250

21 Sport England grant income and expenditure

	2022/23 £'000	2021/22 £'000
Grants receivable	985	986
Chance to Shine Street	950	705
Direct programme costs	201	148
Administrative expenses	300	225
Total expenditure	1,451	1,078

CHANCE TO SHINE FOUNDATION LTD

England & Wales - Charity number 1123385

Accounts

Company Registration No: 06441426
Charity Registration No: 1123385



CHANCE TO SHINE FOUNDATION LTD

A charitable company limited by guarantee

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2022

CONTENTS	Page
Legal and administrative information	3
Trustee Directors' report	4 to 20
Independent auditors' report	21 to 24
Consolidated statement of financial activities	25
Consolidated balance sheet	26
Cash flow statement	27
Notes to the accounts	28 to 41

LEGAL AND ADMINISTRATIVE INFORMATION
- year ended 30 September 2022

Status

The organisation is a charitable company limited by guarantee, incorporated on 30 November 2007.

Governing Document

The company was established under Memorandum and Articles which established the objects and powers of the charitable company as amended by Special Resolution on 29 January 2018.

Trustee Directors:

Sir Donald Brydon (Chair)
Dana Abdulkarim
Sir Daniel Alexander
Martin Darlow
Anshuman Jain (resigned 13 August 2022)
Sir Mark Harford (appointed 3 October 2022)
William Lawes
Douglas McAllister
Sophie O'Connor
Alison Oliver
Ebony Rainford-Brent (resigned 31 January 2022)
Caspar Rock
Kriti Sharma

Chief Executive: Laura Cordingley

Key Management Personnel: Vanessa Greene, Kate Jacques, Ross Jeavons, Steve Peyman, Nicholas Platt

President: Lord King of Lothbury KG GBE FBA

Vice-Presidents: Duncan Fearnley, Mark Nicholas, Sir Tim Rice

Honorary Vice-Presidents: Graham Able, Nick Anstee, Adrian Beecroft, Judy Coles, John Dodge, Simon Dyson, Charlotte Edwards CBE, Peter Gale, Garri Jones, Wasim Khan MBE, Tim O'Gorman, Russell Perry, Ebony Rainford-Brent MBE, Michael Reyner, Mike Soper, Oliver Stocken CBE, Luke Swanson

Company registration number: 06441426

Charity registration number: 1123385

Registered Office: The Kia Oval
London
SE11 5SW

Secretary: MSP Corporate Service Limited
27-28 Eastcastle Street
London
W1W 8DH

Auditors: Sayer Vincent LLP
Invicta House
108-114 Golden Lane
London, EC1Y 0TL

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2022

The Trustee Directors present the annual report and financial statements of the Company for the year ended 30 September 2022.

1) OBJECTIVES AND ACTIVITIES

In planning the objectives and activities for the period, the Trustee Directors considered the Charity Commission's guidance on public benefit, in particular the guidance regarding public benefit from the advancement of education and of amateur sport.

Chance to Shine's (CTS) mission is for all young people to have the opportunity to play, learn and develop through cricket. We want them to learn a love of the game and in doing so develop their wider wellbeing.

We do this by providing opportunities through our two core programmes: Chance to Shine Schools and Chance to Shine Street.

We focus on four outcomes for children; Physical Wellbeing, Mental Wellbeing, Personal Development and Social Wellbeing.

Our programmes are designed to help children and schools, concentrating on the outcomes above. Six key components sit at the heart of our work; INSPIRE, PLAY, LEARN & DEVELOP, TEACH & TRAIN, COMPETE, PROGRESS.

To understand our impact, in addition to the outcomes for children and young people listed above we measure programme outputs; who takes part in our programmes, how they engage and whether cricket is being sustained in schools, clubs and communities.

In order to deliver our programmes and achieve these outcomes for children and young people we work in close partnership with the England and Wales Cricket Board (ECB), all 39 County Cricket Boards (CCBs) in England and Wales and Cricket Scotland and broader charities such as Street Games. In doing so, we provide professional cricket coaching, teacher training, competition and links to community settings in state primary and secondary schools.

Our community cricket programme, CTS Street, brings the sport to thousands more young people in disadvantaged areas. Delivered through CCBs and StreetGames, it uses the game to increase aspiration, develop life skills, promote social cohesion and provides additional support for areas such as crime prevention in some of the most disadvantaged areas of the country.

Across Schools and Street, the role of delivery partners is to develop and deliver activities that best meet local needs while meeting Chance to Shine Foundation Ltd's charitable objectives. CTS provides grant funding to CCBs and other delivery partners to support the delivery of their programmes.

Our programmes have been designed to develop sustainable cricket cultures in schools and communities. Structured programmes of coaching, competition and teacher development are delivered by qualified coaches who are recruited and managed by CCBs.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2022

2) ACHIEVEMENTS AND PERFORMANCE

Across the year Chance to Shine delivered to over 570,000 children and young people in Schools and Street projects. This is the first full year of delivery since 2018/19, with delivery levels returning to pre-pandemic.

DELIVERING AGAINST OUR OBJECTIVES

From September 2021 to August 2022, **570,235** children and young people took part in a Chance to Shine programme in **3,885** primary and special schools, **204** secondary schools as well as **197** Street projects.

Primary Schools

539,583 children took part in Chance to Shine programmes in **3,885** primary and special schools.

Here is a breakdown of delivery against our two offers delivered in Primary Schools:

	Total	Whole School Programme	Cricket Engagement Day
Schools		*2,183	*1,930
Coaching hours		54,475	12,377
Children		252,783	310,302
Boys		129,104 (51%)	155,596 (50%)
Girls		123,679 (49%)	154,706 (50%)

* To note, this is a unique number of schools that received a Play session

Whole School Programme (WSP): half-term of cricket aimed at building teacher confidence and whole child development with a clear pathway to community sport.

Cricket Engagement Day (ED): a single day in schools aimed at connecting to community programmes and inducting new schools for future involvement with a Whole School Programme.

Within the primary programme in terms of planning we reached 109.7% of schools for Whole School Programmes and 73.1 % for Cricket Engagement Days. Priority was given to the delivery of WSPs, as we know WSP return the greatest impact on the lives of children and the school.

Inter Schools Competition is also a key component of the Primary Schools Programme. This academic year saw the first uninterrupted and full year of the new ECB 'Dynamos Schools' programme which replaced the previous 'Kwik Cricket' format. Across all CTS funded Inter-School Competitions (which included Skills Festivals & Dynamos Schools), **82,014** children took part. A further **14,368** children took part in events which were captured on the CTS Portal, but funded directly using ECB's investment.

Coach Training

In October 2021, CTS launched an updated set of Primary Schools resources which were developed in partnership with Youth Sports Trust (YST). The resources covered most of the component parts of a CTS programme – Inspire, Play, Lead, Compete & Progress. The new programme introduced a new Life Skills focussed Play curriculum and an 'I/We/You' approach to supporting the development of teacher confidence.

In support of the new resources, CTS also partnered with YST to deliver a Coach Training programme. This programme involved both the training of a CTS Tutor Team as well as supporting new coaches through a two-day course. The initial tutor training was attended by 33 tutors. A further **138** new coaches received support from the CTS & YST tutor team.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2022

A one day refresher course for existing trained coaches was also piloted, with delivery reaching **52** coaches.

Girls Secondary School Programme

Now in its fourth year this programme aims to develop leadership skills and introduce cricket to new participants. The 21-22 academic year was the first since COVID restrictions (such as class bubbles and limited external visitors) were removed. However, the ability to deliver the full programme as intended was still limited by the significant challenges faced in secondary schools – with a number of schools not able to fully apply the leadership principles. Despite this we managed to reach **204** schools and **23,987** girls offering a combination of leadership sessions, tasters, and competition. This included some new partner CCBs delivering the programme for the first time.

Chance to Compete

For the first time since COVID regulations allowed, CTS returned to a full delivery programme for Chance to Compete, including regional progressions for Girls u13s and u15s. With a new structure for women's & girls' cricket, relationships were developed with eight ECB Regional Development Centres of which 7 supported events. CTS also piloted a Year 7 mixed competition, linked as a simple progression from Dynamos Schools. The results were positive.

Across all CCB level events, which were predominantly Girls u13 & u15 (funded through the Girls Secondary Leadership Programme) a total of **10,624** participants took part in competition.

Girls Regional Finals

- 14 (7 x U13 / 7 x U15); all were linked to Regional Development Centres
- Teams at Regional Finals – 39 (U13) / 35 (U15)
- Matches Played at Regionals Finals – 91 (U13) / 88 (U15)
- Participants (approx.) – 666 (based on 9 participants per team)

Year 7 Mixed County Finals

- 7 County Boards submitted a proposal to deliver festivals. Finals numbers;
- Schools – 75
- Teams – 78
- Participants – 843

Cricket Scotland

In 2021/22 Cricket Scotland have delivered CTS's Whole School Programme in 27 schools in Aberdeenshire and Edinburgh, whilst also creating new out of school opportunities via three Street Projects; Fraserburgh and Peterhead in Aberdeenshire, and Westerhailes in Edinburgh.

Looking ahead to 2022/23 - the programme in Scotland intends to deliver 29 Whole School Programmes (18 in Aberdeenshire & 11 in Edinburgh) and to offer out of school opportunities for participants in the form of the Street Projects and other community offers.

Hospital Schools

Chance to Shine deliver cricket sessions for children aged 5 to 18 in four London hospital schools: The Children's Hospital at Great Ormond Street, Evelina Children's Hospital at St Thomas's, The Teenage Cancer Unit at The Royal Marsden Hospital and The Lavender Walk Adolescent Mental Health Unit at Chelsea and Westminster Hospital.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2022

Coaches from our delivery partner, Capital Kids Cricket, run a 36-week cricket themed programme during school hours. It aims to support children's wellbeing by having fun, playing with others and being physically active to the best of their ability.

National Cricket Week (NCW)

In 2022, NCW took place 27th June - 1st July. The week was themed around the principle that 'cricket is a game for everyone' – an important topic given the challenges faced by the game in recent times. The week was therefore aimed at showcasing the fantastic diversity across all of CTS's programmes. This included showcase events such as:

- Former Maccabee and Tailenders podcaster Felix White joining West Indies cricketing legend Carlos Brathwaite to meet pupils from St Paul's with St Michael's Primary school, Hackney.
- Current England T20 & ODI player, Moeen Ali, visiting his old Primary School (Nelson Mandela School, Birmingham) to launch his children's book 'The Legend of Sparkhill'.
- England's first black test cricketer, Roland Butcher, visiting the Sheffield 'wider engagement programme' project, aimed at giving young children from areas with high black and Afro-Caribbean populations the opportunity to be introduced to the game.
- Girls Chance to Compete Regional finals hosted by Southern Vipers Regional Development centre, with a number of current international and professional female cricketers in attendance as ambassadors.

MCC Open Day

In July 2022, Chance to Shine and MCC welcomed 20 schools and 500 children from around the country to Lord's for a celebratory open day. A mass assembly led by Mark Nicholas highlighted everything cricket has to offer. The children had the opportunity to play matches on the outfield, explore the history of the ground with an expert guided tour and work on their skills in the indoor centre.

Street Programme

From Sept 21 – Aug 2022, **6,665** young people were engaged in the programme – **81%** of young people were from ethnically diverse communities and **65%** were living in the most deprived areas of England. Priority this year was given to returning delivery to pre-pandemic levels (200 projects), and it was a huge achievement to reach that milestone.

As we recovered from the pandemic, we took this opportunity to review all projects to ensure we're delivering in the areas where young people have the least opportunities available to them, most notable in areas of highest deprivation.

Through a successful Sport England application earlier this year, and with ECB investing in Street, we are on track to grow our programme in line with our 2024 ambition of 300 projects across England, Wales and Scotland.

A major consideration in growing Street has been the locations where we are delivering, with more insight being used to influence and prioritise. To do this, we've used data on deprivation, diversity, and inactivity to focus on giving those with the least the most opportunity.

This growth in Street aligns closely with the additional investment made by ECB in Primary Schools. For many of the new schools being selected in more deprived communities, the opportunities to continue to play are limited, therefore a new Street project connected will provide that outlet.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2022

Identifying more girls only projects has also been prioritised, along with ensuring the diversity of a project is reflective of the community where it's located. We have also seen a rise in the number of projects engaging specifically with refugees, increasing from 15 to 21 in the next 12 months.

CTS Street competitions returned in 2022. Teams compete at a county level before progressing to Regional Finals. Thirteen regional events took place with 106 teams and 700+ participants taking part.

The regional winners were then invited to our 2022 National Finals at Lord's and Nottingham University in August. The finals demonstrated a great deal of talent, something which we aim to raise awareness of with partners such as ECB to help such young people progress in the talent system.

Lead your Ship

Our Crime Prevention Programme (Lead your Ship) is a twelve-week secondary school based programme working with young people at risk of exclusion from secondary schools in the West Midlands, London and Bournemouth.

Negative influences can have an adverse effect on young people's behaviour in educational settings and lower their aspirations. Lead Your Ship is aimed at raising awareness and developing skill sets for young people to navigate safely in today's inner city youth culture. Twelve pupils from each school attend the Lead Your Ship program which lasts two-hours session.

The first hour is a lesson on topics in the course content followed by the second hour which is a lesson playing Cricket. This interactive programme includes small group discussions, educational activities and personal reflection. The programme is partnership with TSA Sports & Education.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2022

OUR IMPACT

In 2021/22 we took a variety of approaches to understand the impact of our programmes as well as reflecting on what young people need to feel included when they play cricket. We carried out surveys, focus groups and interviews with 1,110 teachers and 100 parents of Street participants. We surveyed 2,500 children at the beginning and end of CTS programmes to understand their change in attitudes over time. Below is a selection of findings from this research. Full details will be available in our next Impact Report.

CREATING OPPORTUNITIES TO PLAY

CTS has played an important role in creating fun and inclusive opportunities for children to play cricket. We target areas where children have fewer opportunities to play regularly in their community - for example, 40% of primary schools that took part this year have a high proportion of pupils receiving free school meals.

The majority of children surveyed agreed they felt included (91%) and happy (92%) during CTS sessions. Almost all agreed their coach was kind (96%) and fair (92%). Teachers felt the programme was designed with inclusion in mind – activities could be easily adapted for children with a range of skill and needs, coaches focused on a child's personal best rather than one fixed idea of success.

5% of children surveyed said they didn't feel included. When asked why, they told us they felt left out by their peers. This reinforces the need for coaches to ensure all children are treating one another with respect during sessions.

PHYSICAL WELLBEING

Sport England's Active Lives research shows that as well as creating the right opportunity to play, we need to help children enjoy sport and feel confident playing. In schools, almost all teachers surveyed agreed taking part in CTS had supported their pupils' physical wellbeing (99%) and developed their fundamental movement skills (98%).

PERSONAL, MENTAL AND SOCIAL WELLBEING

When we spoke to parents of young people playing cricket at Street projects, they reflected on how taking part had supported their children to develop themselves. One parent in London commented: *"If my son wasn't doing this, what would he be doing at home now? It just takes one little spark. It's one of those sports that is a life skill, that teaches friendship and teamwork. I think for some of these kids, it's almost their only outlet outside of school, making relationships with each other. That's why I bring my son here, just so he meets other kids."*

In schools, almost all teachers surveyed noted this impact on their pupils' personal development (97%), mental (95%) and social (99%) wellbeing. Teachers highlighted the importance of teamwork, with one teacher commenting: *"It gave children an opportunity to work with each other so that they could feel individual and team success. Many children who were in groups had not worked with each other before so they could experience working with others."*

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2022

COMMUNICATIONS

2021/22 saw continued progress in line with the annual goals of the CTS Communications Strategy:

Effective and Consistent Engagement with Stakeholders

A renewed social strategy in summer 2022 increased post frequency and content creation, leading to additional engagement across the majority of channels.

Within Public Affairs, meetings with MPs took place - aimed at creating CTS advocates in parliament and organising a future game of Street cricket at Westminster.

Positive relationships continue to be honed with the media such as Sky Sports and BBC, leading to repeated broadcast coverage in 2022.

Ensuring people understand Chance to Shine/Changing behaviour where necessary

A 'how to talk about Chance to Shine' session was run for CTS staff to improve consistency and quality of messaging. A 'teachers webinar' was also held to launch the new CTS play resources, and emphasise cricket's ability to inspire change in young people.

Demonstrating the importance and success of our work

Extensive media coverage was achieved throughout National Cricket Week, Impact Report launch and Oval test match, including live pieces on Sky Sports, Test Match Special and features in the Guardian and Independent Online. Our new agreement with Sport England was launched with a piece on BBC News at One.

To increase the number of case studies produced on an annual basis, a case study hub has been created on the Portal to the digitise process for story submission.

Diversifying our audiences

CTS activated in person at the Youth Sport Trust conference, including actively promoting new Portal resources.

On social media, the focus on Instagram stories was increased throughout the year in an effort to communicate directly to a younger audience. Relationships were also developed with the Caribbean Cricket, Murali End and Women's Cricket Chat podcasts, including hosting the first CTS Podcast Street Cricket Tournament. Media pitches have also been targeted to journalists specialising in women's sport, as well as those with a demonstrable interest in EDI.

Illustrator Harkiran Kalsi contributed to Impact Report design – her work has previously led campaigns highlighting issues around racism and inequality

FUNDRAISING

CTS undertakes fundraising activity to its supporters via fundraising events and dinners, individual giving including appeal letters, email and telephone. In addition, funds are raised from trusts & foundations and corporate partnerships.

Chance to Shine Foundation Ltd is registered with the Fundraising Regulator and adheres to its Code of Fundraising Practice and its associated rulebooks for fundraising activities. Additional guidance and information are sought from the Institute of Fundraising to inform best practice.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2022

CTS is compliant with the UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018 and will only contact prospective and existing supporters in line with its Privacy Policy which can be viewed in full at www.chancetoshine.org/privacy.

CTS recognises the importance of protecting our vulnerable supporters and follows the guidance issued by the Institute of Fundraising and the Fundraising Regulator on treating donors fairly. CTS supports its staff who encounter supporters to provide high quality customer care, ensuring anyone donating to the charity is in a position to make a free and informed decision.

CTS welcomes feedback on its fundraising activities and has a complaint policy which outlines how the charity will react should a complaint be received regarding its fundraising methods. CTS received no complaints during the year.

During the financial year, Chance to Shine Foundation Ltd received total income of £6.042m. £2.529m of that was funding received from the England and Wales Cricket Board (ECB). £2.029m of this was for the Primary School programme which was reduced from the anticipated £2.5m as a result of carrying forward unspent funding from 2020/21 due to the impact of COVID-19 on our ability to deliver the programme. £0.5m was unrestricted funding and relates to match-funding as a result of private fundraising efforts in during the year.

Sport England gave £0.986m towards the Chance to Shine Street programme.

The remaining £2.528m came from a combination of individuals, corporate donations, sponsorship agreements, fundraising events, trusts and foundations and investment income. This income is in line with our fundraising strategy target set in 2019.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2022

DIVERSITY

In line with the Code for Sports Governance, CTS continues to place great importance and focus on diversity and inclusion. Our Diversity policy can be found on our website (www.chancetoshine.org/governance), it includes our commitment to diversity targets.

CTS also maintains a Diversity Action Plan (DAP) covering Recruitment, Engagement and Progressing Talent from Within. This plan contains short, medium and long terms goals.

In 2021/22 the charity continued our commitment towards this important piece of work by:

- Developing and beginning to implement an Equity, Diversity & Inclusion strategy to complement and enhance the Charity's existing strategic direction.
- Establishment of an EDI steering group to help guide CTS's EDI and strategy work. This a pan-organisation internal group representative of every department
- Introducing a new inclusive recruitment tool Pinpoint which supports blind recruitment and other aspects such as helping to broaden job advert reach in order to diversity recruitment pools.
- Partnering with Unleashed an inclusivity and EDI consultancy to help deliver EDI training to 385 CTS coaches nationwide.
- Maintaining Board gender diversity to 42% and the Senior Management Team to 50%
- Undertaking an anti-racism assessment which took a view on Plan4Sport's report into racism in Scotland and used the criteria to hold a mirror up to CTS. It was an overall positive reflection, with areas for improvement identified such as; appointing a CTS trustee as Board EDI Champion and enhancing our whistleblowing communications to be clear this includes reporting incidents of racism.
- Working with the Independent Commission into Equity in Cricket to submit written and verbal reports as part of their call for evidence.

Diversity of participation and equality is of huge importance to Chance to Shine. 51% of all participants are girls and 79% of Chance to Shine Street participants are from ethnically diverse communities. Our programmes aim to support all young people to benefit from cricket.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2022

3) FINANCIAL REVIEW

The financial statements included with this report consolidate the results of the Company and its wholly-owned trading subsidiary Chance to Shine Enterprises Limited and have been prepared on a going concern basis. A separate statement of financial activities and income and expenditure account is not presented for the Company itself following the exemptions afforded by Section 408 of the Companies Act 2006.

During the year a total of £6.042m was raised from all sources (2020/21: £4.744m). Of this, £0.555m was raised from commercial activities and fundraising events which is a slight decrease on the previous year when £0.600m was raised. Sponsorship income reduced by 67% as a result of two large charity sponsorship agreements coming to an end. It remains a priority to secure replacement sponsors in 2022/23. The drop in sponsorship income was offset by a significant increase in event income due to being able to host in person events following restrictions during the covid pandemic in 2020/21. Therefore, related fundraising trading costs for the year have also increased proportionally to £0.319m compared to £0.186m in 2020/21.

Voluntary income increased from £4.122m in 2020/21 to £5.473m in 2021/22. The ECB donation increased to £2.529m from £1.809m in 2020/21 and includes £0.5m of accrued match funding. The core Primary Schools grant of £2.5m was reduced to £2.029m as a result of carrying forward unspent funding from 2020/21 due to the impact of COVID-19 on our ability to deliver the programme. Sport England funding increased slightly to £0.986m (2020/21: £0.951m). Excluding Sport England and the ECB, other voluntary income for the year remained at a similar level of £1.958m compared to £1.362m in 2020/21.

The organisation's costs of generating this voluntary income rose slightly from £0.742m in 2020/21 to £0.758m.

Charitable activity costs increased to £4.568m (2020/21: £3.454m) as programme activity was returned to pre-pandemic levels.

Governance costs were £0.049m (2020/21: £0.038m).

Overall, Chance to Shine Foundation Ltd achieved a surplus of £0.397m for the year (2020/21: £0.362m surplus). This is mainly a result of the ECB match funding which is accrued for at year end but budgeted to be spent in the following year.

There was a net cash inflow for the year of £0.134m versus a £0.268m inflow in 2020/21.

The Trustee Directors seek to ensure that funds raised are spent effectively for all of its charitable activities, monitoring a range of metrics including the following:

1. Costs of generating funds as a % of incoming resources from generated funds: **18%** (2020/21: **20%**)

A measure of the total costs of fundraising activity as a percentage of the total income generated, excluding investment income. This encompasses all forms of voluntary, commercial and event-based fundraising.

2. Charitable activities costs as a % of total resources expended: **81%** (2020/21: **79%**)

A measure of the expenditure on the charitable programmes of Chance to Shine Foundation Ltd as a proportion of total expenditure.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2022

3. Support costs as a % of charitable activity costs: 15% (2020/21: 14%)

A measure of the costs of the Operations management team and allocated overheads (support costs) as a percentage of the total charitable expenditure on Chance to Shine Foundation Ltd's programmes.

The year-on-year movement in these ratios reflects a number of factors and in particular our programmes and activities returning to pre COVID-19 pandemic levels.

RESERVES POLICY

It has been a long-held conviction, and evidenced by our experience, that the full benefits derived from our Chance to Shine programmes arise from providing long-term, not short-term, opportunities to participate. Working with our delivery partners, we aim to engage with schools and communities on a sustainable basis. To do this we believe that it is essential to be assured of our funding position in order to be able to plan effectively and to deliver the programmes most successfully.

The Trustees have, therefore, determined that we should seek to hold reserves equivalent to between one and two years of planned programme expenditure, from restricted and unrestricted reserves as appropriate, as well as sufficient unrestricted reserves to cover between six months and one year of future management and administration costs. Chance to Shine receives funding from certain donors, including ECB, Sport England and many trusts and foundations, that are restricted for use in particular programmes and/or in specified geographical areas. Other fundraising, together with surpluses arising from commercial activities, are unrestricted. The reserves target range at the year-end was between £1.5m - £2.9m.

At the end of the year reserves totalled £6.250m, of which restricted funds £1.813m. In July 2022 the Trustees agreed to designate a further £0.54m to support the growth in Chance to Shine Street over the next 3 years bringing the total designated funds at the end of the year to £0.868m. This leaves £3.569m of general unrestricted funds which the Trustees are free to use in accordance with the Company's charitable objectives.

Existing restricted reserves and future expected restricted funding will continue to help fund the Primary Schools and Street programmes. A further £0.525m of unrestricted reserves will be required, to supplement the restricted reserves, to cover 12 months of other planned, unfunded programmes. The Trustees agree that the current level of reserves is appropriate for the short term and will be agreeing a plan of investment of reserves in 2022/23 to enhance Chance to Shine's charitable activities as part of developing a new strategic plan.

INVESTMENT POLICY

Investments are made according to an agreed policy that enables surplus cash (above that required for the following three months' requirements) to be invested in longer-term opportunities that balance returns with a low level of risk, most likely being fixed term cash deposits, notice accounts or bonds. Investment planning takes into account both cash balances held together with pledged and forecast income where there is a high degree of certainty of the value and timing of future receipts. In current circumstances, given the anticipated future cash requirements and the rates of return available, the investment of such surplus funds has been restricted to sterling deposits with British banks with an acceptable credit rating. A limit is applied for the maximum proportion of total funds that can be held in any one institution.

The implementation of the investment policy is overseen by the Investment Committee on behalf of the Board of Trustees. All investments held currently or at any point during the year were in the form of fixed term or notice cash deposit accounts.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2022

4) FUTURE PLANS AND STRATEGY

Our current period of strategic focus is 2020-24 and as such the strategy maintains our commitment to our mission in helping children to play, learn and develop through cricket. We continue to concentrate on doing so principally via our Schools and Street programmes; these are major priorities for future focus and investment.

In 2021/22 we assessed our strategic objectives across all areas of our work and remain committed to helping children and young people through maintaining our focus on State schools and disadvantaged communities via our Street work.

In reflecting at the start of the year, some areas of focus emerged for CTS to enhance focus on, in addition to maintaining our core work:

- **Data:** An increased focus on sharing impact and demographic data with delivery partners has seen a marked difference in impact with disadvantaged and under-served communities i.e., by helping delivery partners understand easily which schools in their local area have high percentage of pupils on Free School Meals
- **Street:** as a result of improved data, CTS were able to identify areas where growing our street programme would have the most impact. This growth will take CTS Street projects from 200 to 300 across England, Wales and Scotland. The ECB have committed to match funding this growth £ for £ over the next three years and as such as we look ahead we anticipate having the additional 100 projects running by the end of 2022/23, all linked to areas where children have the least opportunity to play cricket.
- **Talent pathway:** whilst not changing our focus on grassroots cricket and the impact this can have. We have reflected that as we aim to help young people reach their potential; whatever that may be – children who are talented in cricket are likely currently underserved if they are in CTS programmes as our work falls outside of the traditional talent pathway. This is particularly true for Street participants. We are therefore committed to working with partners such as ECB and County Cricket Boards to help CTS participants who display talent to be firstly seen and then supported into the pathway.

Our fundraising strategy continues to focus on diversifying our income, particularly with corporate partners and individual supporters. We now aim to grow our income from sources other than the ECB and Sport England to £3m by 2025.

Looking ahead CTS will undertake a strategic review in 2022/23 which will set future strategy beyond 2024. The trustees and senior executive have set out to evolve the organisation and as such still see the core mission remaining very similar, however much work will be undertaken to assess progress against objectives, the socio-economic landscape and where the charity is best placed to concentrate its efforts in the future.

Chance to Shine continues to seek restricted and unrestricted donations in support of its programmes from individuals, companies, trusts and foundations. It remains sincerely grateful to all such organisations and individuals for their generous support.

Particular thanks to our generous individual supporters and our corporate supporters including NatWest, Yorkshire Tea, Lifebuoy, BGC, Vestey Holdings, Sage and IG Group. Trusts and foundations including The Angus Lawson Memorial Trust, Buffini Chao Foundation, Garfield Weston Foundation, The Harpur Trust, The John Armitage Charitable Trust, John Lyon's Charity, Monday Charitable Trust, The Taylor Family Trust and Kasuma Trust.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2022

5) REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY

Chance to Shine Foundation Ltd is a registered charity 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 governance of Chance to Shine Foundation Ltd is entrusted to the Trustees who are the Members of the Company and are also registered at Companies House as the Directors of the Company.

Bound by its Memorandum and Articles of Association, Chance to Shine Foundation Ltd is required to allocate its funding for charitable purposes in the pursuit of cricket and education. The Chair and the Trustee Directors have ensured that activities funded by the charity are in line with the Memorandum and Articles.

The two key areas eligible for funding, as established within its Memorandum of Association as objects of the charity, are:

- The organisation or provision of facilities, which will enable and encourage young persons in any part of the British Isles to play cricket.
- The organisation or provision of facilities for recreation for persons who have need of such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances.

The following are specific areas itemised in the Memorandum of Association for which funding may be awarded:

- to provide full or part-time courses for young persons and coaches.
- to promote courses for the purpose of training teachers in the coaching of cricket.
- to provide for the delivery and holding of conferences and practical demonstrations.
- to prepare training programmes and courses with education bodies.
- to lay out, equip and maintain playing fields (including non-turf pitches and practice pitches) or appropriate indoor facilities.
- to provide appropriate cricket equipment.
- to promote or organise cricket matches, competitions or tournaments.

Chance to Shine Foundation Ltd's primary activities are the Chance to Shine Schools and Chance to Shine Street programmes, details of which are on page 4.

All activities within the Chance to Shine programmes comply with one or more of the terms of reference of the Memorandum of Association.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2022

6) STUCTURE, GOVERNANCE AND MANAGEMENT

THE TRUSTEE DIRECTORS

The Trustee Directors of Chance to Shine Foundation Ltd are appointed by their fellow Trustee Directors, as members of the Company, for their specific expertise in areas relevant to the charity, either in terms of cricket, business, educational, legal, financial or fundraising matters. All new Trustee Directors are made familiar with the terms of the charitable company's governing document and the objectives and aims of the charity as part of a formal induction process. Trustee Directors are assisted in fulfilment of their duties and ongoing training by colleagues with relevant expertise or by the involvement of outside experts.

Trustee Directors can be appointed to serve for periods of up to three years and can be renewed for a maximum of two additional three year terms.

TRUSTEE DIRECTOR APPOINTMENTS AND RESIGNATIONS

Sir Mark Harford was appointed as a Trustee of Chance to Shine on 3 October 2022. Mark is a founding partner and director of Vitruvian Partners LLP and the Chair of the Chance to Shine Development Board.

Ebony Rainford-Brent resigned as a Trustee of Chance to Shine on the 31 January 2022.

Everyone at Chance to Shine was deeply saddened to learn of the passing of Anshuman Jain, a Trustee of Chance to Shine, on the 13 August 2022.

SPORT ENGLAND GOVERNANCE CODE

Chance to Shine achieved compliance on 6 March 2018 with the Code for Sports Governance published by UK Sport and Sport England and will be assessed against the new areas of the revised Code for Sports Governance in 2023. Compliance with the Code for Sports Governance is a requirement of Sport England funding to Chance to Shine. Chance to Shine has a dedicated governance section on our website which demonstrates our ongoing compliance with the Code. www.chancetoshine.org/governance

AUDITORS

Sayer Vincent LLP were appointed as auditors of the Company.

TRUSTEE DIRECTOR MEETINGS, RESPONSIBILITIES AND DELEGATION

The Trustee Directors normally meet four times per year at formal Board meetings and on any other occasions as judged necessary. Trustee Directors have established a number of sub-committees and boards to advise the Board on specific areas of the Company's operations.

The Audit & Risk Committee meet at least three times during the year and its purpose is to oversee the application of internal controls, performance reporting, external audit, risk management and related matters. Sophie O'Connor chaired this committee throughout the year.

The Governance & Remuneration Committee, chaired by Sir Donald Brydon, meets biannually, and as required. It is responsible for making recommendations regarding Board membership and for the appointment of the Chief Executive. It also oversees the remuneration of all employees of Chance to Shine and is responsible for reviewing and setting key management personnel remuneration taking into account current market salaries and price indices.

TRUSTEES DIRECTORS' REPORT – year ended 30 September 2022

The Investment Committee oversees the investment policy for Chance to Shine's cash and other monetary assets, which is agreed by the Board, and monitors the performance of the investments. Caspar Rock chaired this committee throughout the year.

The Development Board, chaired by Sir Mark Harford, is an advisory board of independent members created to assist Chance to Shine to raise funds for its ongoing and future programmes.

The County Advisory Board, chaired by Martin Darlow, is an advisory board comprised of county cricket representatives which evaluates the relationship and expectations between Chance to Shine and the County Cricket network.

Each of the Trustee Committees has a documented remit that has been reviewed and agreed by the Board and can be viewed, along with current membership, on our website www.chancetoshine.org/governance

EXECUTIVE AND SENIOR MANAGEMENT

The day-to-day management of Chance to Shine Foundation Ltd is delegated to the Chief Executive, Laura Cordingley. She is supported directly by Steve Peyman, Director of Operations; Nicholas Platt, Director of Finance & Resources; Kate Jacques, Director of Fundraising, Ross Jeavons Director of Communications & Digital and Vanessa Greene, Director of Impact & Evaluation.

RISK MANAGEMENT

Chance to Shine (CTS) has a formal risk management process through which the Senior Management Team identifies the major risks to which the organisation may be exposed and has ranked these by likelihood and impact, culminating in a risk control document which is updated on a regular basis. All significant risks, together with current mitigation actions, are reviewed regularly throughout the year by the Audit & Risk Committee and the Board of Trustees. The Trustees are satisfied that systems have been developed and are in place to mitigate identified risks to an acceptable level.

During the year the Senior Management Team, alongside the Audit & Risk Committee, conducted a full review of the organisation's risks. The current principal risks and uncertainties identified by the charity are in the following table:

TRUSTEES DIRECTORS' REPORT – year ended 30 September 2022

Risk identified	Action taken to mitigate risk
Racism and the reputation of cricket	Developed Equity, Diversity and Inclusion (EDI) Strategy in Jan 22 Incorporate Diversity and Inclusion Action plan into EDI strategy in line with new requirements of the Code for Sports Governance Continued EDI training for staff and wider coaching workforce Completed anti-racism assessment and developed anti-racism policy
Cost of living pressures	Quarterly reviews with delivery partners to understand any increased costs i.e. facility hire and any changes in workforce which could affect quality and quantity of delivery. Factored in increased costs to delivery in 2202/23 via partnership plans and agreements. Internal benchmarking of existing and new roles to assess against market.
Strategy becomes mis-aligned with that of key funding partners.	Maintain close and regular contact with key stakeholders. Meetings with England and Wales Cricket Board (ECB) and Sport England to discuss key strategic decisions relevant to both organisations. CTS is a key partner in ECB's new Youth Strategy supporting growth in disadvantaged areas through expanding schools and street to support children in schools with high percentage (40+) of children receiving Free School Meals. Develop new organisational-wide strategy from 2023 onwards.
Fundraising Target is not reached.	Implement existing CTS fundraising strategy and develop new strategy in line with organisational strategy from 2023 onwards, underpinned by an annual plan with targets reviewed periodically by Trustees. Ongoing monitoring of government sport policy and potential implications for future funding for CTS.
Incident at a CTS session or event. (e.g. serious injury or safeguarding)	All CTS coaches are required to have ECB CA membership that provides personal and public liability cover, Disclosure and Barring Service clearance and mandates risk assessment and safety design of sessions. Chance to Shine has a Safeguarding Children and Young People Policy which is embedded in partnership agreements with delivery partners. New staff member appointed with specific remit for Safeguarding and a designated Welfare and Safety Lead on the Board.
The quality of activities delivered is not of the standard associated with Chance to Shine's brand.	Minimum quality standards are set for delivery partners in signed partnership agreements, including requirement to ensure coaches are qualified, trained and attend ECB's working in schools course. Regular feedback requested to assess programme quality, including external, independent spot checks. End of year reviews are held with Regional Managers and delivery partners to analyse quality of delivery.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2022

7) RESPONSIBILITIES

STATEMENT OF TRUSTEE DIRECTORS' RESPONSIBILITIES

The Trustees are responsible for preparing the annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustee Directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards 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 Trustee Directors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

STATEMENT OF DISCLOSURE OF INFORMATION TO AUDITORS

So far as each of the Trustee Directors is aware, there is no relevant information that has not been disclosed to the Company's auditors and each of the Trustee Directors believes that all steps have been taken that ought to have been taken to make them aware of any relevant audit information and to establish that the Company's auditors have been made aware of that information.

FINANCIAL STATEMENTS

The Trustee Directors confirm that the accompanying financial statements comply with statutory requirements, the requirements of the Companies Act 2006 and the Statement of Recommended Practice ("SORP").

In preparing this report, the trustees have taken advantage of the small companies exemptions provided in Section 415A of the Companies Act 2006.

Approved by the Board of Trustee Directors of Chance to Shine Foundation Ltd on 30 January 2023 and signed on its behalf by:

Sir DH Brydon
Director

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF
CHANCE TO SHINE FOUNDATION LTD**

Opinion

We have audited the financial statements of Chance to Shine Foundation Ltd (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 30 September 2022 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 group's and of the parent charitable company's affairs as at 30 September 2022 and of the group's 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
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

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 group financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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 Chance to Shine Foundation Ltd.'s ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other Information

The other information comprises the information included in the trustees' annual report, other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group 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 group 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 group financial statements themselves.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF CHANCE TO SHINE FOUNDATION LTD

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' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF CHANCE TO SHINE FOUNDATION LTD

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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the audit committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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 is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF
CHANCE TO SHINE FOUNDATION LTD**

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Jonathan Orchard (Senior statutory auditor)

Date 8 February 2023

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 30 September 2022**

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	2021/22 Total Funds £'000	2020/21 Total Funds £'000
Income from:					
Donations, grants and legacies	2	1,826	3,647	5,473	4,122
Activities for raising funds	3	555	-	555	600
Investment income	5	14	-	14	22
Total income		2,395	3,647	6,042	4,744
Expenditure on:					
Raising funds					
Costs of generating voluntary income	8	300	458	758	742
Fundraising trading	8	319	-	319	186
Charitable activities	8	174	4,394	4,568	3,454
Total resources expended		793	4,852	5,645	4,382
Reserves transfer		(185)	185	-	-
Net movement in funds		1,417	(1,020)	397	362
Fund balance brought forward at 1 October 2021		3,020	2,833	5,853	5,491
Fund balance carried forward at 30 September 2022		4,437	1,813	6,250	5,853

The notes on pages 28 to 41 form part of these accounts.

BALANCE SHEET
AT 30 September 2022

	Notes	Group 2022 £'000	Group 2021 £'000	Company 2022 £'000	Company 2021 £'000
Current assets					
Stock		-	3	-	-
Debtors	12	1,450	1,157	1,392	1,051
Bank and other cash deposits	13	5,415	5,281	5,057	4,798
Total current assets		6,864	6,441	6,448	5,849
Current liabilities					
Creditors: amounts falling due within one year	14	(615)	(588)	(416)	(364)
Total assets less current liabilities		6,250	5,853	6,033	5,485
Creditors: amounts falling due after more than one year		-	-	-	-
Total net assets		6,250	5,853	6,033	5,485
Represented by:					
Restricted funds	15	1,813	2,833	1,813	2,833
Unrestricted funds	15	3,569	2,692	3,352	2,324
Designated fund	15	868	328	868	328
Total funds		6,250	5,853	6,033	5,485

The company's result as a single entity was: income £5,901,000 and a surplus of £548,000 (2020/21: income £4,463,000 surplus £271,000).

The notes on pages 28 to 40 form part of these accounts.

The financial statements were approved and authorised for issue by the Board of Trustee Directors on 30 January 2023 and signed on their behalf by:

.....
Sir DH Brydon

Chair

.....
SJ O'Connor

Director

Company registration number: 06441426 (England and Wales)

**CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 30 September 2022**

		2021/22 £'000	2020/21 £'000
Net cash inflow/(outflow) from operating activities	C1	120	246
Investing activities			
Investment income receipts		14	22
Increase/(decrease) in cash in the year	C2	<u>134</u>	<u>268</u>

C1 Reconciliation of changes in resources to net inflow from operating activities

	2021/22 £'000	2020/21 £'000
Net incoming/(outgoing) resources	397	362
Investment income	(14)	(22)
Increase/(decrease) in stock	3	-
Decrease/(increase) in debtors	(293)	(53)
Increase/(decrease) in creditors	(27)	(41)
Net cash inflow/(outflow) from operating activities	<u>120</u>	<u>246</u>

C2 Analysis of changes in net cash resources

	30 Sep 2021 £'000	Cash- Flow £'000	30 Sep 2022 £'000
Current accounts	<u>5,281</u>	<u>134</u>	<u>5,415</u>

The notes on pages 28 to 41 form part of these accounts.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2022**

1 Accounting policies**1.1 Basis of preparation**

The financial statements are prepared under the historical cost convention as modified to include the revaluation of investments at market value, and in accordance the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019) and applicable accounting standards (FRS 102). The charity is a Public Benefit Entity as defined by FRS 102.

1.2 Going Concern

The trustees consider that there are no material uncertainties regarding the charity's ability to continue as a going concern. The review of our financial position, reserves level, bank balances, budgets, cash flow forecasts, future plans and assessment of risks, gives the trustees confidence the charity remains a going concern for the foreseeable future.

1.3 Critical accounting judgements and estimates

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and the reported assets, liabilities, income, expenditure and the disclosures made in the financial statements. 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.

1.4 Cash at bank and in hand

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

1.5 Stock

Stocks are valued at the lower of cost and net realisable value.

1.6 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

1.7 Debtors and prepayments

County Board prepayments have been recognised where funding has not been spent in the period for which it was granted. Prepayments will be deducted from the next payment due.

1.8 Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

1.9 Foreign currency translation

The charities functional and presentational currency is pound sterling. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are recognised in the Statement of Financial Activities.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2022**

1.10 Group accounts

These financial statements consolidate the results of the Company and its wholly owned subsidiary Chance to Shine Enterprises Limited on a line by line basis. A separate statement of financial activities and income and expenditure account are not presented for the Company itself following the exemptions afforded by Section 408 of the Companies Act 2006.

1.11 Fund policy

Income declared and received for specific charitable purposes is allocated to Restricted Funds, and its use is restricted to expenditure on those purposes only. General unspecified funds received are categorised under Unrestricted Funds and spent in furtherance of the Company's objects.

1.12 Employee benefits

Short term benefits - Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Employee termination benefits - Termination benefits are accounted for on an accrual basis and in line with FRS 102.

1.13 Pensions

The Group contributes to the ECB Group Pension scheme, a defined contribution scheme, for its qualifying employees. Contributions are charged against income as they become payable.

1.14 Incoming resources

Voluntary income including donations, gifts and grants that provide core funding or are of general nature are recognised where there is entitlement, probability of receipt and the amount can be measured with sufficient reliability. Entitlement to income is considered when there is a formal and unconditional written offer. Verbal pledges are recognised when the donation is received. Income is only deferred when:

- The donor specifies that the grant or donation must only be used in future accounting periods; or
- The donor has imposed conditions which must be met before the charity has unconditional entitlement.

Gift aid and deed of covenant income resulting from membership is accounted for on a receivable basis.

Income from commercial activities is recognised on a receivable basis, according to contract or invoice. Income from fundraising events is recognised when the event has taken place, with income from auctions held at events recognised when the auctioned item has been received by the bidder.

Investment income is recognised on a receivable basis.

1.15 Resources expended

Expenditure is included on an accruals basis. Grants payable are charged in the year when the offer is conveyed to the recipient except in those cases where the offer is conditional and such conditions are set by the Trustees, such grants being recognised as expenditure when the conditions attaching are fulfilled. Grants are only made to institutions.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 September 2022

- Costs of generating funds are those costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.
- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and serves for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Support costs include staff, office administration and other overhead costs of the central function and have been allocated to activities on a basis consistent with the use of resources. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis e.g. per capita or staff time.
- Governance costs include those incurred in the governance of the Group and its assets and are primarily associated with constitutional and statutory requirements.
- Donated goods and services are included both as voluntary income and as expenditure under the relevant heading in the Statement of Financial Activities, at values estimated to equal the expense saved. Voluntary income and the analysis of expenditure do not include the contribution of volunteers, or the value of discounts on purchases, unless the relevant discount clearly represents a charitable donation.
- Any part of a grant to a delivery partner which is not spent in the year for which it was granted, is accounted for as a prepayment and will be subtracted from their next grant payment.

1.16 **Tangible fixed assets**

Fixed assets are stated at cost less accumulated depreciation. Depreciation is provided on tangible fixed assets at rates calculated to write off the cost of each fixed asset over the estimated useful life using the following rates:

Office equipment and fixtures:	33.3% per annum
Marketing equipment:	50% per annum

Assets individually costing more than £2,000 would be subject to capitalisation under this policy. No assets have been capitalised to date.

1.17 **General information**

The charity is a company limited by guarantee, incorporated in England and Wales (company no. 06441426) and a charity registered in England and Wales (charity no. 1123385). Its registered address is The Kia Oval, London SE11 5SW.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2022**

2 Donations and grants

	2021/22 £'000	2020/21 £'000
Gifts, donations and grants	1,570	1,184
Legacies	242	96
Donated goods and services	39	19
Gift aid	96	61
England and Wales Cricket Board grants	2,529	1,809
Government grants – Department for Work and Pensions	11	2
Government grants – Sport England	986	951
	<u>5,473</u>	<u>4,122</u>

3 Activities for raising funds

This income in 2021/22 relates solely to revenue raised by Chance to Shine Enterprises Limited, including trading activities undertaken with commercial partners and from a number of fundraising events.

	2021/22 £'000	2020/21 £'000
Sponsorship agreements	159	430
Fundraising events	396	170
	<u>555</u>	<u>600</u>

4 Total external fundraising

Chance to Shine's annual fundraising targets are set and monitored by the Board against total external fundraising, incorporating donations, gifts, gift aid, commercial income, sponsorship income and investment income.

	2021/22 £'000	2020/21 £'000
Gifts and donations (including gift aid)	1,947	1,360
Commercial and sponsorship income	555	600
Investment income	14	22
	<u>2,516</u>	<u>1,982</u>

5 Investment Income

	2021/22 £'000	2020/21 £'000
Interest on bank and other cash deposits	14	22

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2022**
6 Staff costs and numbers

	2021/22	2020/21
Average number of employees	23	22
	£'000	£'000
Wages and salaries	984	901
Social security costs	112	102
Pension costs	106	107
Other staff costs	38	24
	<u>1,240</u>	<u>1,134</u>

Other staff costs comprise car lease, recruitment costs and costs of a private medical scheme.

The number of employees at 30 September 2022 was 25 and the average number of employees throughout the year was 23.

The average number of employees, expressed as Full Time Equivalents, was 23 (2020/21: 22). The table below shows these totals by activity:

	2021/22	2020/21
Charitable activities – operations management	8	7
Fundraising trading	2	2
Public relations and communications	3	3
General management, fundraising & finance	10	10
	<u>23</u>	<u>22</u>

The table below shows the number of higher paid employees with emoluments falling in the following ranges (on a full annual basis). Emoluments include salary, bonuses and taxable benefits in kind and other payments made to employees.

	2021/22 Total	2020/21 Total
£60,000 to £69,999	3	1
£70,000 to £79,999	1	2
£80,000 to £89,999	-	1
£90,000 to £99,999	1	-

The total employee benefits of the key management personnel of the group were £526,584 (2020/21: £508,364). All of this relates to key management personnel of the charity. The key management personnel of the group during the period are considered to be: Chief Executive, Operations Director, Director of Finance and Resources, Director of Communications and Digital, Director of Fundraising and Director of Impact and Evaluation.

Contributions in the year to the ECB defined contribution Group Pension scheme were £50,001 (2020/21: £45,286) for higher paid employees.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2022**
7 Trustee Directors' emoluments

For all other Trustees the total emoluments were £ nil (2020/21: £nil). No trustee was reimbursed expenses and there were four Trustee Board meetings during the year (2020/21: four).

8 Total resources expended

	Basis of allocation	Voluntary income	Fundraising trading	Chance to Shine Schools	Chance to Shine Street	Other projects	Governance	2021/22 Total £'000
		£'000	£'000	£'000	£'000	£'000	£'000	
Costs directly allocated to activities								
Shared staff costs	Staff	331	78	245	194	13	-	861
Direct programme costs	Direct	-	-	2,616	1,196	45	-	3,857
Communications	Direct	50	-	-	-	-	-	50
Fundraising expenses	Direct	92	-	-	-	-	-	92
Fundraising event costs	Direct	-	179	-	-	-	-	179
Commercial activities	Direct	-	18	-	-	-	-	18
Legal & Professional	Direct	-	-	-	-	-	4	4
Audit fees	Direct	-	-	-	-	-	16	16
Support costs allocated to activities								
Support staff costs	Staff	180	30	76	61	4	28	379
Office and administration	Direct /staff	105	14	37	30	2	1	189
		758	319	2,974	1,481	64	49	5,645
Governance costs	Board Time	-	-	22	22	5	(49)	-
2021/22 Total		758	319	2,996	1,503	69	-	5,645
2020/21 Total		742	186	2,660	754	40	-	4,382

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2022**
Total resources expended (cont.)
Total resources expended prior year

	Basis of allocation	Voluntary income	Fundraising trading	Chance to Shine Schools	Chance to Shine Street	Other projects	Governance	2020/21 Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
Costs directly allocated to activities								
Shared staff costs	Staff	306	82	236	188	12	-	824
Direct programme costs	Direct	-	-	2,379	527	22	-	2,928
Communications	Direct	26	-	-	-	-	-	26
Fundraising expenses	Direct	70	-	-	-	-	-	70
Fundraising event costs	Direct	-	72	-	-	-	-	72
Commercial activities	Direct	-	16	-	-	-	-	16
Legal & Professional	Direct	-	-	-	-	-	4	4
Audit fees	Direct	-	-	-	-	-	18	18
Support costs allocated to activities								
Support staff costs	Staff	267	-	16	13	1	13	310
Office and administration	Direct /staff	73	16	12	9	1	3	114
		742	186	2,643	737	36	38	4,382
Governance costs	Board Time	-	-	17	17	4	(38)	-
2020/21 Total		742	186	2,660	754	40	-	4,382

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2022**
9 Grants to institutions

Chance to Shine awards grants to their partners to deliver its Schools and Street programmes. All grants are made to institutions, which include all the County Cricket Boards, and no grants are made to individuals. The total of grants made to the 41 (2020/21: 41) institutions was £3,922,000 (2020/21: £3,147,000) in the following ranges:

	2021/22	2020/21
£0 to £49,999	Isle of Wight, Herefordshire, Cricket Scotland, Cambridgeshire, Cornwall, Suffolk, Dorset, Cumbria, Wiltshire, Shropshire, Northamptonshire, TSA Sports	Cambridgeshire, Cornwall, Cricket East, Cricket Scotland, Cumbria, Dorset, Herefordshire, Isle of Wight, Lincolnshire, Norfolk, Northamptonshire, Oxfordshire, Shropshire, StreetGames, Suffolk, TSA Sports, Wiltshire
£50,000 to £99,999	Oxfordshire, Hertfordshire, Norfolk, Worcestershire, Lincolnshire, Devon, StreetGames, Derbyshire, Cricket East, Hampshire, Northumberland, Buckinghamshire, Somerset, Nottinghamshire, Leicestershire, Durham, Cheshire	Berkshire, Buckinghamshire, Cheshire, Derbyshire, Devon, Durham, Hampshire, Hertfordshire, Kent, Leicestershire, Northumberland, Nottinghamshire, Somerset, Staffordshire, Sussex, Worcestershire
£100,000 to £149,999	Berkshire, Staffordshire, Sussex, Gloucestershire, Kent, Essex, Cricket Wales	Cricket Wales, Essex, Gloucestershire
£150,000 to £199,999		Surrey, Warwickshire
£200,000 to £249,999	Warwickshire	Middlesex, Yorkshire
£250,000 to £299,999	Yorkshire, Surrey, Middlesex	Lancashire
£300,000 to £349,999	Lancashire	

10 Other costs

	2021/22	2020/21
	£'000	£'000
Auditors' remuneration – current year	16	18
- prior year	(1)	-
- non-audit services	1	1

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2022**
11 Subsidiary undertaking

The charity owns the whole of the issued ordinary share capital of Chance to Shine Enterprises Limited, a company registered in England. The company number is 05105487. The registered office address is The Kia Oval, London, SE11 5SW. The subsidiary is valued at the original nominal value of £1 and hence does not appear separately on the Balance Sheet.

A summary of the results of the subsidiary is shown below:

	2022 £'000	2021 £'000
Turnover	555	600
Direct costs	(198)	(99)
Gross profit	<u>357</u>	<u>501</u>
Administrative expenses	(94)	(92)
Management charge payable to parent undertaking	(46)	(41)
Profit for the financial year	<u>217</u>	<u>368</u>
Retained earnings		
Total retained earnings brought forward at 1 October 2021	368	277
Profit for the financial year	217	368
Distribution under Gift Aid to parent charity	(368)	(277)
Total retained earnings carried forward at 30 September 2022	<u>217</u>	<u>368</u>
Aggregate of assets and liabilities and reserves		
Assets	417	619
Liabilities	(200)	(251)
Reserves	<u>217</u>	<u>368</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2022**
12 Debtors

	Group		Company	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Amount due from subsidiary	-	-	-	-
Voluntary income receivable	13	2	13	2
Fundraising events	37	50	-	-
Bad debt provision	(3)	(7)	-	-
Gift Aid receivable	55	11	55	11
Commercial activities	12	60	-	-
Prepayments	423	833	411	830
Accrued income	912	207	912	207
Other debtors	1	1	1	1
	<u>1,450</u>	<u>1,157</u>	<u>1,392</u>	<u>1,051</u>

Prepayments include amounts recoverable from County Cricket Board grants, due to underspend in Board projects of £388,000 (2020/21: £769,000) that will be offset against future funding. Accrued income includes £500,000 (2020/21: £nil) of match funding due from the England and Wales Cricket Board as a result of private fundraising efforts during the year. Legacies due that have not been accrued at year end are estimated to be a minimum of £30,000.

13 Bank and other cash deposits

	Group		Company	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Current accounts	2,538	2,916	2,180	2,433
Fixed term deposit and notice accounts (< 1 year)	2,877	2,365	2,877	2,365
	<u>5,415</u>	<u>5,281</u>	<u>5,057</u>	<u>4,798</u>

14 Creditors: Amounts falling due within one year

	Group		Company	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Amount due to subsidiary	-	-	1	26
Deferred income	128	174	-	-
Taxation & social security	8	39	-	-
Other creditors	427	274	375	247
Accruals	52	101	40	91
	<u>615</u>	<u>588</u>	<u>416</u>	<u>364</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2022**
Creditors: Amounts falling due within one year (cont.)
Deferred income analysis

	Group		Company	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Brought forward	174	123	-	-
Released in year	(154)	(115)	-	-
New deferrals	108	166	-	-
Carried forward	128	174	-	-

15 Movement in funds

	Reserves brought forward £'000	Income 2021/22 £'000	Costs 2021/22 £'000	Reserves Transfer In/(Out) £'000	Reserves Carried Forward £'000
Restricted funds					
Chance to Shine	1,576	23	470	-	1,129
Chance to Shine Schools	-	165	350	185	-
Chance to Shine Street	168	444	394	-	218
Primary Schools (ECB)	531	2,029	2,560	-	-
Street (Sport England)	558	986	1,078	-	466
	2,833	3,647	4,852	185	1,813
Unrestricted funds					
General funds	2,692	2,395	793	(725)	3,569
Designated fund	328	-	-	540	868
Total funds	5,853	6,042	5,645	-	6,250

Movement in funds prior year

	Reserves brought forward £'000	Income 2020/21 £'000	Costs 2020/21 £'000	Reserves Transfer In/(Out) £'000	Reserves Carried Forward £'000
Restricted funds					
Chance to Shine	1,887	23	334	-	1,576
Chance to Shine Schools	-	95	505	410	-
Chance to Shine Street	-	224	56	-	168
Primary Schools (ECB)	754	1,809	2,032	-	531
Street (Sport England)	390	951	783	-	558
	3,031	3,102	3,710	410	2,833
Unrestricted funds					
General funds	2,073	1,642	613	(410)	2,692
Designated fund	387	-	59	-	328
Total funds	5,491	4,744	4,382	-	5,853

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2022**
Movement in funds (cont.)

Unrestricted funds comprise those funds which the Trustees are free to use in accordance with the Company's charitable objectives. During the period the Trustees designated £540,000 to support the growth in the Chance to Shine Street programme from 2022/23 and £185,000 was transferred to cover the costs restricted to the Chance to Shine Schools programme.

The Chance to Shine restricted fund consists of reserves restricted to be spent on Chance to Shine Foundation Ltd's charitable programmes that do not apply to specific charitable activities. This fund can be used to cover costs of any of the charity's existing programmes.

The Chance to Shine Schools restricted fund represents income and costs restricted to the Chance to Shine Schools programme. £185,000 was transferred from unrestricted funds to cover costs on the programme.

The Chance to Shine Street restricted fund represents income and costs restricted to the Chance to Shine Street programme.

The Primary Schools restricted fund is funding from the England and Wales Cricket Board restricted to the primary schools part of the Chance to Shine Schools Programme.

The Sport England Street restricted fund is Lottery funding which is restricted to the Chance to Shine Street programme.

16 Analysis of net assets between funds

	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000
Funds balance at 30 September 2022 are represented by:			
- Net current assets	4,437	1,813	6,250
	<u>4,437</u>	<u>1,813</u>	<u>6,250</u>

	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000
Funds balance at 30 September 2021 are represented by:			
- Net current assets	3,020	2,833	5,853
	<u>3,020</u>	<u>2,833</u>	<u>5,853</u>

17 Taxation

The Company is a registered charity and is entitled to the exemptions from tax afforded by sections 505 ICTA and 256 TCGA 1992 as far as its income and gains are applied for charitable purposes.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2022**

18 Related party transactions

Payments of £46,973 was made to The Youth Sport Trust, for whom Alison Oliver, a Trustee of Chance to Shine Foundation Ltd, is the Chief Executive. This was for development of the primary school programme resources.

Payments totalling £23,645 were made to Capital Kids Cricket, for whom Martin Darlow, a Trustee of Chance to Shine Foundation Ltd, is a Director. This was for the delivery of the Hospital Schools Programme. Martin Darlow is also a Director of the England and Wales Cricket Board.

Payments of £316,981 were made to Surrey County Cricket Club Limited, for whom Ebony Rainford-Brent, a Trustee of Chance to Shine Foundation Ltd, is a Director and Laura Cordingley, Chief Executive of Chance to Shine Foundations Ltd, is a Non-Executive Director. £259,115 related to grant funding to Surrey Cricket Foundation, £26,820 was for a hospitality box at the Oval Test Match and Surrey membership and £31,045 was for the rental of office space. Surrey County Cricket Club made a donation of £10,085 to Chance to Shine Foundation relating to funds raised during the Oval Test Match.

The total amount of donations received from Trustees in the year was £3,446 (2020/21: £33,596).

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2022**
**19 COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 30 SEPTEMBER 2021**

	Unrestricted Funds £'000	Restricted Funds £'000	2020/21 Total Funds £'000
Income from:			
Donations and grants	1,020	3,102	4,122
Activities for raising funds	600	-	600
Investment income	22	-	22
Total income	1,642	3,102	4,744
Expenditure on:			
Raising funds			
Costs of generating voluntary income	267	475	742
Fundraising trading	186	-	186
Charitable activities	219	3,235	3,454
Total resources expended	672	3,710	4,382
Reserves transfer	(410)	410	-
Net movement in funds	560	(198)	362
Fund balance brought forward at 1 October 2020	2,460	3,031	5,491
Fund balance carried forward at 30 September 2021	3,020	2,833	5,853

20 Sport England grant income and expenditure

	2021/22 £'000	2020/21 £'000
Grants receivable	986	951
Chance to Shine Street	705	527
Direct programme costs	148	159
Administrative expenses	225	97
Total expenditure	1,078	783

CHANCE TO SHINE FOUNDATION LTD

England & Wales - Charity number 1123385

Accounts

Company Registration No: 06441426
Charity Registration No: 1123385



CHANCE TO SHINE
Spreading the power of cricket

CHANCE TO SHINE FOUNDATION LTD

A charitable company limited by guarantee

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

CONTENTS	Page
Legal and administrative information	3
Trustee Directors' report	4 to 20
Independent auditors' report	21 to 24
Consolidated statement of financial activities	25
Consolidated balance sheet	26
Cash flow statement	27
Notes to the accounts	28 to 40

LEGAL AND ADMINISTRATIVE INFORMATION
- year ended 30 September 2021

Status

The organisation is a charitable company limited by guarantee, incorporated on 30 November 2007.

Governing Document

The company was established under Memorandum and Articles which established the objects and powers of the charitable company as amended by Special Resolution on 29 January 2018.

Trustee Directors:

Sir Donald Brydon (Chairman)
Dana Abdulkarim
Sir Daniel Alexander
Martin Darlow
Anshuman Jain
William Lawes
Douglas McAllister
Sophie O'Connor
Alison Oliver
Ebony Rainford-Brent
Caspar Rock
Kriti Sharma

Chief Executive: Laura Cordingley

Key Management Personnel: Vanessa Greene, Kate Jacques, Ross Jeavons, Steve Peyman, Nicholas Platt

President: Lord (Mervyn) King of Lothbury KG GBE FBA

Vice-Presidents: Duncan Fearnley, Mark Nicholas, Sir Tim Rice

Honorary Vice-Presidents: Graham Able, Nick Anstee, Adrian Beecroft, Judy Coles, John Dodge, Simon Dyson, Charlotte Edwards CBE, Peter Gale, Garri Jones, Wasim Khan MBE, Tim O'Gorman, Russell Perry, Mike Soper, Oliver Stocken CBE, Luke Swanson

Company registration number: 06441426

Charity registration number: 1123385

Registered Office: The Kia Oval
London
SE11 5SW

Secretary: London Registrars plc
Suite A
6 Honduras Street
London EC1Y 0TH

Auditors: Sayer Vincent LLP
Invicta House
108-114 Golden Lane
London, EC1Y 0TL

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2021

The Trustee Directors present the annual report and financial statements of the Company for the year ended 30 September 2021.

1) OBJECTIVES AND ACTIVITIES

In planning the objectives and activities for the period, the Trustee Directors considered the Charity Commission's guidance on public benefit, in particular the guidance regarding public benefit from the advancement of education and of amateur sport.

Chance to Shine's mission is for all young people to have the opportunity to play, learn and develop through cricket. We want them to learn a love of the game and in doing so develop their wider wellbeing.

We do this by providing opportunities through our two core programmes: Chance to Shine Schools and Chance to Shine Street.

We focus on four outcomes for children; Physical Wellbeing, Mental Wellbeing, Personal Development and Social Wellbeing.

Our programmes are designed to help children and schools, concentrating on the outcomes above. Six key components sit at the heart of our work; INSPIRE, PLAY, LEARN & DEVELOP, TEACH & TRAIN, COMPETE, PROGRESS.

To understand our impact, in addition to the outcomes for children and young people listed above we measure programme outputs; who takes part in our programmes, how they engage and whether cricket is being sustained in schools, clubs and communities.

In order to deliver our programmes and achieve these outcomes for children and young people we work in close partnership with the England and Wales Cricket Board (ECB), all 39 County Cricket Boards (CCBs) in England and Wales and Cricket Scotland. In doing so, we provide professional cricket coaching, teacher training, competition and links to community settings in state primary and secondary schools.

Our community cricket programme, Chance to Shine Street, is bringing the sport to thousands more young people in disadvantaged inner-city, coastal and rural areas. Delivered through CCBs and StreetGames, it uses the game to increase aspiration, develop life skills, promote social cohesion and provides additional support for areas such as crime prevention in some of the most disadvantaged areas of the country.

Across Schools and Street, the role of delivery partners is to develop and deliver activities that best meet local needs while meeting Chance to Shine Foundation Ltd's charitable objectives. Chance to Shine provides grant funding to CCBs and other delivery partners to support the delivery of their programmes.

Our programmes have been designed in order to develop sustainable cricket cultures in schools and communities. Structured programmes of coaching, competition and teacher development are delivered by qualified coaches who are recruited and managed by CCBs.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2021

2) ACHIEVEMENTS AND PERFORMANCE

Once again 2020/21 was significantly affected by the pandemic across both Street and Schools. Our focus was to create flexibility within our programmes to maximise the opportunities as the year unfolded and to ensure our delivery partners approached these with a 'can do' attitude. Although challenging, collectively we endeavoured to contribute to the recovery supporting schools and communities to keep children active and nurture their wellbeing.

Across the year Chance to Shine delivered to over 450,000 children in schools and activity returned in two thirds of Street projects. In a year with restrictions and challenges throughout the Trustees consider this a successful performance.

DELIVERING AGAINST OUR OBJECTIVES

From September 2020 to August 2021, 457,625 children and young people took part in a Chance to Shine programme in 4,146 primary, special and secondary schools as well as 130 Street projects. For the first time, the overall gender balance increased to 51% girls and 49% boys – a change influenced by the Secondary Girls Leadership Programme and lower total number of participants in primary schools compared to previous years.

Primary Schools

437,033 children took part in Chance to Shine programmes in 3,985 primary and special schools.

Whole School Programme (WSP): half-term of cricket aimed at building teacher confidence and whole child development with a clear pathway to community sport.

Cricket Engagement Day (ED): a single day in schools aimed at connecting to community programmes and inducting new schools for future involvement with a Whole School Programme.

Covid-19 Recovery Programme or 'wrap around' support: in addition to existing programmes, and in response to Department of Education plans to support children's recovery, Chance to Shine with ECB support delivered a 'wrap around' programme aimed at either extending the school day or providing holiday activity for those most impacted by the pandemic e.g. an afterschool club.

	Total	Whole School Programme	Cricket Engagement Day	Wrap Around Programme
Schools	3,985*	2,323	1,859	199
Coaching hours	61,013	48,183	11,105	1,725
Children	437,033	224,548	204,885	7,600
Boys	221,633 (51%)	113,853 (51%)	103,557 (50%)	4,223 (56%)
Girls	215,400 (49%)	110,695 (49%)	101,328 (50%)	3,377 (44%)

* To note, this is a unique number. Some schools had more than one Chance to Shine programme.

Within the primary programme in terms of planning we reached 99.7% of schools for Whole School Programmes and 76.8 % for Cricket Engagement Days. Coaching hours were reduced for each with WSP achieving 76.1 % of planned hours and ED 57.5%. In effect CCBs reduced the number of weeks or sessions of delivery in schools prioritising reach and the wish to impact upon as many children as possible.

Competition both within schools and between schools was severely impacted with schools reducing offsite activity and minimising contact between class groups and bubbles. However over 16000 children enjoyed competition across 1570 hours of activity.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2021

COVID-19 related work

During the 2020/21 academic year, schools and delivery partners faced restrictions and the need to comply with ever evolving guidance from government.

There was no delivery in schools for the majority of terms 3 and 4 and thus activity was condensed into a much shorter timeframe over the summer.

Chance to Shine put in place three options to support delivery:

- Cricket at Home series (summer 2020) of 'virtual' sessions viewed by over 521,000 views on social media.
- Virtual Programme - a suite of resources designed to facilitate coaches delivering sessions into the classroom or pupils at home. This was delivered to over 50,000 children across 1,113 hours of activity by delivery partners.
- Chance to Shine 'Live' - a series of YouTube hosted 45 minute, weekly sessions linked to the national curriculum aimed at supporting children's fundamental movement skills. There were over 53,000 views many of which were in the school setting so that the actual reach was significantly greater.

Girls Secondary School Programme

Now in its third year this programme aims to develop leadership skills and introduce cricket to new participants. In a challenging secondary school environment, we faced significant delivery challenges with the 'bubbling' of year groups and difficulty of timetabling activity. In response we offered a degree of flexibility, prioritising physical activity, and managed to reach 161 schools and 16,584 girls offering a combination of leadership session, tasters, and competition.

Cricket Scotland

Cricket Scotland commenced delivery of Chance to Shine's Primary School programme during term 5 of the 2020/21 academic year. The programme was delivered in Aberdeenshire & Edinburgh and saw 29 schools and 1,904 children benefit from accessing elements of the Whole School Programme model.

In preparation for this - five Cricket Scotland coaches completed the 'Real Coaching' modules delivered by Create Development, and organised by CTS. Moving forward, one of these coaches attended the YST 'Train the Trainer' event, organised by CTS, on behalf of Cricket Scotland.

Looking ahead to 2021/22 - Cricket Scotland have already got two Street Projects up and running, with connectivity to their work in Aberdeenshire; in Peterhead & Fraserburgh. A third Street project with connectivity to their work in Edinburgh is due to commence in early 2022. The aforementioned connectivity will come from a further 29 Primary Schools across both areas receiving the Whole School Programme in 2021/22.

Hospital Schools

Chance to Shine deliver cricket sessions for children aged 5 to 18 in four London hospital schools: The Children's Hospital at Great Ormond Street, Evelina Children's Hospital at St Thomas's, The Teenage Cancer Unit at The Royal Marsden Hospital and The Lavender Walk Adolescent Mental Health Unit at Chelsea and Westminster Hospital.

Coaches from our delivery partner, Capital Kids Cricket, run a 36-week cricket themed programme during school hours. It aims to support children's wellbeing by having fun, playing with others and being physically active to the best of their ability.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2021

Unfortunately, due to the continuation of the pandemic all in-person hospital schools sessions were ceased in line with national school closures, resuming delivery in Term 5 and 6 of the 2020/21 academic year.

Yorkshire Tea National Cricket Week (NCW)

We were delighted to return to an 'in-person' National Cricket Week after being forced into the virtual space for the first time in 2020. The week started off with our most ambitious day of activation to date – delivering a 'Proper Day of Cricket' at Stanningley Primary School in Yorkshire. Matthew Hoggard led a cricket PE session, the Barmy Army's 'Billy the Trumpet' took music, Blue Peter's Lindsey Russell led arts and crafts whilst Alastair Cook finished things off with a virtual Q and A.

There was representation from around the world throughout the week, with Carlos Brathwaite and Marnus Labuschagne both dropping in to visit Chance to Shine participants. This attracted excellent media attention both online and in print, with a publicity value of over £140k and £50k respectively. In addition, there was a first ever activation in Scotland – with a session taking place on the spectacular setting of Edinburgh's mound precinct.

Street Programme

Chance to Shine Street brings cricket to thousands of young people in urban areas. It uses the game to increase aspiration, promote social cohesion and create opportunities in diverse communities.

Before the pandemic, CTS Street delivery was in a strong position with over 200 projects engaging 6,000 young people. Since the pandemic started in March 2020, CTS Street has been significantly disrupted with only 130 projects able to re-start delivery. This has largely been a result of the environment where these projects exist with many facilities unable to re-open.

From Sept 20 – Aug 2021, **4,008** young people were engaged in the programme – 79% of young people were from ethnically diverse communities and 63% were living in the most deprived areas of England. Our major funding partner for CTS Street, Sport England allowed funding to be used flexibly enabling us to adapt and focus on other ways to maintain engagement levels.

In partnership with Think Beyond, a Youth Advisory Board has been formed to give CTS Street participants a voice in the work we do. The board comprises of seven young people who will be given a broad range of skills to help us shape our programmes moving forward. They will be provided with mentoring opportunities provided by CTS trustees.

In March, we launched a Wider Engagement Programme which set out to engage more young people from Black Communities in our programmes. Eight target areas were identified, including Bristol, Birmingham and Slough.

Our Crime Prevention Programme continued working with young people at risk of exclusion from secondary school in eight Birmingham Schools and provision was extended to four London Schools.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2021

Supporting our Partners and Stakeholders

The success of CTS has largely been built on the partnerships we have formed over the years, enabling us to achieve extraordinary scale and impact across all our programmes. From funding partners to delivery partner, COVID-19 continued to place immense pressure on each and every one of them, but through resilience and resolve, we worked together to navigate our way through these challenging times.

ECB – Core funding partner Primary Schools

COVID-19 continues to have a significant impact on revenue to ECB. CTS worked closely with ECB to ensure only the funds needed to support the network through these difficult times were requested.

To help protect our programmes in the future, ECB agreed to some unspent funds being directed towards our digital offer. This piece of work has enhanced our proposition to teachers, making the CTS digital portal a more engaging and user friendly system.

Due to the continued impact on ECB's income, CTS will utilise what funds have been unspent to support future activity. This will reduce the funding received from ECB for the 2021/22 Primary School programme but still enable full delivery.

Sport England – Core funding partner Street

Throughout the pandemic, CTS worked closely with Sport England to ensure that our workforce remained intact and that children and young people could stay active, so when a return to play is possible we were ready to resume.

This work involved helping to share the impact of COVID-19 on Street such as insight we developed through surveys with our coaches, teachers and participants.

County Cricket Boards – Core delivery partner Schools and Street

Working with our core delivery partners to ensure their workforce remained intact was a priority. The Job Retention Scheme fund continued to be of huge support while delivery was not possible and CTS provided continued financial support to those managing the programmes who remained in-work and required to help keep children active through lockdown.

Coaches – local deliverers

Throughout the pandemic, CTS ran online training to help coaches and CCB staff who remained working and those furloughed stay positive and ready to return when safe to do so. The sessions focused on keeping people connected, support through the difficult times and aiding personal development.

Teachers – programme recipient

Keeping teachers engaged and aware that we were there to support their pupils was paramount. Our social media sessions and YouTube Live, provided teachers with weekly activities for them to deliver or to send on to children being schooled at home. All the sessions were designed to be delivered in small spaces, with minimal kit and as individual and/or pairs activities with social distancing.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2021

OUR IMPACT

In 2020/21 we took a number of approaches to understand the impact of our programmes as well as the needs of schools, communities and young people during Covid-19.

Throughout the year, we carried out surveys, focus groups and interviews with 1,041 teachers – 846 who had a Chance to Shine programme during the academic year and 195 who had accessed Chance to Shine digital resources. Over the Summer term, we carried research with c.2,600 children taking part in Chance to Shine programmes. This included surveys of 1,500 children at the start and end of a Whole School Programme. We carried longitudinal telephone interviews with parents and carers of young people playing cricket at Street to understand the impact of Covid-19 and understand what would support them to return to play as soon as a safe.

Below is a selection of findings from this research. Full details will be available in our next Impact Report.

CREATING OPPORTUNITIES TO PLAY

Chance to Shine played an important role in helping children play cricket during the upheaval caused by Covid-19. Coaches were back in schools as soon as it was safe, creating fun experiences and helping children develop the skills and confidence we know is key to a lifelong love of the game. 90% of children agreed 'I like cricket' at the end of a Whole School Programme, compared to 70% before the programme.

When a school is offered a Chance to Shine programme, teachers commit to take part in sessions and learn alongside the coach. We have seen many teachers develop in confidence to continue to play with their pupils after the programme – before Chance to Shine, 43% of teachers surveyed agreed 'I feel confident to teach a cricket session without an external coach present' vs 92% at the end.

PHYSICAL WELLBEING

According to Sport England, as a result of Covid-19 and school closures, children began the 2020/21 academic year less active and with less positive attitudes towards sport. Parents and teachers have told us just how important it was for their children to get active again through Chance to Shine. In schools, 98% of teachers surveyed agreed 'Chance to Shine coaching has supported my pupils' physical wellbeing' and 97% noted 'Pupils developed their fundamental movement skills' through taking part.

Sport England's Active Lives research shows as well as creating the right opportunity to play, we need to help children develop positive attitudes – their enjoyment, confidence and competence when taking part. Children who enjoy sport and feel they have the skills to take part are more active. Within this, enjoyment has the greatest influence of activity levels.

We used Active Lives measures to benchmark our impact on children's attitudes against the national picture. We found that at the end of a Whole School Programme, more girls said they enjoyed sport compared to their peers nationally – 51% of girls surveyed strongly agreed to the Sport England measure of 'I like sport and exercise' before the programme (the national average for all girls the same age) vs 60% at the end. We saw a change in their attitude towards their abilities through taking part – only 38% agreed 'I am good at playing cricket' before the programme vs 60% at the end.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2021

PERSONAL, MENTAL AND SOCIAL WELLBEING

Sport England research shows a positive link between being active and wellbeing – active children are happier, more confident and resilient. Chance to Shine programmes are designed to foster this. Interviews with parents of Street participants highlight how important it has been for young people to be back playing and developing together. One parent discussed, *"My son has enjoyed getting out of the house, interacting with other children, and doing some sort of activity outside. Because for a long time now everyone has been just indoors and all the children have just been home watching TV, eating junk etc...I think it's helped him with his confidence. I know that he made a couple of friends there as well. He's talking to all the other kids at the sessions. Overall, it's helped with children's mental health and his mental health more generally."*

In school, nine in ten teachers surveyed agreed taking part has supported their pupils' personal (95%), mental (93%) and social (96%) wellbeing. Many noted the importance of focusing on teamwork after periods of isolation. We asked children and young people how playing made them feel - 84% of children surveyed responded with positive descriptors such as happy, confident, excited, joyful. One commented, *"I felt de-stressed because sport makes you focus and forget bad things in your head."* (Boy, 9).

DIGITAL STRATEGY

The year has focused on moving towards 'phase two' of the Chance to Shine Digital Strategy, as well as developing additional functionality to add to our 'phase one' build. The two key projects were:

Financial Portal Development

- Integrating yearly budget process onto the Portal
- Delivery partner expenditure automated based on reported activity and coach hourly rates
- Cutting further administration time for delivery partners

Phase Two Build

- Producing new resource content and enhancing user experience for teachers
- Registration barriers reduced and Portal navigation improved

FUNDRAISING

Fundraising in 20/21 achieved a target of £1.9m but failed to reach a stretch target of £2.1m. COVID-19 continued to impact some fundraising streams with events fundraising most notably affected.

CTS undertakes fundraising activity to its supporters via fundraising events and dinners, individual giving including appeal letters, email and telephone. In addition, funds are raised from trusts & foundations and corporate partnerships.

Chance to Shine Foundation Ltd is registered with the Fundraising Regulator and adheres to its Code of Fundraising Practice and its associated rulebooks for fundraising activities. Additional guidance and information are sought from the Institute of Fundraising in order to inform best practice.

CTS is compliant with the UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018 and will only contact prospective and existing supporters in line with its Privacy Policy which can be viewed in full at www.chancetoshine.org/privacy.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2021

Chance to Shine recognises the importance of protecting our vulnerable supporters and follows the guidance issued by the Institute of Fundraising and the Fundraising Regulator on treating donors fairly. Chance to Shine supports its staff and fundraisers who come into contact with supporters in providing high quality customer care, ensuring anyone donating to the charity is in a position to make a free and informed decision.

Chance to Shine welcomes feedback on its fundraising activities and has a complaint policy which outlines how the charity will react should a complaint be received regarding its fundraising methods. Chance to Shine received no complaints during the year.

During the financial year, Chance to Shine Foundation Ltd received total income of £4.744m. £1.809m of that was funding received from the England and Wales Cricket Board (ECB) for the Primary School programme. This was reduced from the anticipated £2.5m as a result of carrying forward unspent funding from 2019/20 due to the impact of COVID-19 on our ability to deliver the programme.

Sport England gave £0.951m towards the Chance to Shine Street programme.

The remaining £1.984m came from a combination of individuals, corporate donations, sponsorship agreements, fundraising events, trusts and foundations and investment income.

DIVERSITY

In line with the Code for Sports Governance, Chance to Shine continues to place a great importance and focus on diversity and inclusion. Our Diversity policy can be found on our website (www.chancetoshine.org/governance), it includes our commitment to diversity targets.

Chance to Shine also maintains a Diversity Action Plan (DAP) covering Recruitment, Engagement and Progressing Talent from Within. This plan contains short, medium and long terms goals.

In 2021 the charity continued our commitment towards this important piece of work by:

- Introducing a Youth Advisory Board, to create a regular avenue for CTS trustees and executive team to hear, understand and consult with youth voices on matters relating to the charity.
- Commenced development of an Equity, Diversity & Inclusion strategy to complement and enhance the Charity's existing strategic direction
- Introducing inclusive recruitment practices such as blind shortlisting and where job vacancies are promoted
- Maintaining Board gender diversity to 42% and the Senior Management Team to 50%
- Increasing the diversity of employees

Diversity of participation and equality is of huge importance to Chance to Shine. 51% of all participants are girls and 79% of Chance to Shine Street participants are from ethnically diverse communities. Our programmes aim to support all young people to benefit from cricket.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2021

3) FINANCIAL REVIEW

The financial statements included with this report consolidate the results of the Company and its wholly-owned trading subsidiary Chance to Shine Enterprises Limited and have been prepared on a going concern basis. A separate statement of financial activities and income and expenditure account is not presented for the Company itself following the exemptions afforded by Section 408 of the Companies Act 2006.

The effect of the COVID-19 pandemic on our ability to deliver our programmes has resulted in us not being able to spend a significant amount of the funding received that is restricted to Schools and Street. Consequently, we carry forward £1.1m of restricted funding balance for delivery in 2021-22.

During the year a total of £4.744m was raised from all sources (2019/20: £5.240m). Of this, £0.600m was raised from commercial activities and fundraising events which is an increase on the previous year when £0.489m was raised. This was a result of being able to return to hosting non-virtual fundraising events. Fundraising trading costs for the year were reduced to £0.186m compared to £0.206m in 2019/20.

Voluntary income decreased from £4.726m in 2019/20 to £4.122m in 2020/21. The ECB donation was reduced to £1.809m from £2.278m in 2019/20 as a result of carrying forward unspent funding from 2019/20 due to the impact of COVID-19 on our ability to deliver the programme and also due to not achieving any match funding compared to £0.195m in 2019/20. Sport England funding reduced slightly to £0.951m (2019/20: £1.1m). Excluding Sport England and the ECB, other voluntary income for the year remained at a similar level of £1.362m compared to £1.340m in 2019/20.

The organisation's costs of generating this voluntary income rose slightly from £0.69m in 2019/20 to £0.74m as costs were cut in 2019/20 in the wake of the pandemic.

Charitable activity costs increased to £3.454m (2019/20: £3.228m) although programme activity was still impacted significantly by the pandemic restrictions.

Governance costs were £0.038m (2019/20: £0.033m).

Overall, Chance to Shine Foundation Ltd achieved a surplus of £0.362m for the year (2019/20: £1.116m surplus). The impact of COVID-19 meant that we drew down less funding from the ECB during the year due to carrying forward funds from 2019/20. However, following a further year where delivery of our programmes has been impacted by the pandemic our expenditure has remained lower than pre-pandemic levels. The Charity carries forward £1.1m of restricted funding for delivery in 2021-22.

There was a net cash inflow for the year of £0.268m versus a £0.858m inflow in 2019/20.

The Trustee Directors seek to ensure that funds raised are spent effectively for all of its charitable activities, monitoring a range of metrics including the following:

1. Costs of generating funds as a % of incoming resources from generated funds: **20%** (2019/20: **17%**)

A measure of the total costs of fundraising activity as a percentage of the total income generated, excluding investment income. This encompasses all forms of voluntary, commercial and event based fundraising.

2. Charitable activities costs as a % of total resources expended: **79%** (2019/18: **78%**)

A measure of the expenditure on the charitable programmes of Chance to Shine Foundation Ltd as a proportion of total expenditure.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2021

3. Support costs as a % of charitable activity costs: 14% (2019/20: 18%)

A measure of the costs of the Operations management team and allocated overheads (support costs) as a percentage of the total charitable expenditure on Chance to Shine Foundation Ltd's programmes.

The year-on-year movement in these ratios reflects a number of factors and in particular the continued significant reduction in our charitable activity costs due to the COVID-19 pandemic.

RESERVES POLICY

It has been a long-held conviction, and evidenced by our experience, that the full benefits derived from our Chance to Shine programmes arise from providing long-term, not short-term, opportunities to participate. Working with our delivery partners, we aim to engage with schools and communities on a sustainable basis. To do this we believe that it is essential to be assured of our funding position in order to be able to plan effectively and to deliver the programmes most successfully.

The Trustees have, therefore, determined that we should seek to hold reserves equivalent to between one and two years of planned programme expenditure, from restricted and unrestricted reserves as appropriate, as well as sufficient unrestricted reserves to cover between six months and one year of future management and administration costs. Chance to Shine receives funding from certain donors, including ECB, Sport England and many trusts and foundations, that are restricted for use in particular programmes and/or in specified geographical areas. Other fundraising, together with surpluses arising from commercial activities, are unrestricted. The reserves target range at the year-end was between £1.4m - £2.9m.

At the end of the year reserves totalled £5.853m, of which restricted funds £2.833m and unrestricted funds £3.02m. During 2020-21 there was £0.059m of expenditure against the designated fund to support the development of the digital strategy, bringing the total designated funds at the end of the year to £0.328m. This leaves £2.692m of general unrestricted funds which the Trustees are free to use in accordance with the Company's charitable objectives and which is within the reserves policy target range.

As a result of the Covid-19 impact on delivery of its programmes, the organisation has finished the year with considerable restricted fund balances which are carried forward for activity in 2021-22. These existing restricted reserves and future expected restricted funding will continue to help fund the Primary Schools and Street programmes. A further £0.539m of unrestricted reserves will be required, to supplement the restricted reserves, to cover 12 months of other planned, unfunded programmes. The Trustees agree that the current level of reserves is appropriate for the short-medium term and in light of the ongoing uncertainty of the Covid-19 pandemic.

INVESTMENT POLICY

Investments are made according to an agreed policy that enables surplus cash (above that required for the following three months' requirements) to be invested in longer-term opportunities that balance returns with a low level of risk, most likely being fixed term cash deposits, notice accounts or bonds. Investment planning takes into account both cash balances held together with pledged and forecast income where there is a high degree of certainty of the value and timing of future receipts. In current circumstances, given the anticipated future cash requirements and the rates of return available, the investment of such surplus funds has been restricted to sterling deposits with British banks with an acceptable credit rating. A limit is applied for the maximum proportion of total funds that can be held in any one institution.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2021

The implementation of the investment policy is overseen by the Investment Committee on behalf of the Board of Trustees. All investments held currently or at any point during the year were in the form of fixed term or notice cash deposit accounts.

4) FUTURE PLANS AND STRATEGY

Our current period of strategic focus is 2020-24 and as such the strategy maintains our commitment to our mission in helping children to play, learn and develop through cricket. We will concentrate on doing so via our Schools and Street programmes; these are major priorities for future focus and investment.

We have assessed our strategic objectives across all areas of our work in-light of COVID-19 and remain steadfast that whilst there will inevitably be further challenges ahead, we are as determined as ever to continue to help children and young people through maintaining a laser-like focus on State schools and disadvantaged communities via our Street work.

We have already learned much as a result of COVID-19 and notably our ability to remain agile as we respond has been one of our greatest assets. There are still some uncertainties ahead, and we anticipate further challenges in fundraising, but our programmes have survived the worst of the pandemic and the experience has made us more determined than ever to recover and reinvent stronger.

Our fundraising strategy continues to focus on diversifying our income, particularly with corporate partners and individual supporters. We now aim to grow our private income to £3m by 2025.

Operationally our aim is still to reach 1 million children a year by 2025 through our programmes, both with physical delivery and an increased ability to enable cricket participation digitally.

Our improved schools programme in partnership with, and to complement ECB's Inspiring Generations Strategy, has started but at a similar level to pre-pandemic as there is still uncertainty over the longer-term financial security of the game.

Our aim for Street is to extend our partnership with Sport England and further to continue the programme in the longer-term to reach communities where we are currently unable to – largely due to a lack of funding. Our data shows that there are many schools in areas of the country, particularly disadvantaged areas where there is a strong interest in cricket but no community cricket opportunities locally. Our aim is to continue to work towards plugging this gap.

In order to remain agile in 2021/22 we have developed the following as enhancements to our approach to delivery:

- **Virtual Coaching and Programmes** – An offer to support all situations. Virtual sessions can be delivered remotely by coaches across all our programmes. This support includes a series of pre-recorded, online sessions which coaches and teachers can use to aid delivery either direct into schools or the home environment. The scope across the whole programme also incorporates delivery of virtual inductions, assemblies, competition and Teacher CPD – meaning the 'Whole School Programme' components can be supported. Worth with Youth Sport Trust on redeveloping the content has also now put a 'life skills' learning focus within the Play resources, allowing coaches to deliver what is important to young people right now.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2021

- **Virtual Leadership** - In partnership with the Youth Sport Trust, a Virtual Leadership Programme has been developed to enable the Girls Secondary School Programme to continue regardless of any restriction, as the training course moves online. Usually this is delivered face-to-face, and this is still the preferred option, but this option ensures the programme can continue if this is not possible. Additionally, the course is available to other Secondary Schools not part of the programme, extending our reach further and identifying new schools for future direct delivery.
- **Coach Training** – Blended delivery approach. Our new training programme, supported by Youth Sport Trust, utilises a 'blended learning' approach, meaning that coaches will be able to access both online and face to face delivery. A host of webinar based workshops will support practical face to face modules, meaning that we can engage coaches effectively over a longer period of time. The F2F elements are also able to be adapted for online delivery, should this be necessary.
- **Programme philosophy, I/We/You Coach & 'Coaching Characters'** – As part of redeveloping the digital content for teachers, we have outlined two philosophical changes to the programme which have been incorporated into the new resources. The first of these, 'I/We/You Coach' is a principle behind how we support teachers on their journey through the programme – from being dependent on coaches to having the skills to lead themselves. Coaches will be trained on how to apply this in action, and support teachers as mentors. 'Coaching Characters' are an evolution of the existing CTS themes, e.g. 'Cool Catcher'. Each theme now has a designed character within the resources, who is the focal point for the lesson. The idea being that children learn the skills to become the 'Cool Catcher' or the 'Brilliant Bowler' and develop all of the skills to become a 'Confident Cricketer' along the way.

Chance to Shine continues to seek restricted and unrestricted donations in support of its programmes from individuals, companies, trusts and foundations. It remains sincerely grateful to all such organisations and individuals for their generous support.

Particular thanks to our generous individual supporters and our corporate supporters including NatWest, Yorkshire Tea, Lifebuoy, BGC, Vestey Holdings, London Stock Exchange Group, Lloyds of London and M&C Saatchi. Trusts and foundations including The Angus Lawson Memorial Trust, Buffini Chao Foundation, Garfield Weston Foundation, The Harpur Trust, The John Armitage Charitable Trust, John Lyon's Charity, Monday Charitable Trust and Newby Trust.

5) REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY

Chance to Shine Foundation Ltd is a registered charity 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 governance of Chance to Shine Foundation Ltd is entrusted to the Trustees who are the Members of the Company and are also registered at Companies House as the Directors of the Company.

Bound by its Memorandum and Articles of Association, Chance to Shine Foundation Ltd is required to allocate its funding for charitable purposes in the pursuit of cricket and education. The Chairman and the Trustee Directors have ensured that activities funded by the charity are in line with the Memorandum and Articles.

The two key areas eligible for funding, as established within its Memorandum of Association as objects of the charity, are:

- The organisation or provision of facilities, which will enable and encourage young persons in any part of the British Isles to play cricket.
- The organisation or provision of facilities for recreation for persons who have need of such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances.

The following are specific areas itemised in the Memorandum of Association for which funding may be awarded:

- to provide full or part-time courses for young persons and coaches.
- to promote courses for the purpose of training teachers in the coaching of cricket.
- to provide for the delivery and holding of conferences and practical demonstrations.
- to prepare training programmes and courses with education bodies.
- to lay out, equip and maintain playing fields (including non-turf pitches and practice pitches) or appropriate indoor facilities.
- to provide appropriate cricket equipment.
- to promote or organise cricket matches, competitions or tournaments.

Chance to Shine Foundation Ltd's primary activities are the Chance to Shine Schools and Chance to Shine Street programmes, details of which are on page 7.

All activities within the Chance to Shine programmes comply with one or more of the terms of reference of the Memorandum of Association.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2021

6) STUCTURE, GOVERNANCE AND MANAGEMENT

THE TRUSTEE DIRECTORS

The Trustee Directors of Chance to Shine Foundation Ltd are appointed by their fellow Trustee Directors, as members of the Company, for their specific expertise in areas relevant to the charity, either in terms of cricket, business, educational, legal, financial or fundraising matters. All new Trustee Directors are made familiar with the terms of the charitable company's governing document and the objectives and aims of the charity as part of a formal induction process. Trustee Directors are assisted in fulfilment of their duties and ongoing training by colleagues with relevant expertise or by the involvement of outside experts.

Trustee Directors can be appointed to serve for periods of up to three years and can be renewed for a maximum of two additional three year terms.

TRUSTEE DIRECTOR APPOINTMENTS AND RESIGNATIONS

There were no Trustee appointments or resignations during the year.

SPORT ENGLAND GOVERNANCE CODE

Chance to Shine achieved compliance on 6 March 2018 with the Code for Sports Governance published by UK Sport and Sport England. Compliance with the Code for Sports Governance is a requirement of Sport England funding to Chance to Shine. Chance to Shine has a dedicated governance section on our website which demonstrates our ongoing compliance with the Code. www.chancetoshine.org/governance

AUDITORS

Sayer Vincent LLP were appointed as auditors of the Company.

TRUSTEE DIRECTOR MEETINGS, RESPONSIBILITES AND DELEGATION

The Trustee Directors normally meet four times per year at formal Board meetings and on any other occasions as judged necessary. Trustee Directors have established a number of sub-committees and boards to advise the Board on specific areas of the Company's operations.

The Audit & Risk Committee meet at least three times during the year and its purpose is to oversee the application of internal controls, performance reporting, external audit, risk management and related matters. Sophie O'Connor chaired this committee throughout the year.

TRUSTEES DIRECTORS' REPORT – year ended 30 September 2021

The Governance & Remuneration Committee, chaired by Sir Donald Brydon, meets biannually, and as required. It is responsible for making recommendations regarding Board membership and for the appointment of the Chief Executive. It also oversees the remuneration of all employees of Chance to Shine and is responsible for reviewing and setting key management personnel remuneration taking into account current market salaries and price indices.

The Investment Committee oversees the investment policy for Chance to Shine's cash and other monetary assets, which is agreed by the Board, and monitors the performance of the investments. Caspar Rock chaired this committee throughout the year.

The Development Board is an advisory board of independent members created to assist Chance to Shine to raise funds for its ongoing and future programmes.

The County Advisory Board is an advisory board comprised of county cricket representatives which evaluates the relationship and expectations between Chance to Shine and the County Cricket network.

Each of the Trustee Committees has a documented remit that has been reviewed and agreed by the Board and can be viewed, along with current membership, on our website www.chancetoshine.org/governance

EXECUTIVE AND SENIOR MANAGEMENT

The day-to-day management of Chance to Shine Foundation Ltd is delegated to the Chief Executive, Laura Cordingley. She is supported directly by Steve Peyman, Operations Director; Nicholas Platt, Head of Finance & Resources; Kate Jacques, Head of Partnerships & Fundraising, Ross Jeavons Head of Digital and Communications and Vanessa Greene, Head of Impact and Evaluation.

RISK MANAGEMENT

Chance to Shine (CTS) has a formal risk management process through which the Senior Management Team identifies the major risks to which the organisation may be exposed and has ranked these by likelihood and impact, culminating in a risk control document which is updated on a regular basis. All significant risks, together with current mitigation actions, are reviewed regularly throughout the year by the Audit & Risk Committee and the Board of Trustees. The Trustees are satisfied that systems have been developed and are in place to mitigate identified risks to an acceptable level.

During the year the Senior Management Team, alongside the Audit & Risk Committee, conducted a full review of the organisation's risks. The current principal risks and uncertainties identified by the charity are in the following table:

TRUSTEES DIRECTORS' REPORT – year ended 30 September 2021

Risk identified	Action taken to mitigate risk
Racism and the reputation of cricket	Develop Equity, Diversity and Inclusion (EDI) Strategy Develop a Diversity and Inclusion Action plan in line with new requirements of the Code for Sports Governance EDI training for staff and wider coaching workforce Communication with coaches, supporters and public press release highlighting CTS position and action plan
COVID-19	Operations – Virtual delivery options developed for all programmes will enable continued engagement of participants during different levels of restrictions related to COVID-19. Fundraising - Implementation of online events to offset reduction in income, enhanced stewardship of existing supporters and regular strategic and operational discussions with major funders specific to COVID-19. Staff – Implementation of effective working from home policy if and when the CTS office is inaccessible.
Strategy becomes mis-aligned with that of key funding partners.	Maintain close and regular contact with key stakeholders. Meetings with England and Wales Cricket Board (ECB) and Sport England to discuss key strategic decisions relevant to both organisations. CTS is an integral part of ECB's Inspiring Generation's Strategy 2020-24. Supporting in particular the three key pillars of: Engage children and young people, Make cricket accessible and Transform women's and girls' cricket.
Fundraising Target is not reached.	Implement CTS fundraising strategy 2019-24, underpinned by an annual plan with targets reviewed periodically by Trustees. Ongoing monitoring of government sport policy and potential implications for future funding for CTS.
Incident at a CTS session or event. (e.g. serious injury or safeguarding)	All CTS coaches are required to have ECB CA membership that provides personal and public liability cover, Disclosure and Barring Service clearance and mandates risk assessment and safety design of sessions. Chance to Shine has a Child Protection Policy developed in collaboration with the ECB and embedded in partnership agreements with delivery partners.
The quality of activities delivered is not of the standard associated with Chance to Shine's brand.	Minimum quality standards are set for County Boards in signed partnership agreements, including requirement to ensure coaches are qualified, trained and attend ECB's working in schools course. Regular feedback requested to assess programme quality, including external, independent spot checks. End of year reviews are held with Regional Managers and County Boards to analyse quality of delivery.

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2021

7) RESPONSIBILITIES

STATEMENT OF TRUSTEE DIRECTORS' RESPONSIBILITIES

The Trustees are responsible for preparing the annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustee Directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards 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 Trustee Directors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

STATEMENT OF DISCLOSURE OF INFORMATION TO AUDITORS

So far as each of the Trustee Directors is aware, there is no relevant information that has not been disclosed to the Company's auditors and each of the Trustee Directors believes that all steps have been taken that ought to have been taken to make them aware of any relevant audit information and to establish that the Company's auditors have been made aware of that information.

FINANCIAL STATEMENTS

The Trustee Directors confirm that the accompanying financial statements comply with statutory requirements, the requirements of the Companies Act 2006 and the Statement of Recommended Practice ("SORP").

In preparing this report, the trustees have taken advantage of the small companies exemptions provided in Section 415A of the Companies Act 2006.

Approved by the Board of Trustee Directors of Chance to Shine Foundation Ltd on 31 January 2022 and signed on its behalf by:



Sir DH Brydon
Director

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF
CHANCE TO SHINE FOUNDATION LTD**

Opinion

We have audited the financial statements of Chance to Shine Foundation Ltd (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 30 September 2021 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 group's and of the parent charitable company's affairs as at 30 September 2021 and of the group's 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
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

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 group financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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 Chance to Shine Foundation Ltd's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other Information

The other information comprises the information included in the trustees' annual report other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group 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 group 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 group financial statements themselves.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF CHANCE TO SHINE FOUNDATION LTD

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' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF CHANCE TO SHINE FOUNDATION LTD

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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, and the audit committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
- Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We reviewed your internal processes for the monitoring of grants to partners
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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 is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF
CHANCE TO SHINE FOUNDATION LTD**

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Sayer Vincent LLP

Jonathan Orchard (Senior statutory auditor)

23 February 2022

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 30 September 2021**

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	2020/21 Total Funds £'000	2019/20 Total Funds £'000
Income from:					
Donations, grants and legacies	2	1,020	3,102	4,122	4,726
Activities for raising funds	3	600	-	600	489
Investment income	5	22	-	22	25
Total income		1,642	3,102	4,744	5,240
Expenditure on:					
Raising funds					
Costs of generating voluntary income	8	267	475	742	690
Fundraising trading	9	186	-	186	206
Charitable activities	10	219	3,235	3,454	3,228
Total resources expended		672	3,710	4,382	4,124
Reserves transfer		(410)	410	-	-
Net movement in funds		560	(198)	362	1,116
Fund balance brought forward at 1 October 2020		2,460	3,031	5,491	4,375
Fund balance carried forward at 30 September 2021		3,020	2,833	5,853	5,491

The notes on pages 28 to 40 form part of these accounts.

BALANCE SHEET
AT 30 September 2021

	Notes	Group 2021 £'000	Group 2020 £'000	Company 2021 £'000	Company 2020 £'000
Current assets					
Stock		3	3	-	-
Debtors	15	1,157	1,104	1,051	1,094
Bank and other cash deposits	16	5,281	5,013	4,798	4,557
Total current assets		6,441	6,120	5,849	5,651
Current liabilities					
Creditors: amounts falling due within one year	17	(588)	(629)	(364)	(437)
Total assets less current liabilities		5,853	5,491	5,485	5,214
Creditors: amounts falling due after more than one year		-	-	-	-
Total net assets		5,853	5,491	5,485	5,214
Represented by:					
Restricted funds	18	2,833	3,031	2,833	3,031
Unrestricted funds	18	2,692	2,073	2,324	1,796
Designated fund	18	328	387	328	387
Total funds		5,853	5,491	5,485	5,214

The company's result as a single entity was: income £4,463,000 and a surplus of £271,000 (2019/20: income £5,123,000 surplus £1,212,000).

The notes on pages 28 to 40 form part of these accounts.

The financial statements were approved and authorised for issue by the Board of Trustee Directors on 31 January 2022 and signed on their behalf by:



.....
Sir DH Brydon

Chairman



.....
SJ O'Connor

Director

Company registration number: 06441426 (England and Wales)

**CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 30 September 2021**

		2020/21 £'000	2019/20 £'000
Net cash inflow/(outflow) from operating activities	C1	246	833
Investing activities			
Investment income receipts		22	25
Increase/(decrease) in cash in the year	C2	<u>268</u>	<u>858</u>

C1 Reconciliation of changes in resources to net inflow from operating activities

	2020/21 £'000	2019/20 £'000
Net incoming/(outgoing) resources	362	1,116
Investment income	(22)	(25)
Increase/(decrease) in stock	-	-
Decrease/(increase) in debtors	(53)	(69)
Increase/(decrease) in creditors	(41)	(189)
Net cash inflow/(outflow) from operating activities	<u>246</u>	<u>833</u>

C2 Analysis of changes in net cash resources

	30 Sep 2020 £'000	Cash- Flow £'000	30 Sep 2021 £'000
Current accounts	<u>5,013</u>	<u>268</u>	<u>5,281</u>

The notes on pages 28 to 40 form part of these accounts.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2021**

1 Accounting policies**1.1 Basis of preparation**

The financial statements are prepared under the historical cost convention as modified to include the revaluation of investments at market value, and in accordance the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019) and applicable accounting standards (FRS 102). The charity is a Public Benefit Entity as defined by FRS 102.

1.2 Going Concern

The trustees consider that there are no material uncertainties regarding the charity's ability to continue as a going concern. The review of our financial position, reserves level, bank balances, budgets, cash flow forecasts, future plans and assessment of risks, including those posed by Covid-19, gives the trustees confidence the charity remains a going concern for the foreseeable future.

1.3 Critical accounting judgements and estimates

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and the reported assets, liabilities, income, expenditure and the disclosures made in the financial statements. 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.

1.4 Cash at bank and in hand

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

1.5 Stock

Stocks are valued at the lower of cost and net realisable value.

1.6 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

1.7 Debtors and prepayments

County Board prepayments have been recognised where funding has not been spent in the period for which it was granted. Prepayments will be deducted from the next payment due.

1.8 Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

1.9 Foreign currency translation

The charities functional and presentational currency is pound sterling. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are recognised in the Statement of Financial Activities.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2021**

1.10 Group accounts

These financial statements consolidate the results of the Company and its wholly owned subsidiary Chance to Shine Enterprises Limited on a line by line basis. A separate statement of financial activities and income and expenditure account are not presented for the Company itself following the exemptions afforded by Section 408 of the Companies Act 2006.

1.11 Fund policy

Income declared and received for specific charitable purposes is allocated to Restricted Funds, and its use is restricted to expenditure on those purposes only. General unspecified funds received are categorised under Unrestricted Funds and spent in furtherance of the Company's objects.

1.12 Employee benefits

Short term benefits - Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Employee termination benefits - Termination benefits are accounted for on an accrual basis and in line with FRS 102.

1.13 Pensions

The Group contributes to the ECB Group Pension scheme, a defined contribution scheme, for its qualifying employees. Contributions are charged against income as they become payable.

1.14 Incoming resources

Voluntary income including donations, gifts and grants that provide core funding or are of general nature are recognised where there is entitlement, probability of receipt and the amount can be measured with sufficient reliability. Entitlement to income is considered when there is a formal and unconditional written offer. Verbal pledges are recognised when the donation is received. Income is only deferred when:

- The donor specifies that the grant or donation must only be used in future accounting periods; or
- The donor has imposed conditions which must be met before the charity has unconditional entitlement.

Gift aid and deed of covenant income resulting from membership is accounted for on a receivable basis.

Income from commercial activities is recognised on a receivable basis, according to contract or invoice. Income from fundraising events is recognised when the event has taken place, with income from auctions held at events recognised when the auctioned item has been received by the bidder.

Investment income is recognised on a receivable basis.

1.15 Resources expended

Expenditure is included on an accruals basis. Grants payable are charged in the year when the offer is conveyed to the recipient except in those cases where the offer is conditional and such conditions are set by the Trustees, such grants being recognised as expenditure when the conditions attaching are fulfilled. Grants are only made to institutions.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2021**

- Costs of generating funds are those costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.
- Support costs include staff, office administration and other overhead costs and have been allocated to activities on a basis consistent with the use of resources.
- Other expenditure represents governance costs including those incurred in the governance of the Group and its assets and are primarily associated with constitutional and statutory requirements.
- Donated goods and services are included both as voluntary income and as expenditure under the relevant heading in the Statement of Financial Activities, at values estimated to equal the expense saved. Voluntary income and the analysis of expenditure do not include the contribution of volunteers, or the value of discounts on purchases, unless the relevant discount clearly represents a charitable donation.
- Any part of a grant to a delivery partner which is not spent in the year for which it was granted, is accounted for as a prepayment and will be subtracted from their next grant payment.

1.16 Tangible fixed assets

Fixed assets are stated at cost less accumulated depreciation. Depreciation is provided on tangible fixed assets at rates calculated to write off the cost of each fixed asset over the estimated useful life using the following rates:

Office equipment and fixtures:	33.3% per annum
Marketing equipment:	50% per annum

Assets individually costing more than £2,000 would be subject to capitalisation under this policy. No assets have been capitalised to date.

1.17 General information

The charity is a company limited by guarantee, incorporated in England and Wales (company no. 06441426) and a charity registered in England and Wales (charity no. 1123385). Its registered address is The Kia Oval, London SE11 5SW.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2021**
2 Donations and grants

	2020/21 £'000	2019/20 £'000
Gifts, donations and grants	1,184	1,125
Legacies	96	154
Donated goods and services	19	-
Gift aid	61	61
England and Wales Cricket Board grants	1,809	2,278
Government grants – Department for Work and Pensions	2	-
Government grants – Sport England	951	1,108
	<u>4,122</u>	<u>4,726</u>

3 Activities for raising funds

This income in 2020/21 relates solely to revenue raised by Chance to Shine Enterprises Limited, including trading activities undertaken with commercial partners and from a number of fundraising events.

	2020/21 £'000	2019/20 £'000
Sponsorship agreements	430	429
Fundraising events	170	60
	<u>600</u>	<u>489</u>

4 Total external fundraising

Chance to Shine's annual fundraising targets are set and monitored by the Board against total external fundraising, incorporating donations, gifts, gift aid, commercial income, sponsorship income and investment income.

	2020/21 £'000	2019/20 £'000
Gifts and donations (including gift aid)	1,360	1,340
Commercial and sponsorship income	600	489
Investment income	22	25
	<u>1,982</u>	<u>1,854</u>

5 Investment Income

	2020/21 £'000	2019/20 £'000
Interest on bank and other cash deposits	22	25

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2021**
6 Staff costs and numbers

	2020/21	2019/20
Average number of employees	22	21
	£'000	£'000
Wages and salaries	901	941
Social security costs	102	101
Pension costs	107	93
Other staff costs	24	50
	<u>1,134</u>	<u>1,185</u>

Other staff costs comprise car lease, recruitment costs and costs of a private medical scheme.

The number of employees at 30 September 2021 was 23 and the average number of employees throughout the year was 22.

The average number of employees, expressed as Full Time Equivalents, was 22 (2019/20: 21). The table below shows these totals by activity:

	2020/21	2019/20
Charitable activities – operations management	7	7
Fundraising trading	2	2
Public relations and communications	3	3
General management, fundraising & finance	10	9
	<u>22</u>	<u>21</u>

The table below shows the number of higher paid employees with emoluments falling in the following ranges (on a full annual basis). Emoluments include salary, bonuses and taxable benefits in kind and other payments made to employees.

	2020/21 Total	2019/20 Total
£60,000 to £69,999	1	-
£70,000 to £79,999	2	2
£80,000 to £89,999	1	-
£100,000 to £109,999	-	1

The total employee benefits of the key management personnel of the group were £508,364 (2019/20: £444,105). All of this relates to key management personnel of the charity. The key management personnel of the group during the period are considered to be: Chief Executive, Operations Director, Head of Finance and Resources, Head of Communications and Digital, Head of Partnerships and Fundraising and Head of Impact and Evaluation.

Contributions in the year to the ECB defined contribution Group Pension scheme were £45,286 (2019/20: £30,220) for higher paid employees.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2021**

7 Trustee Directors' emoluments

For all other Trustees the total emoluments were £ nil (2019/20: £nil). No trustee was reimbursed expenses and there were four Trustee Board meetings during the year (2019/20: four).

8 Costs of generating voluntary income

	2020/21 £'000	2019/20 £'000
Staff costs	573	571
Office and administration costs	73	58
Public relations and communications	26	28
Fundraising expenses	70	33
	<u>742</u>	<u>690</u>

9 Fundraising trading

	2020/21 £'000	2019/20 £'000
Fundraising event costs	72	78
Commercial activities	16	15
Staff costs	82	91
Office and administration costs	16	22
	<u>186</u>	<u>206</u>

10 Charitable activities

	2020/21 £'000	2020/21 £'000	2019/20 £'000	2019/20 £'000
Cricket programmes:				
Chance to Shine Schools	2,379		1,681	
Chance to Shine Street	527		888	
Other projects	22		37	
Support costs	488		589	
	<u></u>	3,416	<u></u>	3,195
Governance		38		33
		<u>3,454</u>		<u>3,228</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2021**
11 Grants to institutions

Chance to Shine awards grants to their partners to deliver its Schools and Street programmes. All grants are made to institutions, which include all the County Cricket Boards, and no grants are made to individuals. The total of grants made to the 39 (2019/20: 39) institutions was £3,147,000 (2019/20: £2,398,000) in the following ranges:

	2020/21	2019/20
£0 to £49,999	Cambridgeshire, Cornwall, Cricket East, Cricket Scotland, Cumbria, Dorset, Herefordshire, Isle of Wight, Lincolnshire, Norfolk, Northamptonshire, Oxfordshire, Shropshire, Streetgames, Suffolk, TSA Sports, Wiltshire	Buckinghamshire, Cambridgeshire, Cornwall, Cricket East, Cumbria, Derbyshire, Devon, Dorset, Herefordshire, Hertfordshire, Isle of Wight, Leicestershire, Lincolnshire, Norfolk, Northamptonshire, Northumberland, Nottinghamshire, Oxfordshire, Shropshire, Somerset, Suffolk, Wiltshire, Worcestershire
£50,000 to £99,999	Berkshire, Buckinghamshire, Cheshire, Derbyshire, Devon, Durham, Hampshire, Hertfordshire, Kent, Leicestershire, Northumberland, Nottinghamshire, Somerset, Staffordshire, Sussex, Worcestershire	Berkshire, Cheshire, Durham, Essex, Gloucestershire, Hampshire, Kent, Staffordshire, Streetgames, Sussex
£100,000 to £149,999	Cricket Wales, Essex, Gloucestershire	Cricket Wales
£150,000 to £199,999	Surrey, Warwickshire	Surrey, Warwickshire, Yorkshire
£200,000 to £249,999	Middlesex, Yorkshire	Lancashire, Middlesex
£250,000 to £299,999	Lancashire	

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2021**
12 Allocation of support costs and overheads

	Governance £'000	Charitable Activities £'000	Fundraising trading £'000	Voluntary Income £'000	2020/21 Total Allocated £'000
Staff costs -					
Wages and salaries	11	357	67	466	901
Other costs	2	109	15	107	233
Office & admin costs	3	22	16	73	113
	16	488	98	646	1,247

Allocation of support costs and overheads prior year

	Governance £'000	Charitable Activities £'000	Fundraising trading £'000	Voluntary Income £'000	2019/20 Total Allocated £'000
Staff costs -					
Wages and salaries	10	391	74	466	941
Other costs	2	120	17	105	244
Office & admin costs	1	78	22	58	159
	13	589	113	629	1,344

13 Other costs

	2020/21 £'000	2019/20 £'000
Auditors' remuneration – current year	18	17
- prior year	-	-
- non-audit services	1	1

14 Subsidiary undertaking

The charity owns the whole of the issued ordinary share capital of Chance to Shine Enterprises Limited, a company registered in England. The company number is 05105487. The registered office address is The Kia Oval, London, SE11 5SW. The subsidiary is valued at the original nominal value of £1 and hence does not appear separately on the Balance Sheet.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2021**
Subsidiary undertaking (cont.)

A summary of the results of the subsidiary is shown below:

	2021 £'000	2020 £'000
Turnover	600	489
Direct costs	(99)	(104)
Gross profit	501	384
Administrative expenses	(92)	(107)
Management charge payable to parent undertaking	(41)	-
Profit for the financial year	368	277
Retained earnings		
Total retained earnings brought forward at 1 October 2020	277	373
Profit for the financial year	368	277
Distribution under Gift Aid to parent charity	(277)	(373)
Total retained earnings carried forward at 30 September 2021	368	277
Aggregate of assets and liabilities and reserves		
Assets	619	482
Liabilities	(251)	(205)
Reserves	368	277

15 Debtors

	Group		Company	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Amount due from subsidiary	-	-	-	-
Voluntary income receivable	2	-	2	-
Fundraising events	50	9	-	-
Bad debt provision	(7)	(8)	-	-
Gift Aid receivable	11	19	11	19
Commercial activities	60	-	-	-
Prepayments	833	726	830	722
Accrued income	207	356	207	352
Other debtors	1	2	1	1
	1,157	1,104	1,051	1,094

Prepayments include amounts recoverable from County Cricket Board grants, due to underspend in Board projects of £769,000 (2019/20: £636,000) that will be offset against future funding. Accrued income includes £nil (2019/20: £195,000) of match funding due from the England and Wales Cricket Board as a result of private fundraising efforts during the year. Legacies due that have not been accrued at year end are estimated to be a minimum of £30,000.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2021**
16 Bank and other cash deposits

	Group		Company	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Current accounts	2,916	2,668	2,433	2,212
Fixed term deposit and notice accounts (< 1 year)	2,365	2,345	2,365	2,345
	<u>5,281</u>	<u>5,013</u>	<u>4,798</u>	<u>4,557</u>

17 Creditors: Amounts falling due within one year

	Group		Company	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Amount due to subsidiary	-	-	26	13
Deferred income	174	123	-	-
Taxation & social security	39	28	-	-
Other creditors	274	427	247	383
Accruals	101	51	91	41
	<u>588</u>	<u>629</u>	<u>364</u>	<u>437</u>

Deferred income analysis

	Group		Company	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Brought forward	123	312	-	-
Released in year	(115)	(311)	-	-
New deferrals	<u>166</u>	<u>122</u>	<u>-</u>	<u>-</u>
Carried forward	<u>174</u>	<u>123</u>	<u>-</u>	<u>-</u>

18 Movement in funds

	Reserves brought forward	Income 2020/21	Costs 2020/21	Reserves Transfer In/(Out)	Reserves Carried Forward
	£'000	£'000	£'000	£'000	£'000
Restricted funds					
Chance to Shine	1,887	23	334	-	1,576
Chance to Shine Schools	-	95	505	410	-
Chance to Shine Street	-	224	56	-	168
Primary Schools (ECB)	754	1,809	2,032	-	531
Street (Sport England)	390	951	783	-	558
	<u>3,031</u>	<u>3,102</u>	<u>3,710</u>	<u>410</u>	<u>2,833</u>
Unrestricted funds					
General funds	2,073	1,642	613	(410)	2,692
Designated fund	387	-	59	-	328
Total funds	<u>5,491</u>	<u>4,744</u>	<u>4,382</u>	<u>-</u>	<u>5,853</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2021**
Movement in funds (cont.)
Movement in funds prior year

	Reserves brought forward £'000	Income 2019/20 £'000	Costs 2019/20 £'000	Reserves Transfer In/(Out) £'000	Reserves Carried Forward £'000
Restricted funds					
Chance to Shine	1,631	461	205	-	1,887
Chance to Shine Schools	-	27	379	352	-
Chance to Shine Street	-	129	383	254	-
Primary Schools (ECB)	-	2,083	1,329	-	754
Secondary Portal	26	-	26	-	-
Street (Sport England)	79	1,108	797	-	390
	1,736	3,808	3,119	606	3,031
Unrestricted funds					
General funds	2,239	1,432	727	(871)	2,073
Designated fund	400	-	278	265	387
Total funds	4,375	5,240	4,124	-	5,491

Unrestricted funds comprise those funds which the Trustees are free to use in accordance with the Company's charitable objectives. During the period there was expenditure or £59,000 against the designated fund for the development of our digital strategy and £410,000 was transferred to cover the costs restricted to the Chance to Shine Schools programmes.

The Chance to Shine restricted fund consists of reserves restricted to be spent on Chance to Shine Foundation Ltd's charitable programmes that do not apply to specific charitable activities. This fund can be used to cover costs of any of the charity's existing programmes.

The Chance to Shine Schools restricted fund represents income and costs restricted to the Chance to Shine Schools programme. £410,000 was transferred from unrestricted funds to cover costs on the programme.

The Chance to Shine Street restricted fund represents income and costs restricted to the Chance to Shine Street programme.

The Primary Schools restricted fund is funding from the England and Wales Cricket Board restricted to the primary schools part of the Chance to Shine Schools Programme.

Secondary Portal restricted fund is funding from Sport England to develop secondary school resources on our teacher portal.

The Sport England Street restricted fund is Lottery funding which is restricted to the Chance to Shine Street programme.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2021**
19 Analysis of net assets between funds

	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000
Funds balance at 30 September 2021 are represented by:			
- Net current assets	3,020	2,833	5,853
	<u>3,020</u>	<u>2,833</u>	<u>5,853</u>

	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000
Funds balance at 30 September 2020 are represented by:			
- Net current assets	2,460	3,031	5,491
	<u>2,460</u>	<u>3,031</u>	<u>5,491</u>

20 Taxation

The Company is a registered charity and is entitled to the exemptions from tax afforded by sections 505 ICTA and 256 TCGA 1992 as far as its income and gains are applied for charitable purposes.

21 Related party transactions

A payment of £2,261 was made to The Sage Group plc, for whom Sir Donald Brydon, Chairman of Chance to Shine Foundation Ltd, was the Chairman until 30 September 2021. This was for accounting software and an associated support package.

Payments of £45,761 was made to The Youth Sport Trust, for whom Alison Oliver, a Trustee of Chance to Shine Foundation Ltd, is the Chief Executive. This was for development of the primary school programme resources.

Payments totalling £9,704 were made to Capital Kids Cricket, for whom Martin Darlow, a Trustee of Chance to Shine Foundation Ltd, is a Director. This was for the delivery of the Hospital Schools Programme. Martin Darlow is also a Director of the England and Wales Cricket Board.

Payments of £183,854 were made to Surrey County Cricket Club Limited, for whom Ebony Rainford-Brent, a Trustee of Chance to Shine Foundation Ltd, is a Director and Laura Cordingley, Chief Executive of Chance to Shine Foundations Ltd, is a Non-Executive Director. £156,890 related to grant funding to Surrey Cricket Foundation and £26,964 was for the rental of office space.

The total amount of donations received from Trustees in the year was £33,596 (2019/20: £38,397).

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2021**
**22 COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 30 SEPTEMBER 2020**

	Unrestricted Funds £'000	Restricted Funds £'000	2019/20 Total Funds £'000
Income from:			
Donations and grants	918	3,808	4,726
Activities for raising funds	489	-	489
Investment income	25	-	25
Total income	1,432	3,808	5,240
Expenditure on:			
Raising funds			
Costs of generating voluntary income	342	348	690
Fundraising trading	206	-	206
Charitable activities	457	2,771	3,228
Total resources expended	1,005	3,119	4,124
Reserves transfer	(606)	606	-
Net movement in funds	(179)	1,295	1,116
Fund balance brought forward at 1 October 2019	2,639	1,736	4,375
Fund balance carried forward at 30 September 2020	2,460	3,031	5,491

23 Sport England grant income and expenditure

	2020/21 £'000	2019/20 £'000
Grants receivable	951	1,108
Chance to Shine Schools	-	26
Chance to Shine Street	527	584
Direct programme costs	159	132
Administrative expenses	97	81
Total expenditure	783	823

CHANCE TO SHINE FOUNDATION LTD

England & Wales - Charity number 1123385

Accounts

Company Registration No: 06441426
Charity Registration No: 1123385



CHANCE TO SHINE FOUNDATION LTD

A charitable company limited by guarantee

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2020

CHANCE TO SHINE FOUNDATION LTD

CONTENTS	Page
Legal and administrative information	3
Trustee Directors' report	4 to 21
Independent auditors' report	22 to 24
Consolidated statement of financial activities	25
Consolidated balance sheet	26
Cash flow statement	27
Notes to the accounts	28 to 41

CHANCE TO SHINE FOUNDATION LTD

LEGAL AND ADMINISTRATIVE INFORMATION **- year ended 30 September 2020**

Status

The organisation is a charitable company limited by guarantee, incorporated on 30 November 2007.

Governing Document

The company was established under Memorandum and Articles which established the objects and powers of the charitable company as amended by Special Resolution on 29 January 2018.

Trustee Directors:

Sir Donald Brydon (Chairman)
Dana Abdulkarim (appointed on 28 September 2020)
Sir Daniel Alexander
Martin Darlow
Charlotte Edwards CBE (resigned 28 September 2020)
Anshuman Jain
William Lawes
Douglas McAllister
Sophie O'Connor
Alison Oliver
Ebony Rainford-Brent (appointed on 2 April 2020)
Caspar Rock
Kriti Sharma

Chief Executive: Laura Cordingley

Key Management Personnel: Kate Jacques, Ross Jeavons, Steve Peyman, Nicholas Platt

President: Lord (Mervyn) King of Lothbury KG GBE FBA

Vice-Presidents: Duncan Fearnley, Mark Nicholas, Sir Tim Rice

Honorary Vice-Presidents: Graham Able, Nick Anstee, Adrian Beecroft, Judy Coles, John Dodge, Simon Dyson, Charlotte Edwards CBE, Peter Gale, Garri Jones, Wasim Khan MBE, Tim O'Gorman, Russell Perry, Mike Soper, Oliver Stocken CBE, Luke Swanson

Company registration number: 06441426

Charity registration number: 1123385

Registered Office: The Kia Oval
London
SE11 5SW

Secretary: London Registrars plc
Suite A
6 Honduras Street
London EC1Y 0TH

Auditors: Haysmacintyre LLP
10 Queen Street Place
London EC4R 1AG

The Trustee Directors present the annual report and financial statements of the Company for the year ended 30 September 2020.

1) REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY

Chance to Shine Foundation Ltd is a registered charity 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 governance of Chance to Shine Foundation Ltd is entrusted to the Trustees who are the Members of the Company and are also registered at Companies House as the Directors of the Company.

Bound by its Memorandum and Articles of Association, Chance to Shine Foundation Ltd is required to allocate its funding for charitable purposes in the pursuit of cricket and education. The Chairman and the Trustee Directors have ensured that activities funded by the charity are in line with the Memorandum and Articles.

The two key areas eligible for funding, as established within its Memorandum of Association as objects of the charity, are:

- The organisation or provision of facilities, which will enable and encourage young persons in any part of the British Isles to play cricket.
- The organisation or provision of facilities for recreation for persons who have need of such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances.

The following are specific areas itemised in the Memorandum of Association for which funding may be awarded:

- to provide full or part-time courses for young persons and coaches.
- to promote courses for the purpose of training teachers in the coaching of cricket.
- to provide for the delivery and holding of conferences and practical demonstrations.
- to prepare training programmes and courses with education bodies.
- to lay out, equip and maintain playing fields (including non-turf pitches and practice pitches) or appropriate indoor facilities.
- to provide appropriate cricket equipment.
- to promote or organise cricket matches, competitions or tournaments.

Chance to Shine Foundation Ltd's primary activities are the Chance to Shine Schools and Chance to Shine Street programmes, details of which are on page 7.

All activities within the Chance to Shine programmes comply with one or more of the terms of reference of the Memorandum of Association.

2) STUCTURE, GOVERNANCE AND MANAGEMENT

THE TRUSTEE DIRECTORS

The Trustee Directors of Chance to Shine Foundation Ltd are appointed by their fellow Trustee Directors, as members of the Company, for their specific expertise in areas relevant to the charity, either in terms of cricket, business, educational, legal, financial or fundraising matters. All new Trustee Directors are made familiar with the terms of the charitable company's governing document and the objectives and aims of the charity as part of a formal induction process. Trustee Directors are assisted in fulfilment of their duties and ongoing training by colleagues with relevant expertise or by the involvement of outside experts.

Trustee Directors can be appointed to serve for periods of up to three years and can be renewed for a maximum of two additional three year terms.

TRUSTEE DIRECTOR APPOINTMENTS AND RESIGNATIONS

Ebony Rainford-Brent was appointed as a Trustee of Chance to Shine on 2 April 2020. Ebony is a former England cricketer and is the Director of Women's Cricket at Surrey CCC. Since retiring from the game, Ebony has worked in the media, commentating on BBC Test Match Special and Sky Sports.

Dana Abdulkarim was appointed as a Trustee of Chance to Shine on 28 September 2020. Dana is a Senior Education lead across Physical Education and Personal, Social, Health and Economic Education and was the first Hijabi Muslim Woman to qualify to teach PE in England. Dana was also the first Muslim and Arab woman to compete for England internationally at rounders.

Charlotte Edwards CBE resigned as a Trustee of Chance to Shine on the 28 September 2020.

SPORT ENGLAND GOVERNANCE CODE

Chance to Shine achieved compliance on 6 March 2018 with the Code for Sports Governance published by UK Sport and Sport England. Compliance with the Code for Sports Governance is a requirement of Sport England funding to Chance to Shine. Chance to Shine has a dedicated governance section on our website which demonstrates our ongoing compliance with the Code. www.chancetoshine.org/governance

AUDITORS

Haysmacintyre LLP were re-appointed as auditors of the Company.

TRUSTEE DIRECTOR MEETINGS, RESPONSIBILITIES AND DELEGATION

The Trustee Directors normally meet four times per year at formal Board meetings and on any other occasions as judged necessary. Trustee Directors have established a number of sub-committees and boards to advise the Board on specific areas of the Company's operations.

The Audit & Risk Committee meet at least three times during the year and its purpose is to oversee the application of internal controls, performance reporting, external audit, risk management and related matters. Sophie O'Connor chaired this committee throughout the year.

The Governance & Remuneration Committee, chaired by Sir Donald Brydon, meets annually, and as required. It is responsible for making recommendations regarding Board membership and for the appointment of the Chief Executive. It also oversees the remuneration of all employees of Chance to Shine and is responsible for reviewing and setting key management personnel remuneration taking into account current market salaries and price indices.

The Investment Committee oversees the investment policy for Chance to Shine's cash and other monetary assets, which is agreed by the Board, and monitors the performance of the investments. Caspar Rock chaired this committee throughout the year.

The Development Board is an advisory board of independent members created to assist Chance to Shine to raise funds for its ongoing and future programmes.

The County Advisory Board is an advisory board comprised of county cricket representatives which evaluates the relationship and expectations between Chance to Shine and the County Cricket network.

Each of the Trustee Committees has a documented remit that has been reviewed and agreed by the Board and can be viewed, along with current membership, on our website www.chancetoshine.org/governance

RISK MANAGEMENT

Chance to Shine (CTS) has a formal risk management process through which the Senior Management Team identifies the major risks to which the organisation may be exposed and has ranked these by likelihood and impact, culminating in a risk control document which is updated on a regular basis. All significant risks, together with current mitigation actions, are reviewed regularly throughout the year by the Audit & Risk Committee and the Board of Trustees. The Trustees are satisfied that systems have been developed and are in place to mitigate identified risks to an acceptable level.

During the year the Senior Management Team, alongside the Audit & Risk Committee, conducted a full review of the organisation's risks. The current principal risks and uncertainties identified by the charity are in the following table:

CHANCE TO SHINE FOUNDATION LTD

TRUSTEES DIRECTORS' REPORT – year ended 30 September 2020

Risk identified	Action taken to mitigate risk
COVID-19	Operations – Virtual delivery options developed for all programmes will enable continued engagement of participants during different levels of restrictions related to COVID-19. Fundraising - Implementation of online events to offset reduction in income, enhanced stewardship of existing supporters and regular strategic and operational discussions with major funders specific to COVID-19. Staff – Implementation of effective working from home policy if and when the CTS office is inaccessible.
Strategy becomes mis-aligned with that of key funding partners.	Maintain close and regular contact with key stakeholders. Meetings with England and Wales Cricket Board (ECB) to discuss key strategic decisions relevant to both organisations. CTS is an integral part of ECB's Inspiring Generation's Strategy 2020-24. Supporting in particular the three key pillars of: Engage children and young people, Make cricket accessible and Transform women's and girls' cricket.
Fundraising Target is not reached.	Implement CTS fundraising strategy 2019-24, underpinned by an annual plan with targets reviewed periodically by Trustees. Ongoing monitoring of government sport policy and potential implications for future funding for CTS.
The quality of activities delivered is not of the standard associated with Chance to Shine's brand.	Minimum quality standards are set for County Boards in signed partnership agreements, including requirement to ensure coaches are qualified, trained and attend ECB's working in schools course. Regular feedback requested to assess programme quality, including external, independent spot checks. End of year reviews are held with Regional Managers and County Boards to analyse quality of delivery.
Incident at a CTS session or event. (e.g. serious injury or safeguarding)	All CTS coaches are required to have ECB CA membership that provides personal and public liability cover, Disclosure and Barring Service clearance and mandates risk assessment and safety design of sessions. Chance to Shine has a Child Protection Policy approved by ECB and embedded in partnership agreements with delivery partners.

EXECUTIVE AND SENIOR MANAGEMENT

The day-to-day management of Chance to Shine Foundation Ltd is delegated to the Chief Executive, Laura Cordingley. She is supported directly by Steve Peyman, Operations Director; Nicholas Platt, Head of Finance & Resources; Kate Jacques, Head of Partnerships & Fundraising and Ross Jeavons Head of Digital and Communications. Vanessa Greene, Head of Impact and Evaluation joined the Senior Management Team on 1 October 2020.

3) OBJECTIVES AND ACTIVITIES

In planning the objectives and activities for the period, the Trustee Directors considered the Charity Commission's guidance on public benefit, in particular the guidance regarding public benefit from the advancement of education and of amateur sport.

Chance to Shine's mission is for all young people to have the opportunity to play, learn and develop through cricket. We want them to learn a love of the game and in doing so develop their wider wellbeing.

We do this by providing opportunities through our two core programmes: Chance to Shine Schools and Chance to Shine Street.

We focus on four outcomes for children; Physical Wellbeing, Mental Wellbeing, Personal Development and Social Wellbeing.

Our programmes are designed to help children and schools, concentrating on the outcomes above. Six key components sit at the heart of our work; INSPIRE, PLAY, LEARN & DEVELOP, TEACH & TRAIN, COMPETE, PROGRESS.

To understand our impact, in addition to the outcomes for children and young people listed above we measure programme outputs; who takes part in our programmes, how they engage and whether cricket is being sustained in schools, clubs and communities.

In order to deliver our programmes and achieve these outcomes for children and young people we work in close partnership with the England and Wales Cricket Board (ECB) and all 39 County Cricket Boards (CCBs) in England and Wales. In doing so, we provide professional cricket coaching, teacher training, competition and links to community settings in state primary and secondary schools.

Our community cricket programme, Chance to Shine Street, is bringing the sport to thousands more young people in disadvantaged inner-city, coastal and rural areas. Delivered through CCBs and StreetGames, it uses the game to increase aspiration, develop life skills, promote social cohesion and provides additional support for areas such as crime prevention in some of the most disadvantaged areas of the country.

Across Schools and Street, the role of the CCBs is to develop and deliver activities that best meet local needs while meeting Chance to Shine Foundation Ltd's charitable objectives. Chance to Shine provides grant funding to CCBs and other delivery partners to support the delivery of their programmes.

Our programmes have been designed in order to develop sustainable cricket cultures in schools and communities. Structured programmes of coaching, competition and teacher development are delivered by qualified coaches who are recruited and managed by CCBs.

4) ACHIEVEMENTS AND PERFORMANCE

2019/20 was a year of two halves for Chance to Shine, as the initial six months saw a positive uplift in numbers and engagement on the back of the amazing summer of cricket in 2019 and the England Men's World Cup win.

The latter half saw an unprecedented end to the year for Chance to Shine as the charity responded to the COVID-19 crisis.

The charity ceased physical delivery in March in line with Government policy and as such brought about a premature end to the coach-led physical delivery in state school and Street projects.

The crisis brought about a two-fold challenge, working to keep children active and being able to benefit from cricket during lockdown and grappling with the broad-reaching affects elsewhere within the charity, such as fundraising.

Chance to Shine set four strategic objectives as a response to COVID-19, which aimed to ensure that the charity was ready to resume activities as soon as possible and that any downsides seen through the period were minimised.

The objectives were to ensure that CTS remained operational, we kept children active, we supported our partners and stakeholders and that we remained agile to the challenges presented.

DELIVERING AGAINST OUR OBJECTIVES

The 2019/20 operational year got off to an excellent start, capitalising on the outstanding achievements of the England Cricket Team winning the Cricket World Cup in emphatic style. As a result, more children and young people picked up a bat and ball and took part in our School and Street programmes.

As the impact of COVID-19 progressed, on 18th March Chance to Shine suspended all programmes with immediate effect.

The following detail articulates what progress was made pre-pandemic as well as the steps taken to keep our workforce intact and keep children active across both our Schools and Street programmes.

SCHOOLS PROGRAMME

Primary Schools

From Sept 19-March 20, the Primary Schools Programme delivered the following outputs:

- 3,131 schools
- 197,756 unique attendees
- 35,349 coaching hours.

This activity accounts for nearly 35% of expected annual participant numbers, which is a 7% increase based on historic annual data for the same time of year. This increase is attributable to heightened interest in the autumn term following the Cricket World Cup.

Further to the direct delivery by CTS coaches, a further 1,080 hours of competition were delivered by CCBs to Primary and Special Schools which resulted in 10,243 Primary and 324 Special School participants having the opportunity to compete against other schools.

Our county board network has been proactive in developing new and innovative methods for supporting indoor competitions and festivals outside of the 'traditional' summer Kwik Cricket events.

Pre COVID-19

In addition to the delivery of the core CTS programmes, the Operations, Impact & Evaluation and Communications & Digital teams supported the CCB network with a number of other areas. Notable support was as follows:

- Impact Workshops - All CCBs took part in regionally based 'Impact Workshops' to present key case studies, findings and develop their knowledge around the importance of Impact.
- Teacher CPD Modules - Regionally based workshops to support CCB coaches to understand new Teacher CPD modules. These practical sessions, delivered by CTS coaches, are designed to support the development of teacher confidence so that they feel inspired and confident to deliver session themselves building a more sustainable culture of cricket within their school.

The Operations teams also worked in partnership with ECB as part of the 'Schools Action Plan' which was being developed through ECB's 'Inspiring Generations' strategy.

The next phase of our partnership was seen as an evolution from 2017-21, with notable areas of increased focus being:

- Double participation – to increase the number of children receiving a great first experience of the game through a half-term of cricket
- Build teacher confidence – doubling down on helping to improve teacher's ability and confidence to deliver CTS sessions
- Transition to community – doing even more to help children progress to out-of-school hours opportunities, particularly by developing a greater understanding of existing community cricket data

Significant progress was made on this area of work, and we were two-weeks away from a launch. With COVID-19 impacting the overall national cricket operation, we have agreed with ECB to aim for Sept 21 to start delivery of our new partnership.

We still intend to utilise the strategic direction to help shape, where possible, the delivery programme for the 2020/21 academic year.

COVID-19 related work

Upon cessation of delivery in March, it remained our mission to continue to give every child the opportunity to 'Play, learn and develop through cricket', and our response to the challenge was an immediate one.

A series of bespoke 'Cricket at Home' sessions helped to provide simple, safe and meaningful ways of developing core cricket skills either at home, or at school for children of key workers. These weekly sessions covered the Play, Learn and Compete aspects of CTS Schools programme and were directly connected to the Key Stage 1 and 2 PE curriculum, as well as supporting cross-curricular learning.

All sessions were developed with 'at home learning' in mind, and as such were specifically designed to require: minimal kit; individual or pairs; limited space.

Unfortunately, no further sessions took place in schools for the remainder of the 2019/20 Academic Year. In agreement with ECB, amended grants to CCBs for the period March-August were issued, enabling the retention of core staff to support ongoing engagement work.

Girls Secondary School Programme

Year two of the Programme saw an increase in the number of CCBs applying for and delivering the programme, with a further 15 CCBs involved taking the total number of CCBs delivering the programme to 32.

The phasing of the programme meant that limited activity was planned and delivered prior to school closures on 20th March.

Of the 200 schools, only **26** received at least one core element of the programme (Play, Leadership or Taster sessions) with coaches delivering 1,294 hours of activity. In total, **3,997** girls attended curriculum taster sessions, **1,322** leaders were trained and **825** girls attended an extra-curricular club.

The decision was taken soon after school closures to cease the programme for the 2019/20 academic year. All 'At home' content referenced above could be adapted for use with an older age group

Hospital Schools

Chance to Shine deliver cricket sessions for children aged 5 to 18 in four London hospital schools: The Children's Hospital at Great Ormond Street, Evelina Children's Hospital at St Thomas's, The Teenage Cancer Unit at The Royal Marsden Hospital and The Lavender Walk Adolescent Mental Health Unit at Chelsea and Westminster Hospital.

Coaches from our delivery partner, Capital Kids Cricket, run a 36-week cricket themed programme during school hours. It aims to support children's wellbeing by having fun, playing with others and being physically active to the best of their ability.

Unfortunately, due to the pandemic all hospital schools sessions were ceased prior to national school closures and no further activity took place in the 2019/20 academic year.

Yorkshire Tea National Cricket Week (YTNCW)

COVID-19 restrictions meant that #NationalCricketWeek ran online in 2020 from 22nd to 26th June. A week of ambassador led social media content was developed to inspire and challenge children to take part in cricket activities both at home and for children of keyworkers in school. By the end of the week 9,500 unique users had visited the National Cricket Week web page and 3.3M impressions on social. Ambassador support came from Mark Wood, Sam Billings, Devon Malcom, Heather Knight, Charlotte Edwards, James Taylor and Michael Vaughan.

STREET PROGRAMME

Chance to Shine Street brings cricket to thousands of young people in urban areas. It uses the game to increase aspiration, promote social cohesion and create opportunities in diverse communities. There are over 200 Chance to Shine Street projects across the country.

Pre COVID-19

Before Lockdown CTS Street delivery was in a strong position with **221** projects funded. This included 12 of 14 new projects funded by Greater Manchester Combined Authority and some CCBs not previously engaged; Buckinghamshire, Northamptonshire and Hertfordshire.

From Sept 19 - March 20, **4,984** young people were engaged in the programme. Regarding the second year of Sport England funding, which covered April 2019 – April 2020, we exceeded our target of 6,000 young people engaged in the second year of funding by more than 400 young people.

In addition to project delivery, CTS delivered another cohort of Youth Engagement Training and a new 2-day course for coaches around Engaging Women & Girls.

In partnership with Think Beyond, Kick 4 Life and Positive Youth Foundation, Life Skills Modules were developed to be delivered as part of regular Street sessions. Providing cricket-themed session plans covering topics such as resilience and mental health, cultural awareness, managing money, gangs and gun and knife crime. The resources were launched and coaches were trained in February.

Our Crime Prevention programme continued working with young people at risk of exclusion from secondary school in eight Birmingham Schools and provision was extended to four London Schools.

COVID-19 related work

As with schools, all Street sessions were ceased due to the pandemic in March.

Our core funder for Street, Sport England provided significant funding flexibility to keep children active, our workforce intact and confirmed continued funding from April 21.

Similar to schools funding, and with approval from Sport England, amended grants were issued to CCBs for the period March to August to keep our workforce intact and as restrictions eased a small number of projects (27) were able to restart during July/August.

During lockdown we provided online support to coaches, ran quizzes and Q&As with participant and delivered online fitness videos to maintain engagement level. However, this proved challenging with participants relying heavily on face-to-face contact with their coaches.

Welcome Back packs, which include a Street Cricket Home Workout booklet linked to the online fitness videos were distributed to CCBs so coaches could handout when sessions restarted.

We partnered with a Psychological Trauma Consultant to develop a training module to prepare coaches to deliver 'Post COVID-19'. Coaches were trained to understanding the effect of COVID-19 on the mental health and wellbeing of young people, the importance of adopting a trauma informed approach and facilitating conversations and managing disclosures, particularly around loss and grief.

Supporting our Partners and Stakeholders

The success of CTS has largely been built on the partnerships we have formed over the years, enabling us to achieve extraordinary scale and impact across all our programmes. From funding partners to delivery partner, COVID-19 has placed immense pressure on each and every one of them, but through resilience and resolve, we worked together to navigate our way through these challenging times.

ECB – Core funding partner Primary Schools

COVID-19 and the impact of lockdown on the 2020 cricket season, had a significant impact on revenue to ECB. CTS worked closely with ECB to ensure only the funds needed to support the network through these difficult times were requested.

Due to the continued impact on ECB's income, CTS is doing everything possible to utilise what funds have been unspent to support future activity. This will reduce the funding received from ECB for the 2020/21 Primary School programme but still enable delivery.

Sport England – Core funding partner Street

Throughout the pandemic, CTS worked closely with Sport England to ensure that our workforce remained intact and that children and young people could stay active, so when a return to play is possible we were ready to resume.

This work involved helping to share the impact of COVID-19 on Street such as insight we developed through surveys with our coaches, teachers and participants.

County Cricket Boards – Core delivery partner Schools and Street

Working with our core delivery partners to ensure their workforce remained intact was a priority. The Job Retention Scheme fund was of huge support while delivery was not possible and CTS provided continued financial support to those managing the programmes who remained in-work and required to help keep children active through lockdown.

Coaches – local deliverers

Throughout lockdown, CTS ran weekly training sessions online to help coaches and CCB staff who remained working and those furloughed stay positive and ready to return when safe to do so. The sessions focused on keeping people connected, support through the difficult times and aiding personal development. Over 200 coaches and CCB staff were engaged.

For those coaches that remained working, which was a very small number nationally (approx. 5%), we provided them with weekly 'At home' sessions to share with their beneficiaries. Some coaches helped to film the sessions which we publicised via social media, receiving over half a million views.

Teachers – programme recipient

Keeping teachers engaged and aware that we were there to support their pupils was paramount. Our social media sessions, provided teachers in schools open for the children of key workers, with weekly activities for them to deliver or to send on to children being schooled at home. All the sessions were designed to be delivered in small spaces, with minimal kit and as individual and/or pairs activities with social distancing.

OUR IMPACT

In 2020 we took a number of approaches to understand the impact of our programmes as well as the needs of schools, communities and children during COVID-19 lockdown.

In February, we carried out a survey of 1,147 Street participants using measures from Sport England's Active Lives to benchmark our impact on children's physical and mental wellbeing against the national picture.

Canterbury Christ Church University completed an independent evaluation of the Secondary Girls Leadership programme – from which, we shared best practice insight with County Boards and other organisations hoping to engage teenage girls in sport and develop as leaders.

In the wake of lockdown in March, we focused on understanding the impact of the Cricket at Home programme and how we could support schools to continue choosing cricket under COVID-19 restrictions. We surveyed and interviewed 943 teachers in July, including 323 who had a CTS programme in their school during the academic year and 620 who had not but had sought out Cricket at Home resources during lockdown. We interviewed ten parents of Street participants to understand changes to their family life during lockdown and how best to support a return to Street in the future.

Below is a selection of findings from this research. Full details will be available in our next Impact Report.

CREATING OPPORTUNITIES TO PLAY

Chance to Shine plays an important role in supporting state schools to play cricket. In early 2020, we carried out an audience segmentation of all 18,000 state primary schools in England and Wales and found that 50% (9,000) had engaged with cricket through CTS since 2017. 6,500 schools had a CTS programme in their school and a further 2,500 had at least one teacher sign up to our Schools Portal to access cricket teaching resources.

Inspired by the Black Lives Matter movement, we used Department for Education data to understand the demographic characteristics of these 9,000 schools and to what extent they reflect the national picture. We provided each CCB with a local insight pack detailing the demographic details of all schools in their area to support future school selection.

After lockdown in March, we continued to support schools and children through the Cricket at Home programme. Of the 943 teachers surveyed, nine in ten agreed resources were easy to use (92%), fun (94%), active (94%) and inclusive (92%). 80% said they had either used the cricket resources and coaching videos to play with key worker and vulnerable children still in school during lockdown, shared resources with colleagues and/or sent resources home to children / families.

PHYSICAL WELLBEING

CTS Street engages children who are less likely to be active or play sport regularly – 68% live in the most deprived areas of England and 76% of children who joined Street in 2020 were not attending any sport team or club outside of school when they joined.

Despite this, our survey of 1,100 participants found they have considerably higher levels of physical literacy (enjoyment, confidence, competence and understanding) compared to the national average for children. We used Sport England Active Lives measures to compare:

Sport England Measures	National %	Street %
<i>'I enjoy taking part in sport'</i>	51	80
<i>'I feel confident when I exercise and play sports'</i>	39	74
<i>'I find sport easy'</i>	23	42
<i>'I understand why exercise and sports are good for me'</i>	69	78
<i>'If I find something difficult, I keep trying until I can do it'</i>	40	62

PERSONAL DEVELOPMENT

1,300 girls were surveyed at the beginning and end of the Secondary Girls Leadership programme. The findings showed statistically significant positive impact on girls' physical activity and personal development. More girls were active every day at the end of the programme and there was a statistically significant increase in the number of girls who said 'I'm good at playing cricket'. There were statistically significant increases in girls' confidence, creativity to problem solve and ability to adapt, with more girls agreeing 'I feel confident', 'I come up with new ideas' and 'I try to change activities so that everyone can take part'.

MENTAL AND SOCIAL WELLBEING

Sport England research shows a positive link between being active and mental wellbeing – active children are happier, more confident and resilient. CTS programmes are designed to foster this. This year statistically significant increases were seen in the resilience of girls taking part in the Secondary Girls Leadership programme. Street participants were also found to have higher levels of resilience compared to the national average for children.

DIGITAL STRATEGY

Chance to Shine's Digital Strategy 2.0 was implemented following a comprehensive, pro-bono research and consultation phase with Deloitte. The focus for 2020 was on enhancing our Teachers Portal, adding new features that would:

- Deliver a first class customer experience
- Enable a reduction in manual and offline administration
- Facilitate a dialogue to support teachers and collate feedback
- Collate real time data that will enable CTS to monitor progress and have informed discussions with donors.

Key functionality launched includes:

- Improved registration flow to ensure cleaner data
- Virtual partnership agreements to cut administration time
- Instant access to teacher sign ups and school information for the CCB network
- Automatic surveys triggered to teachers to establish confidence levels
- Scheduling tool to book activity via the Portal

FUNDRAISING

COVID-19 had an impact across fundraising with total fundraised income 20% below original targets for the year. Events fundraising has seen the greatest impact with income 80% below target.

CTS undertakes fundraising activity to its supporters via fundraising events and dinners, individual giving including appeal letters, email and telephone. In addition, funds are raised from trusts & foundations and corporate partnerships.

A Development Board was established in 2019 to help the Fundraising department achieve strategic ambitions set out for the charity. Key areas of focus are on diversifying the income base and advising on plans and future strategic direction.

Chance to Shine Foundation Ltd is registered with the Fundraising Regulator and adheres to its Code of Fundraising Practice and its associated rulebooks for fundraising activities. Additional guidance and information are sought from the Institute of Fundraising in order to inform best practice.

CTS is compliant with the General Data Protection Regulation (EU) 2016/679 and will only contact prospective and existing supporters in line with its Privacy Policy which can be viewed in full at www.chancetoshine.org/privacy.

Chance to Shine recognises the importance of protecting our vulnerable supporters and follows the guidance issued by the Institute of Fundraising and the Fundraising Regulator on treating donors fairly. Chance to Shine supports its staff and fundraisers who come into contact with supporters in providing high quality customer care, ensuring anyone donating to the charity is in a position to make a free and informed decision.

CHANCE TO SHINE FOUNDATION LTD

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2020

Chance to Shine welcomes feedback on its fundraising activities and has a complaint policy which outlines how the charity will react should a complaint be received regarding its fundraising methods. Chance to Shine received no complaints during the year.

During the financial year, Chance to Shine Foundation Ltd received total income of £5.24m. £2.08m of that was funding received from the England and Wales Cricket Board (ECB) for the Primary School programme. This was reduced from the anticipated £2.5m as a result of the COVID-19 and our ability to deliver the programme. A further £0.2m of match funding was achieved from the ECB to support the charity's activities as a result of Chance to Shine's private fundraising efforts in 2019/20.

Sport England gave £1.11m towards the Chance to Shine Street programme. Garfield Weston Foundation gave £0.23m towards Chance to Shine programmes over 3 years.

The remaining £1.63m came from a combination of individuals, corporate donations, sponsorship agreements, fundraising events, trusts and foundations and investment income.

DIVERSITY

In line with the Code for Sports Governance, Chance to Shine continues to place a great importance and focus on Diversity. Our Diversity policy can be found on our website (www.chancetoshine.org/governance), it includes our commitment to diversity targets.

Chance to Shine also maintains a Diversity Action Plan (DAP) covering Recruitment, Engagement and Progressing Talent from Within. This plan contains short, medium and long terms goals.

In 2020 the charity continued our commitment towards this important piece of work by:

- Increasing Board gender diversity to 42% and the Senior Management Team to 50%
- As part of Board strategy and succession planning, two new trustees were appointed with a focus on grassroots cricket, communications and education
- Conducting a second annual staff survey, seeking views on the organisation, teams, individuals' roles and how they are supported personally and professionally
- Introducing a wellbeing commitment for all employees
- Increasing BAME representation amongst trustees

Diversity of participation and equality is of huge importance to Chance to Shine. 48% of all participants are girls and 81% of Chance to Shine Street participants are from a BAME background. Our programmes aim to support all young people to benefit from cricket.

5) FINANCIAL REVIEW

The financial statements included with this report consolidate the results of the Company and its wholly-owned trading subsidiary Chance to Shine Enterprises Limited and have been prepared on a going concern basis. A separate statement of financial activities and income and expenditure account is not presented for the Company itself following the exemptions afforded by Section 408 of the Companies Act 2006.

The effect of the COVID-19 pandemic on our ability to deliver our programmes has resulted in us not being able to spend a significant amount of the funding received that is restricted to Schools and Street. Consequently, we carry forward £1.2m of restricted funding balance for delivery in 2020-21.

During the year a total of £5.240m was raised from all sources (2018/19: £6.660m). Of this, £0.489m was raised from commercial activities and fundraising events which is a significant decrease on the previous year when £0.757m was raised. This was a direct result of COVID-19's impact on our ability to host fundraising events. Fundraising trading costs for the year were reduced to £0.206m compared to £0.374m in 2018/19.

Voluntary income decreased from £5.890m in 2018/19 to £4.726m in 2019/20. The ECB donation was reduced to £2.278m including match funding of £0.195m. Sport England funding remained at £1.1m (2018/19: £1.1m). Excluding Sport England and the ECB, other voluntary income for the year reduced to £1.340m from £1.821m in 2018/19 as a result of the COVID-19 pandemic.

The organisation's costs of generating this voluntary income reduced slightly from £0.8m in 2018/19 to £0.69m as costs were cut in the wake of the pandemic.

Charitable activity costs were reduced to £3.228m (2018/19: £4.581m) as a result of ceasing all programme activity during lockdown.

Governance costs were £0.033m (2018/19: £0.031m).

Overall, Chance to Shine Foundation Ltd achieved a surplus of £1.116m for the year (2018/19: £0.905m surplus). The impact of COVID-19 meant that we had a £1.18m shortfall of income against the budget, however overall expenditure was also £2.37m less than budgeted due to not being able to deliver our programmes as expected and also by reducing non-essential expenditure. The Charity carries forward £1.2m of this underspend in a restricted funding balance for delivery in 2020-21.

There was a net cash inflow for the year of £0.858m versus a £0.853m inflow in 2018/19.

The Trustee Directors seek to ensure that funds raised are spent effectively for all of its charitable activities, monitoring a range of metrics including the following:

1. Costs of generating funds as a % of incoming resources from generated funds: **17%** (2018/19: **18%**)

A measure of the total costs of fundraising activity as a percentage of the total income generated, excluding investment income. This encompasses all forms of voluntary, commercial and event based fundraising.

2. Charitable activities costs as a % of total resources expended: **78%** (2018/19: **80%**)

A measure of the expenditure on the charitable programmes of Chance to Shine Foundation Ltd as a proportion of total expenditure.

3. Support costs as a % of charitable activity costs: **18%** (2018/19: **13%**)

CHANCE TO SHINE FOUNDATION LTD

TRUSTEE DIRECTORS' REPORT – year ended 30 September 2020

A measure of the costs of the Operations management team and allocated overheads (support costs) as a percentage of the total charitable expenditure on Chance to Shine Foundation Ltd's programmes.

The year-on-year movement in these ratios reflects a number of factors and in particular the significant reduction in our charitable activity costs due to the COVID-19 pandemic.

RESERVES POLICY

It has been a long-held conviction, and evidenced by our experience, that the full benefits derived from our Chance to Shine programmes arise from providing long-term, not short-term, opportunities to participate. Working with our delivery partners, we aim to engage with schools and communities on a sustainable basis. To do this we believe that it is essential to be assured of our funding position in order to be able to plan effectively and to deliver the programmes most successfully.

The Trustees have, therefore, determined that we should seek to hold reserves equivalent to between one and two years of planned programme expenditure, from restricted and unrestricted reserves as appropriate, as well as sufficient unrestricted reserves to cover between six months and one year of future management and administration costs. Chance to Shine receives funding from certain donors, including ECB, Sport England and many trusts and foundations, that are restricted for use in particular programmes and/or in specified geographical areas. Other fundraising, together with surpluses arising from commercial activities, are unrestricted. Therefore, the reserves target range at the year-end was between £1.2m - £2.8m.

At the end of the year reserves totalled £5.491m, of which restricted funds £3.031m and unrestricted funds £2.460m. During 2019-20 there was £0.278m of expenditure against the designated fund to support the development of a new digital strategy and invest in future strategic priorities. On the 20 July 2020 the Trustees agreed to designate a further £0.265m of unrestricted funds to support the Secondary Schools Programme, bringing the total designated funds at the end of the year to £0.387m. This leaves £2.073m of general unrestricted funds which the Trustees are free to use in accordance with the Company's charitable objectives and which is within the reserves policy target range.

As a result of the Covid-19 impact on delivery of its programmes, the organisation has finished the year with considerable restricted fund balances which are carried forward for activity in 2020-21. These existing restricted reserves and future expected restricted funding will continue to help fund the Primary Schools and Street programmes. A further £0.374m of unrestricted reserves will be required, to supplement the restricted reserves, to cover 12 months of other planned, unfunded programmes.

INVESTMENT POLICY

Investments are made according to an agreed policy that enables surplus cash (above that required for the following three months' requirements) to be invested in longer-term opportunities that balance returns with a low level of risk, most likely being fixed term cash deposits, notice accounts or bonds. Investment planning takes into account both cash balances held together with pledged and forecast income where there is a high degree of certainty of the value and timing of future receipts. In current circumstances, given the anticipated future cash requirements and the rates of return available, the investment of such surplus funds has been restricted to sterling deposits with British banks with an acceptable credit rating. A limit is applied for the maximum proportion of total funds that can be held in any one institution.

The implementation of the investment policy is overseen by the Investment Committee on behalf of the Board of Trustees. All investments held currently or at any point during the year were in the form of fixed term or notice cash deposit accounts.

6) FUTURE PLANS AND STRATEGY

Our current period of strategic focus is 2020-24 and as such the strategy maintains our commitment to our mission in helping children to play, learn and develop through cricket. We will concentrate on doing so via our Schools and Street programmes; these are major priorities for future focus and investment.

We have assessed our strategic objectives across all areas of our work in-light of COVID-19 and remain steadfast that whilst there will inevitably be further challenges ahead, we are as determined as ever to continue to help children and young people through maintaining a laser-like focus on State schools and disadvantaged communities via our Street work.

We have already learned much as a result of COVID-19 and notably our ability to remain agile as we respond has been one of our greatest assets. There are uncertainties ahead, we anticipate further challenges in fundraising and whilst we have many scenario plans operationally, the unknown length of time which COVID-19 will continue to affect delivery, particular in the community, retains the potential to be problematic.

Both Operationally and in Fundraising we have amended our ambitions and still believe we are able to achieve our aims, we have given ourselves a further year to achieve these by. Essentially meaning by the end of this current strategic period we aim to be 75% of the way towards achieving what we set out.

Our fundraising strategy continues to focus on diversifying our income, particularly with corporate partners and individual supporters. We now aim to grow our private income to £3m by 2025.

Operationally our aim is to reach 1 million children a year by 2025 through our programmes, both with physical delivery and an increased ability to enable cricket participation digitally.

Our plans to launch a new schools programme in partnership with, and to complement ECB's Inspiring Generations Strategy have been postponed due to COVID-19 by a year until September 2021. We continue to share ECB's aim, as part of the Inspiring Generations strategy to double the number of children taking part in cricket in schools by 2024.

Our aim for Street is to extend our partnership with Sport England and further to continue the programme in the longer-term to reach communities where we are currently unable to – largely due to a lack of funding. Our data shows that there are many schools in areas of the country, particularly disadvantaged areas where there is a strong interest in cricket but no community cricket opportunities locally. Our aim is to continue to work towards plugging this gap.

In order to remain agile in 2020/21 we have developed the following as enhancements to our approach to delivery:

- Virtual Coaching – An offer to support all situations. Virtual sessions can be delivered remotely by coaches across all our programmes. This support includes a series of recorded, online sessions which coaches and teachers can use to aid delivery either direct into schools or the home environment.
- Virtual Leadership - In partnership with the Youth Sport Trust, a Virtual Leadership Programme has been developed to enable the Girls Secondary School Programme to continue regardless of any restriction, as the training course moves online. Usually this is delivered face-to-face, and this is still the preferred option, but this option ensures the programme can continue if this is not possible. Additionally, the course is available to other Secondary Schools not part of the programme, extending our reach further and identifying new schools for future direct delivery.

- Coach Training – online support programme. All of our coach training and support will move online and we will continue to provide coaches with all the tools they need to deliver meaningful PE sessions both virtually and face-to-face.

Our digital strategy is nearing the end of phase one; delivering first class digital journeys. Whilst a key focus post launch will be to stabilise the Portal and ensure a plan is in place for iterative development, it will also be key to begin work on phases two and three of Digital Strategy 2.0.

Phase Two of the Digital Strategy aims to amplify the teacher proposition to increase engagement and sustainability in schools.

It will be important to assess the post COVID-19 landscape to establish how best to further adapt the Portal to teachers.

Chance to Shine continues to seek restricted and unrestricted donations in support of its programmes from individuals, companies, trusts and foundations. It remains sincerely grateful to all such organisations and individuals for their generous support.

Particular thanks to our generous individual supporters. Our corporate supporters including NatWest, Yorkshire Tea, BGC, Vestey Holdings and London Stock Exchange Group. Trusts and foundations including The Angus Lawson Memorial Trust, The Britford Bridge Trust, Garfield Weston Foundation, The Harpur Trust, The John Armitage Charitable Trust, John Lyon's Charity and Newby Trust.

7) RESPONSIBILITIES

STATEMENT OF TRUSTEE DIRECTORS' RESPONSIBILITIES

The Trustees are responsible for preparing the annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustee Directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards 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 Trustee Directors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

STATEMENT OF DISCLOSURE OF INFORMATION TO AUDITORS

So far as each of the Trustee Directors is aware, there is no relevant information that has not been disclosed to the Company's auditors and each of the Trustee Directors believes that all steps have been taken that ought to have been taken to make them aware of any relevant audit information and to establish that the Company's auditors have been made aware of that information.

FINANCIAL STATEMENTS

The Trustee Directors confirm that the accompanying financial statements comply with statutory requirements, the requirements of the Companies Act 2006 and the Statement of Recommended Practice ("SORP").

In preparing this report, the trustees have taken advantage of the small companies exemptions provided in Section 415A of the Companies Act 2006.

Approved by the Board of Trustee Directors of Chance to Shine Foundation Ltd on 25 January 2021 and signed on its behalf by:



Sir D Brydon
Director

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF
CHANCE TO SHINE FOUNDATION LIMITED**

Opinion

We have audited the financial statements of Chance to Shine Foundation Limited for the year ended 30 September 2020 which comprise the Group Statement of Financial Activities, the Charity and Group Balance Sheet, Group Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group and parent charitable company's affairs as at 30 September 2020 and of the group and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 15, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group and parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

CHANCE TO SHINE FOUNDATION LTD

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF CHANCE TO SHINE FOUNDATION LIMITED

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

Conclusions relating to going concern

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees 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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees Report (which incorporates the Directors' Report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees Report (which incorporates the Directors' Report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Board (which incorporates the Directors' Report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company; or
- the group and parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.

CHANCE TO SHINE FOUNDATION LTD

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF CHANCE TO SHINE FOUNDATION LIMITED

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Jeremy Beard (Senior Statutory Auditor)
For and on behalf of

Haysmacintyre LLP
Chartered Accountants
Statutory Auditors

10 Queen Street Place
London EC4R 1AG

1 February 2021

Haysmacintyre LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

CHANCE TO SHINE FOUNDATION LTD

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 30 September 2020

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	2019/20 Total Funds £'000	2018/19 Total Funds £'000
Income from:					
Donations, grants and legacies	2	918	3,808	4,726	5,890
Activities for raising funds	3	489	-	489	757
Investment income	7	25	-	25	13
Total income		1,432	3,808	5,240	6,660
Expenditure on:					
Raising funds					
Costs of generating voluntary income	8	342	348	690	800
Fundraising trading	9	206	-	206	374
Charitable activities	10	457	2,771	3,228	4,581
Total resources expended		1,005	3,119	4,124	5,755
Reserves transfer		(606)	606	-	-
Net movement in funds		(179)	1,295	1,116	905
Fund balance brought forward at 1 October 2019					
As previously stated		2,639	1,736	4,375	2,970
Prior year adjustment	24	-	-	-	500
Fund balance brought forward as restated		2,639	1,736	4,375	3,470
Fund balance carried forward at 30 September 2020		2,460	3,031	5,491	4,375

The notes on pages 28 to 41 form part of these accounts.

CHANCE TO SHINE FOUNDATION LTD

BALANCE SHEET AT 30 September 2020

	Notes	Group 2020 £'000	Group 2019 £'000	Company 2020 £'000	Company 2019 £'000
Current assets					
Stock		3	3	-	-
Debtors	15	1,104	1,035	1,094	912
Bank and other cash deposits	16	5,013	4,155	4,557	3,462
Total current assets		6,120	5,193	5,651	4,374
Current liabilities					
Creditors: amounts falling due within one year	17	(629)	(818)	(437)	(372)
Total assets less current liabilities		5,491	4,375	5,214	4,002
Creditors: amounts falling due after more than one year		-	-	-	-
Total net assets		5,491	4,375	5,214	4,002
Represented by:					
Restricted funds	18	3,031	1,736	3,031	1,736
Unrestricted funds	18	2,073	2,239	1,796	1,866
Designated fund	18	387	400	387	400
Total funds		5,491	4,375	5,214	4,002

The company's result as a single entity was: income £4,943,000 and a surplus of £1,212,000 (2018/19: income £6,284,000 surplus £908,000).

The notes on pages 28 to 41 form part of these accounts.

The financial statements were approved and authorised for issue by the Board of Trustee Directors on 25 January 2021 and signed on their behalf by:



.....
Sir D Brydon

Chairman



.....
S O'Connor

Director

Company registration number: 06441426 (England and Wales)

CHANCE TO SHINE FOUNDATION LTD**CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 30 September 2020**

		2019/20 £'000	2018/19 £'000
Net cash inflow/(outflow) from operating activities	C1	833	840
Investing activities			
Investment income receipts		25	13
Increase/(decrease) in cash in the year	C2	<u>858</u>	<u>853</u>

C1 Reconciliation of changes in resources to net inflow from operating activities

	2019/20 £'000	2018/19 £'000
Net incoming/(outgoing) resources	1,116	905
Investment income	(25)	(13)
Increase/(decrease) in stock	-	1
Decrease/(increase) in debtors	(69)	(84)
Increase/(decrease) in creditors	(189)	31
Net cash inflow/(outflow) from operating activities	<u>833</u>	<u>840</u>

C2 Analysis of changes in net cash resources

	30 Sep 2019 £'000	Cash- Flow £'000	30 Sep 2020 £'000
Current accounts	<u>4,155</u>	<u>858</u>	<u>5,013</u>

The notes on pages 28 to 41 form part of these accounts.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2020**

1 Accounting policies

1.1 Basis of preparation

The financial statements are prepared under the historical cost convention as modified to include the revaluation of investments at market value, and in accordance the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019) and applicable accounting standards (FRS 102). The charity is a Public Benefit Entity as defined by FRS 102.

1.2 Going Concern

The trustees consider that there are no material uncertainties regarding the charity's ability to continue as a going concern. The review of our financial position, reserves level, bank balances, budgets, cash flow forecasts, future plans and assessment of risks, including those posed by Covid-19, gives the trustees confidence the charity remains a going concern for the foreseeable future.

1.3 Critical accounting judgements and estimates

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and the reported assets, liabilities, income, expenditure and the disclosures made in the financial statements. 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.

1.4 Cash at bank and in hand

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

1.5 Stock

Stocks are valued at the lower of cost and net realisable value.

1.6 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

1.7 Debtors and prepayments

County Board prepayments have been recognised where funding has not been spent in the period for which it was granted. Prepayments will be deducted from the next payment due.

1.8 Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

1.9 Foreign currency translation

The charities functional and presentational currency is pound sterling. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are recognised in the Statement of Financial Activities.

CHANCE TO SHINE FOUNDATION LTD

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 September 2020

1.10 **Group accounts**

These financial statements consolidate the results of the Company and its wholly owned subsidiary Chance to Shine Enterprises Limited on a line by line basis. A separate statement of financial activities and income and expenditure account are not presented for the Company itself following the exemptions afforded by Section 408 of the Companies Act 2006.

1.11 **Fund policy**

Income declared and received for specific charitable purposes is allocated to Restricted Funds, and its use is restricted to expenditure on those purposes only. General unspecified funds received are categorised under Unrestricted Funds and spent in furtherance of the Company's objects.

1.12 **Employee benefits**

Short term benefits - Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Employee termination benefits - Termination benefits are accounted for on an accrual basis and in line with FRS 102.

1.13 **Pensions**

The Group contributes to the ECB Group Pension scheme, a defined contribution scheme, for its qualifying employees. Contributions are charged against income as they become payable.

1.14 **Incoming resources**

Voluntary income including donations, gifts and grants that provide core funding or are of general nature are recognised where there is entitlement, probability of receipt and the amount can be measured with sufficient reliability. Entitlement to income is considered when there is a formal and unconditional written offer. Verbal pledges are recognised when the donation is received. Income is only deferred when:

- The donor specifies that the grant or donation must only be used in future accounting periods; or
- The donor has imposed conditions which must be met before the charity has unconditional entitlement.

Gift aid and deed of covenant income resulting from membership is accounted for on a receivable basis.

Income from commercial activities is recognised on a receivable basis, according to contract or invoice. Income from fundraising events is recognised when the event has taken place, with income from auctions held at events recognised when the auctioned item has been received by the bidder.

Investment income is recognised on a receivable basis.

1.15 **Resources expended**

Expenditure is included on an accruals basis. Grants payable are charged in the year when the offer is conveyed to the recipient except in those cases where the offer is conditional and such conditions are set by the Trustees, such grants being recognised as expenditure when the conditions attaching are fulfilled. Grants are only made to institutions.

CHANCE TO SHINE FOUNDATION LTD

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 September 2020

- Costs of generating funds are those costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.
- Support costs include staff, office administration and other overhead costs and have been allocated to activities on a basis consistent with the use of resources.
- Other expenditure represents governance costs including those incurred in the governance of the Group and its assets and are primarily associated with constitutional and statutory requirements.
- Donated goods and services are included both as voluntary income and as expenditure under the relevant heading in the Statement of Financial Activities, at values estimated to equal the expense saved. Voluntary income and the analysis of expenditure do not include the contribution of volunteers, or the value of discounts on purchases, unless the relevant discount clearly represents a charitable donation.
- Any part of a grant to a County Cricket Board which is not spent in the year for which it was granted, is accounted for as a prepayment and will be subtracted from their next grant payment.

1.16 **Tangible fixed assets**

Fixed assets are stated at cost less accumulated depreciation. Depreciation is provided on tangible fixed assets at rates calculated to write off the cost of each fixed asset over the estimated useful life using the following rates:

Office equipment and fixtures:	33.3% per annum
Marketing equipment:	50% per annum

Assets individually costing more than £2,000 would be subject to capitalisation under this policy. No assets have been capitalised to date.

1.17 **General information**

The charity is a company limited by guarantee, incorporated in England and Wales (company no. 06441426) and a charity registered in England and Wales (charity no. 1123385). Its registered address is The Kia Oval, London SE11 5SW.

CHANCE TO SHINE FOUNDATION LTD

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 September 2020

2 Donations and grants

	2019/20 £'000	2018/19 £'000
Gifts, donations and grants	1,125	1,454
Legacies	154	-
Donated goods and services	-	60
Gift aid	61	161
England and Wales Cricket Board grants	2,278	3,000
Government grants – Doncaster Borough Council	-	49
Government grants – Greater London Authority	-	67
Government grants – Sport England	1,108	1,069
Government grants – Stoke on Trent City Council	-	30
	<u>4,726</u>	<u>5,890</u>

3 Activities for raising funds

This income in 2019/20 relates solely to revenue raised by Chance to Shine Enterprises Limited, including trading activities undertaken with commercial partners and from a number of fundraising events.

	2019/20 £'000	2018/19 £'000
Sponsorship agreements	429	396
Other commercial activities	-	8
Fundraising events	60	353
	<u>489</u>	<u>757</u>

4 Total external fundraising

Chance to Shine's annual fundraising targets are set and monitored by the Board against total external fundraising, incorporating donations, gifts, gift aid, commercial income, sponsorship income and investment income.

	2019/20 £'000	2018/19 £'000
Gifts and donations (including gift aid)	1,340	1,821
Commercial and sponsorship income	489	757
Investment income	25	13
	<u>1,854</u>	<u>2,591</u>

5 Trustee Directors' emoluments

One Trustee, Charlotte Edwards, also works as an England Women Coaching Ambassador for Chance to Shine Foundation Ltd as permitted by the Memorandum of Association. The two roles are independent of one another and she was remunerated for her role as an England Women Coaching Ambassador to the sum of £ nil (2018/19: £306), but not for her role as a Trustee. She has no voting rights on any matters that could impact on her remuneration. For all other Trustees the total emoluments were £ nil (2018/19: £nil). No trustee was reimbursed expenses and there were four Trustee Board meetings during the year (2018/19: four).

CHANCE TO SHINE FOUNDATION LTD

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 September 2020

6 Staff costs and numbers

	2019/20	2018/19
Average number of employees	21	18
	£'000	£'000
Wages and salaries	941	828
Social security costs	101	94
Pension costs	93	89
Other staff costs	50	54
	1,185	1,065

Other staff costs comprise car lease, recruitment costs and costs of a private medical scheme.

The number of employees at 30 September 2020 was 21 and the average number of employees throughout the year was 18.

The average number of employees, expressed as Full Time Equivalents, was 21 (2018/19: 18). The table below shows these totals by activity:

	2019/20	2018/19
Charitable activities – operations management	7	6
Fundraising trading	2	2
Public relations and communications	3	2
General management, fundraising & finance	9	8
	21	18

The table below shows the number of higher paid employees with emoluments falling in the following ranges (on a full annual basis). Emoluments include salary, bonuses and taxable benefits in kind and other payments made to employees.

	2019/20 Total	2018/19 Total
£60,000 to £69,999	-	1
£70,000 to £79,999	2	1
£80,000 to £89,999	-	-
£100,000 to £109,999	1	1

The total employee benefits of the key management personnel of the group were £444,105 (2018/19: £417,664). All of this relates to key management personnel of the charity. The key management personnel of the group during the period are considered to be Chief Executive, Operations Director, Head of Finance and Resources, Head of Communications and Digital and Head of Partnerships and Fundraising.

Contributions in the year to the ECB defined contribution Group Pension scheme were £30,220 (2018/19: £27,380) for higher paid employees.

CHANCE TO SHINE FOUNDATION LTD

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 September 2020

7 Investment income

	2019/20 £'000	2018/19 £'000
Interest on bank and other cash deposits	25	13

8 Costs of generating voluntary income

	2019/20 £'000	2018/19 £'000
Staff costs	571	499
Office and administration costs	58	107
Public relations and communications	28	60
Fundraising expenses	33	134
	<u>690</u>	<u>800</u>

9 Fundraising trading

	2019/20 £'000	2018/19 £'000
Fundraising event costs	78	225
Commercial activities	15	31
Staff costs	91	97
Office and administration costs	22	21
	<u>206</u>	<u>374</u>

10 Charitable activities

	2019/20 £'000	2019/20 £'000	2018/19 £'000	2018/19 £'000
Cricket programmes:				
Chance to Shine Schools	1,681		2,752	
Chance to Shine Street	888		1,115	
Other projects	37		81	
Support costs	<u>589</u>		<u>602</u>	
		3,195		4,550
Governance		33		31
		<u>3,228</u>		<u>4,581</u>

CHANCE TO SHINE FOUNDATION LTD

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 September 2020

11 Grants to institutions

Chance to Shine award grants to their partners to deliver its Schools and Street programmes. All grants are made to institutions, which include all the County Cricket Boards, and no grants are made to individuals. The total of grants made to the 39 (2018/19: 40) institutions was £2,398,000 (2018/19: £3,753,000) in the following ranges:

	2019/20	2018/19
£0 to £49,999	Buckinghamshire, Cambridgeshire, Cornwall, Cricket East, Cumbria, Derbyshire, Devon, Dorset, Herefordshire, Hertfordshire, Isle of Wight, Leicestershire, Lincolnshire, Norfolk, Northamptonshire, Northumberland, Nottinghamshire, Oxfordshire, Shropshire, Somerset, Suffolk, Wiltshire, Worcestershire	Buckinghamshire, Cambridgeshire, Cornwall, Cumbria, Dorset, Herefordshire, Isle of Wight, Northamptonshire, Shropshire, TSA Sports, Wiltshire
£50,000 to £99,999	Berkshire, Cheshire, Durham, Essex, Gloucestershire, Hampshire, Kent, Staffordshire, Streetgames, Sussex	Berkshire, Cheshire, Derbyshire, Devon, Durham, Hampshire, Hertfordshire, Lincolnshire, Norfolk, Northumberland, Nottinghamshire, Oxfordshire, Somerset, Streetgames, Sussex, Worcestershire
£100,000 to £149,999	Cricket Wales	Cricket East, Cricket Wales, Essex, Gloucestershire, Kent, Leicestershire, Staffordshire, Sussex
£150,000 to £199,999	Surrey, Warwickshire, Yorkshire	
£200,000 to £249,999	Lancashire, Middlesex	Surrey, Warwickshire
£250,000 to £299,999		Yorkshire
£300,000 to £349,999		Lancashire, Middlesex
£350,000 to £399,999		

CHANCE TO SHINE FOUNDATION LTD

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 September 2020

12 Allocation of support costs and overheads

	Governance £'000	Charitable Activities £'000	Fundraising trading £'000	Voluntary Income £'000	2019/20 Total Allocated £'000
Staff costs -					
Wages and salaries	10	391	74	466	941
Other costs	2	120	17	105	244
Office & admin costs	1	78	22	58	159
	13	589	113	629	1,344

Allocation of support costs and overheads prior year

	Governance £'000	Charitable Activities £'000	Fundraising trading £'000	Voluntary Income £'000	2018/19 Total Allocated £'000
Staff costs -					
Wages and salaries	10	339	76	403	828
Other costs	2	119	21	95	237
Office & admin costs	-	144	21	107	272
	12	602	118	605	1,337

13 Other costs

	2019/20 £'000	2018/19 £'000
Auditors' remuneration – current year	17	16
- prior year	-	-
- non-audit services	1	1

14 Subsidiary undertaking

Chance to Shine Enterprises Limited is the Group subsidiary (company no. 05105487). Chance to Shine Foundation Ltd owns 100% of the £1 issued share capital of Chance to Shine Enterprises Limited. The subsidiary is valued at the original nominal value of £1 and hence does not appear separately on the Balance Sheet.

Chance to Shine Enterprises Limited showed turnover of £489,000 (2018/19: £752,000), expenditure of £212,000 (2018/19: £379,000) and a profit of £277,000 (2018/19: £373,000). The subsidiary had current assets of £482,000 (2019: £827,000), current liabilities of £205,000 (2019: £454,000) and had unrestricted reserves of £277,000 (2019: £373,000) which are distributed to Chance to Shine Foundation Ltd in the next financial year.

CHANCE TO SHINE FOUNDATION LTD

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 September 2020

15 Debtors

	Group		Company	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Amount due from subsidiary	-	-	-	8
Voluntary income receivable	-	43	-	43
Fundraising events	9	31	-	-
Bad debt provision	(8)	(6)	-	-
Gift Aid receivable	19	51	19	51
Commercial activities	-	63	-	-
Prepayments	726	271	722	246
Accrued income	356	581	352	563
Other debtors	2	1	1	1
	<u>1,104</u>	<u>1,035</u>	<u>1,094</u>	<u>912</u>

Prepayments include amounts recoverable from County Cricket Board grants, due to underspend in Board projects of £636,000 (2018/19: £233,000) that will be offset against future funding. Accrued income includes £195,000 (2018/19: £500,000) of match funding due from the England and Wales Cricket Board as a result of private fundraising efforts during the year. Legacies due that have not been accrued at year end are estimated to be a minimum of £30,000.

16 Bank and other cash deposits

	Group		Company	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Current accounts	2,668	2,331	2,212	1,638
Fixed term deposit and notice accounts (< 1 year)	2,345	1,824	2,345	1,824
	<u>5,013</u>	<u>4,155</u>	<u>4,557</u>	<u>3,462</u>

17 Creditors: Amounts falling due within one year

	Group		Company	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Amount due to subsidiary	-	-	13	-
Deferred income	123	312	-	-
Taxation & social security	28	58	-	-
Other creditors	427	325	383	265
Accruals	51	123	41	107
	<u>629</u>	<u>818</u>	<u>437</u>	<u>372</u>

CHANCE TO SHINE FOUNDATION LTD

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 September 2020

Creditors: Amounts falling due within one year (cont.)

Deferred income analysis

	Group		Company	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Brought forward	312	336	-	2
Released in year	(311)	(335)	-	(2)
New deferrals	122	311	-	-
Carried forward	123	312	-	-

18 Movement in funds

	Reserves brought forward £'000	Income 2019/20 £'000	Costs 2019/20 £'000	Reserves Transfer In/(Out) £'000	Reserves Carried Forward £'000
Restricted funds					
Chance to Shine	1,631	461	205	-	1,887
Chance to Shine Schools	-	27	379	352	-
Chance to Shine Street	-	129	383	254	-
Primary Schools (ECB)	-	2,083	1,329	-	754
Secondary Portal	26	-	26	-	-
Street (Sport England)	79	1,108	797	-	390
	1,736	3,808	3,119	606	3,031
Unrestricted funds					
General funds	2,239	1,432	727	(871)	2,073
Designated fund	400	-	278	265	387
Total funds	4,375	5,240	4,124	-	5,491

CHANCE TO SHINE FOUNDATION LTD

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 September 2020

Movement in funds (cont.)

Movement in funds prior year

	Reserves brought forward as restated £'000	Income 2018/19 £'000	Costs 2018/19 £'000	Reserves Transfer In/(Out) £'000	Reserves Carried Forward £'000
Restricted funds					
Chance to Shine	1,311	540	220	-	1,631
Chance to Shine Schools	144	332	502	26	-
Chance to Shine Street	-	114	382	268	-
Essential Life Skills	18	79	97	-	-
Primary Schools (ECB)	-	2,500	2,500	-	-
Secondary Portal	22	70	66	-	26
Street (Sport England)	3	999	923	-	79
Young Londoners Fund	33	67	100	-	-
	1,531	4,701	4,790	294	1,736
Unrestricted funds					
General funds	1,939	1,959	965	(694)	2,239
Designated fund	-	-	-	400	400
Total funds	3,470	6,660	5,755	-	4,375

Unrestricted funds comprise those funds which the Trustees are free to use in accordance with the Company's charitable objectives. During the period there was expenditure of £278,000 against the designated fund for the development of our digital strategy and the Trustees designated a further £265,000 to support the Secondary Schools Programme in 2020/21. Furthermore £606,000 was transferred to cover the costs restricted to the Chance to Shine Street and Schools programmes.

The Chance to Shine restricted fund consists of reserves restricted to be spent on Chance to Shine Foundation Ltd's charitable programmes that do not apply to specific charitable activities. This fund can be used to cover costs of any of the charity's existing programmes.

The Chance to Shine Schools restricted fund represents income and costs restricted to the Chance to Shine Schools programme. £352,000 was transferred from unrestricted funds to cover costs on the programme.

The Chance to Shine Street restricted fund represents income and costs restricted to the Chance to Shine Street programme. £254,000 was transferred from unrestricted funds to cover costs on the programme.

The Essential Life Skills restricted fund was funding from Doncaster Borough Council and Stoke on Trent City Council through the Department for Education's 'opportunity areas' programme, restricted to the delivery of an extra-curricular cricket programme in Primary and Secondary Schools across Doncaster and Stoke on Trent.

The Primary Schools restricted fund is funding from the England and Wales Cricket Board restricted to the primary schools part of the Chance to Shine Schools Programme.

CHANCE TO SHINE FOUNDATION LTD

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 September 2020

Secondary Portal restricted fund is funding from Sport England to develop secondary school resources on our teacher portal.

The Sport England Street restricted fund is Lottery funding which is restricted to the Chance to Shine Street programme.

The Young Londoners Fund was funding from the Greater London Authority through the Mayor's Young Londoners Fund, restricted to the delivery of 11 Street projects and a Crime Prevention project in London.

19 Analysis of net assets between funds

	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000
Funds balance at 30 September 2020 are represented by:			
- Net current assets	2,460	3,031	5,491
	<u>2,460</u>	<u>3,031</u>	<u>5,491</u>

	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000
Funds balance at 30 September 2019 are represented by:			
- Net current assets	2,639	1,736	4,375
	<u>2,639</u>	<u>1,736</u>	<u>4,375</u>

20 Taxation

The Company is a registered charity and is entitled to the exemptions from tax afforded by sections 505 ICTA and 256 TCGA 1992 as far as its income and gains are applied for charitable purposes.

21 Related party transactions

A payment of £2,234 was made to The Sage Group plc, for whom Sir Donald Brydon, Chairman of Chance to Shine Foundation Ltd, is the Chairman and Kriti Sharma, Trustee of Chance to Shine Foundation Ltd, is a Vice President. This was for accounting software and an associated support package.

A payment of £360 for room hire was made to Hampshire Cricket Limited, for whom Charlotte Edwards, a Trustee of Chance to Shine Foundation Ltd, is a Director.

Payments of £7,839 was made to The Youth Sport Trust, for whom Alison Oliver, a Trustee of Chance to Shine Foundation Ltd, is the Chief Executive. £6,000 was for development of content for the Secondary Portal. A further £1,839 was paid to the Youth Sport Trust in respect of conference attendances.

CHANCE TO SHINE FOUNDATION LTD

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 September 2020

Payments totalling £1,073,752 were made to The England and Wales Cricket Board (ECB), for whom Martin Darlow, a Trustee of Chance to Shine Foundation Ltd, is a Director. The ECB provides Chance to Shine with a payroll service, and all of the stated amount relates to salary and phone recharges.

Payments of £179,443 were made to Surrey County Cricket Club Limited, for whom Ebony Rainford-Brent, a Trustee of Chance to Shine Foundation Ltd, is a Director. £159,529 related to grant funding to Surrey Cricket Foundation, £14,154 was for the rental of office and meeting space and £5,580 was for membership of the club. The remaining £180 was for the delivery of coach training sessions.

The total amount of donations received from Trustees in the year was £38,397 (2018/19: £50,565).

22 COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 30 SEPTEMBER 2019

	Unrestricted Funds £'000	Restricted Funds £'000	2018/19 Total Funds £'000
Income from:			
Donations and grants	1,206	4,684	5,890
Activities for raising funds	753	4	757
Investment income	-	13	13
Total income	1,959	4,701	6,660
Expenditure on:			
Raising funds			
Costs of generating voluntary income	410	390	800
Fundraising trading	374	-	374
Charitable activities	181	4,400	4,581
Total resources expended	965	4,790	5,755
Net movement in funds	994	(89)	905
Reserves transfer	(294)	294	-
	700	205	905
Fund balance brought forward at 1 October 2018			
As previously stated	1,939	1,031	2,970
Prior year adjustment	-	500	500
Fund balance brought forward as restated	1,939	1,531	3,470
Fund balance carried forward at 30 September 2019	2,639	1,736	4,375

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 September 2020**

23 Sport England grant income and expenditure

	2019/20 £'000	2018/19 £'000
Grants receivable	1,108	1,069
Chance to Shine Schools	26	66
Chance to Shine Street	584	761
Direct programme costs	132	98
Administrative expenses	81	64
Total expenditure	823	989

24 Prior Year Adjustment

Under the terms of the Memorandum of Understanding (MOU) with The England & Wales Cricket Board (ECB), the ECB has committed to match fundraising achieved by the charity above a certain level up to a maximum of £500k per annum, such amount to be paid to the charity in the following year. In previous years this income was recognised when received.

During 2018/19 the Auditors, Haysmacintyre LLP, challenged this treatment, resulting in a review by the Trustees of the appropriate recognition of match fundraising income. The Trustees have concluded that, as the match fundraising income has been received each year since the MOU has existed, there is sufficient precedent to recognise entitlement to this income when the level of required fundraising has been achieved. As such, the income due should be accrued at this point.

Opening reserves were therefore increased at 1 October 2018 by £500k by way of a prior year adjustment to recognise the income that, under the revised treatment, should have been accrued in the previous year.