

REGISTERED COMPANY NUMBER: CE020539 (England and Wales)
REGISTERED CHARITY NUMBER: 1187733

Report of the Trustees and
Unaudited Financial Statements for the Year Ended 31 January 2022
for
Switch The Play Foundation

Harts Limited
Westminster House
10 Westminster Road
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SK10 1BX

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for the Year Ended 31 January 2022**

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Switch The Play Foundation

Report of the Trustees for the Year Ended 31 January 2022

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 January 2022. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

ABOUT SWITCH THE PLAY

Switch the Play Foundation is the UK's only charity dedicated to supporting all sportspeople - irrespective of their sport, background or stage of their sporting career - with their successful transition into life outside of sport. Having been established as a social enterprise in 2014 we converted to charitable status in February 2020 with the aspiration of further growing our impact. We are proud over that time to have built a reputation as a credible and trusted supporter, partner and collaborator for sporting organisations and sportspeople alike.

Our vision is a world where every sportsperson fulfils their potential at every stage of their lives.

Our mission is to empower all sportspeople to be their best through and beyond sport, providing best-in-class person-centred training, learning and support.

Our charitable purpose is to:

- Advance education by supporting the education and training of sportspeople who require assistance financially or otherwise to help them to pursue careers outside sport.
- Support sportspeople both retired and who are active in competitive sport, who are at risk of experiencing or are experiencing poor mental health.

Our Values

- **Excellence** – excellence is at the heart of everything we do with pride in the quality of our delivery and striving to be the best we can be in all of our interactions with beneficiaries, donors and stakeholders.
- **Passion** – we exist because we care. Passion is infectious. Our passion will help us to deliver the excellence that we strive for.
- **Person Centred** – an unrelenting focus on the needs of the individual and having a positive impact.
- **Collaboration** - we are part of the solution; we can't do it all alone. We seek to find the common ground with others.
- **Independent** – we work with the sporting system but we are independent. Our independence will help build trust with our beneficiaries.

Our Services

Switch the Play Foundation delivers the following services:

- Masterclasses - covering a range of life skills topics to support the personal development of sportspeople including self-awareness, emotional resilience, personal branding, maximising your network, and transferable skills.
- Personal development programmes - including our Life Beyond Sport Bootcamp, an intensive six-week programme of training, coaching and peer support targeting those about to or recently retired from sport.
- Mental Health support - information and resources to promote and support positive mental health for sportspeople. This includes our TEAMmate emotional support helpline.

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- Switched On membership network for individual sportspeople comprising:
 - o Personalised one to one coaching or mentoring support for every member
 - o Switched On Inspires, a one stop platform of information, support and resources to help sportspeople prepare for life outside of sport.
 - o Career Pathways support offering access to business mentors, experience days, work experience, shadowing and other opportunities to enable sportspeople to explore their options and put a plan in place in line with a chosen path.
- Social impact programmes - helping sportspeople to identify their social purpose aligned to their interests and passions and supporting them to have a positive impact on society. This is via masterclasses, through one-to-one support as part of Switched On, or research projects where we have been able to take an evidence based approach to inform social impact programmes.

2021 OVERVIEW

For Switch the Play Foundation, as for charities across the country, 2021 marked a second year of extraordinary turbulence caused by the pandemic. This turbulence has been particularly acute for the Foundation given that we transitioned to charitable status only 6 weeks before the pandemic with the task of trying to embed a sustainable fundraising strategy in the most challenging of circumstances. Fundraising events were always seen as an area of strength particularly as we grew our profile and reputation with other donors such as trusts and foundations. However, with the continued restrictions in place this was an area that has been impacted significantly across the last 2 years.

Yet, as in 2020, Switch the Play's team responded in 2021 with great determination and an unrelenting focus on reaching more sportspeople at a time of great uncertainty within the world of sport. We are proud to have supported over 650 individual sportspeople in the last 12 months. The end of a sporting career is often filled with mixed emotions, great uncertainty, and a feeling of loneliness. Our beneficiaries tell us that having the support on hand (which is free to access) at this most challenging of times is critical to helping them move forwards, and ultimately fulfil their potential in whatever they choose to do in their lives beyond sport.

When Switch the Play CIC first made the decision to convert to charitable status back in 2018 we couldn't have imagined the tests we'd face along the way. Yet thanks to the agility and the commitment of fellow trustees, our team, associates, partners, and donors we end this chapter as a trusted and credible part of the support ecosystem for sportspeople and well positioned to grow over coming years. This is evidenced by some of the organisations who continue to work with us including the Premier League and UK Sport. The impacts of Covid has meant we have needed to develop a 4 year plan to manage the financial challenges and build solid foundations for the long term whilst throughout remaining focussed on delivering to our charitable cause.

2021 also saw some significant change from a staffing standpoint with Leon Lloyd moving on from the position of CEO to be replaced by one of the original co-founders of Switch the Play, Rob Young. Leon will always be a massive part of Switch the Play having been involved since 2016 from our days as a Community Interest Company, becoming our first CEO in 2018. Leon's humility, drive and passion stand out and have been integral to the success that Switch the Play has had and the trust that organisations have placed in us. We are fortunate that the transition to Rob has been a smooth one given his ongoing involvement with Switch the Play from day one and we look forward to supporting him to make a success of the role.

Finally, I just wanted to say a massive thank you to all of our donors and supporters without whom we would not be here. We hugely appreciate their support, humble in the knowledge that whilst there are lots of worthwhile causes in society, they choose to support our small charity and the difference that we are making to sportspeople across the UK.



Craig Donaldson
Chair

ACHIEVEMENT AND PERFORMANCE

Charitable activities

There is much for the charity to be proud of during 2021 in what continued to be a really challenging period for small charities managing the effects of the pandemic. We directly engaged with over 650 beneficiaries last year with a growing focus on providing more personalised support for individuals based on their specific circumstances.

We achieved this by being agile to the needs of sportspeople at a time of continued uncertainty in the sporting world. For instance, 1 in 5 elite sportspeople feared they may have had to give up their sport because of the pandemic (BBC Sport). Whilst high level sport began to return to 'normal' in 2021 the impacts of the pandemic continue to be seen. Sporting events that were cancelled in 2020 were being rearranged in 2021 condensing the sporting calendar with the knock-on impacts for athlete welfare. Allied to this, the financial impacts of the pandemic continue to create pressures for many sports clubs with implications for the careers and financial stability of employees (sportspeople). Our experience on the ground reinforces the data that exists pre-pandemic.

- 52% of those who played sport professionally reported financial difficulties in the five years after stopping playing.
- 54% of former professional sportspeople have had concerns about their mental or emotional wellbeing since retiring, with 3 in 5 of those who have an issue with their mental/emotional wellbeing not seeking help.
- 1 in 2 former sportspeople do not feel in control of their lives within two years of finishing their career.

Throughout the period of the pandemic we have remained true to our charitable purpose and the reasons why we first were established with an unwavering focus on meeting the needs of current and former sportspeople.

Our 2021 Highlights

- We have supported over 650 (667) individual current and former sportspeople with their personal development, planning for the future, and transition support.¹
- We have evolved and enhanced our Switched On membership for the 163 current members and new members we attract. This was informed by the findings from a research project conducted by a postgraduate student from MMU and specifically included:
 - o Development of a new online platform in partnership with Frog Systems which provides short form video content, support, information and resources for sportspeople across a range of relevant topic areas including mental wellbeing, financial wellbeing, personal development, career pathways, and developing a social purpose.
 - o Including the coaching and mentoring part of the Switched On service explicitly within the subsidised offer for sportspeople making it accessible to all those who need it.
 - o Launching a new Career Pathways Service including partnership announcements with Centrum Solutions and Future Fit Training.
- We have established a new referral pathway with Isle of Man Sports Aid for the TEAMmate emotional support helpline ensuring that over 50 talented young athletes have access to much needed emotional support.
- We have secured new partnerships with the Netball Players Association and League Football Education (announced in February 2022) embedding our services within the core support they provide to netballers and footballers respectively.
- We have continued to build on our reputation for the delivery of life skills masterclasses with 50 masterclasses delivered to 590 sportspeople at different stages of their sporting careers.
- We have continued our delivery as part of the Premier League Life Skills Programme including:
 - o 41 Masterclasses delivered to 12 different clubs with over 550 players attending.
 - o Securing commitment for our third season on the programme (season 2021-22)
- We have delivered another Life Beyond Sport Bootcamp programme, providing an intensive 6-week online programme of support for a cohort of sportspeople approaching the end of their sporting careers or recently retired from competitive sport.
- We have renewed our partnership with the Wasps Legends Charitable Foundation to provide personal development support across all of its current squads in men's and women's rugby and netball.

¹ Previous annual reports have included throughput figures. 2021 figures are based on individual beneficiaries.

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- We are continuing to build expertise and capacity around our athlete facing work. This includes:
 - o The establishment of our new Athlete Services Advisory Board.
 - o Investing in growing the team with the recruitment of a new Athlete Engagement Manager.

Beyond the numbers we are proud of the impact that the charity is having in terms of high-quality service delivery which is contributing positively towards the wellbeing and supporting people to put plans in place for their future.

Daniel's Story

I had signed my first professional contract when I was 15. I forgot all about employment and life on the outside. Inside sport you are surrounded by a network of support. Everything I needed was taken care of. Your whole 24 hours are dictated, if I was sick I would see the team doctor, if I needed to go somewhere the team admin sorted out my tickets. But that support is only there whilst you are part of the team.

My contract was cancelled suddenly and without warning, which is common place in professional sport. I found myself suddenly cut off from my support network, ejected from the life I knew, cancelled from the what's app group. I was completely alone! I was 31 years old and didn't know how to register for a GP. I, couldn't even walk into a room and introduce myself, I didn't know how to, who was I without Badminton. It was the darkest time in my life.

I then got introduced to Switch the Play. I became a Switched On member and immediately received support, both emotional and practical.

Because STP support is delivered by ex-sports people, they get you in a way no other person can, that unique shared experience. There are 100's of lifestyle and employability programmes, but no one no one can understand you like another sports person can.

I began to feel better. I was reminded that I was not just a Badminton Player but a father, a son, a husband. I learnt new skills and was introduced to employers and helped to realise my transferable skills and also develop new skills. I now feel ready to take the next step in life. I couldn't have done it without Switch the Play. Daniel, 31 (name and sport changed to protect identity)

Daniel's story is one example of the difference that we are making. We have also developed a new monitoring, evaluation and learning framework for capturing our impact. The following summarises some examples of feedback received from beneficiaries over the last 12 months:

Impact 1 - Improving preparedness to transition effectively to life beyond sport.

This includes:

- o Improving awareness that developing yourself outside of sport is something to act on

"It's important to do other things outside of football to develop life skills and be more experienced for the future. The support tells us how to manage these skills and how we can work on them and what we can apply them to." (Masterclass participant)

- o Increased confidence that they have the skills, tools, and support to transition effectively

"It is good to hear from someone who is been through it and can relate to. Made me realise more the opportunity I have currently, although it is easier to not think about future and just focus on sport. There is lots to get excited about post sport." (Masterclass participant)

- o Improved understanding of self, including values, strengths, skills and passions

"Refreshingly engaging, thought-provoking and interactive! Leon filled the room with energy, shared great stories and posed some really challenging questions, encouraging us all to consider who we are, how we're perceived and the potential consequences attached to those perceptions! (Masterclass participant)

I personally thought it was quite interesting to see what others thought of me in 3 words and having a personal motto never really crossed my mind. Made me think a lot about myself and how I present myself which I think is something I can improve on." (Masterclass participant)

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- Establishing clear plans for how to prepare for the future with support to take positive action

"My support associate has allowed me to better understand what it is I am looking for away from netball and the steps involved with getting there. It was very individualised support. Guided you through what resources were most useful to you and helped focus you on a specific manageable goal. Being a Switched On member has provided me with individualised and tailored support to help me pursue and better understand my goals off the court." (Switched On member)

- Improved employability.

"The support at StP has been second to none. I have felt listened to and cared for in the stressful world of employment and hopefully this will help me secure the job I am looking for in the near future. The most useful thing was having an immediate personal contact I could reach out to when needed." (Switched On member)

Impact 2 - Protecting and improving individual wellbeing.

Whilst the goal is ultimately to support people to improve their wellbeing, we understand that the change process of leaving sport can be particularly tough and for many the first priority is to protect their wellbeing at a time of high uncertainty.

I think the meeting on Thursday was helpful, as the deliverer spoke about being resilient when she was injured. As I'm injured right now I think this can help me. (Masterclass participant)

"It made me think about what I'm doing to prepare for mental stresses before they happen and take time to build a mental action plan not only a physical one" (Masterclass participant)

Impact 3 - Supporting sportspeople to make a positive change in society.

Sportspeople are role models and they have an opportunity to use their profile and status to help make a positive change in society. This is an important element of building their identity, improving their own wellbeing by giving back, and developing new skills that will help them to prepare for the future.

The feedback is hugely insightful. I absolutely love the comments and how the frequent mentions of inspiring the younger generation, being more active in the community and acting on values are coming through. Brilliant stuff! (League Football Education feedback on masterclass delivery)

I have remained a Switched On member, which has allowed me to access support and resources through Switch the Play Foundation for free. Additionally, I was able to access a heavily subsidised Mental Health First Aid course, something I am passionate about. This has given me the skills and knowledge to support others with their mental health. (Switched On member)

What have we learnt

Our Team Code places a high value on the importance of embracing feedback and even when that might not be so positive we are open to learning as it gives us an opportunity to further improve the support we provide to our beneficiaries. One excellent example of this has been with the evolution of our Switched On membership as outlined above. This was a process that was driven by listening to our beneficiaries and the services they would most value. The early signs, as evidenced by some of the feedback above, are that the changes made will support us in having a greater impact on more sportspeople.

We have also learnt how to be better collaborators over the last 12 months. Whilst collaboration is a core value this has not always been an easy process, not least because we have needed to more clearly articulate how we see our role as complementary to existing support and not competing. Whilst our intent has always been the former, we have learnt to work even harder on our messaging and the consistency of our action to reinforce this. We are proud of the new partnerships with the Netball Players Association and League Football Education as testament to the time spend building trust and credibility with these organisations and it is a template to build upon going forwards.

FINANCIAL REVIEW

Financial Position

The charity has performed well financially despite the significant impacts of the pandemic which can be evidenced to have directly lost the charity more than £100,000 of income over the last 2 years of events and activity that was confirmed. This doesn't include the harder to quantify impacts of the activity that didn't happen because of Covid, for instance the availability of budgets from sporting bodies towards welfare and transition support and the impact on being able to establish new corporate partnerships.

Looking forward into 2022 the charity is profitable and is generating enough cash to cover longer term liabilities as they fall due. Decisions have been taken to restructure the fundraising team and focus fundraising efforts on specific areas of the fundraising mix. This is both to secure the future of the charity in the short term and plan for growth.

2021 was a challenging year financially and it has required continued agility to navigate through the impacts of the pandemic which again adversely impacted the ability of the charity to generate revenues at a level that were planned for. This particularly impacted upon fundraising events which were either cancelled or having to run with significant restrictions limiting the potential income generation. The charity generated a loss of £51,209 bringing the cumulative deficit to £110,939. This deficit has been impacted entirely by the Covid pandemic.

Whilst the charity has invested in growth, revenues were only comparable to the prior year when the impact of the pandemic first hit. Project income fell by nearly £50,000 due to the completion of two significant projects in the previous year. The difficulty of replacing multi-year National Lottery funded projects was acknowledged. However, a number of projects and opportunities did not materialise within the year, impacted by limited budget availability with stakeholders and prospective partners. Fundraising income increased by 40% which highlights positive progress in this regard. This was lower than forecast.

Costs were higher in 2021, notably wages. This arose primarily from an increase in staff brought in to enhance the specialist fund raising skills required to develop the business and generate new revenue streams, and by moving the CEO role from a 0.6 FTE to 0.8 FTE. The charity continued to make use of consultants to support in the delivery of different areas of the fundraising and communications strategies and following review has made the decision to scale back from these investments to better manage costs with income levels falling below forecasts.

As a result of the two years of Covid it is estimated that the Charity earned revenues well over £100,000 lower than would be expected if the pandemic had not taken place. To mitigate this lost revenue and support the cashflow of the charity it received government back support of around £70,000. This was by way of a Business Bounce Back Loan of £50,000 secured in the previous financial year and a National Insurance Contributions holiday of £20,000 secured in the current year. Both these schemes have defined repayment schedules with the Business Bounce Back loan being paid for over five years and the National Insurance Contribution holiday over two years. The charity is further supported by £32,000 of Trustee loans. The Trustees are long term investors in the charity.

There are three important observations and learnings that the trustees have had regarding these figures:

- The charity was close to being able to return a positive end of year position. There were a number of partnership proposals and solicited funding bids that ultimately for a variety of reasons haven't transpired (within the financial year) as indicated or forecast. Key learning from this has been the overreliance on a smaller pipeline of opportunities as the charity has worked to establish its fundraising strategy in a turbulent environment for small charity fundraising.
- Irrespective of the near misses, lessons have been learnt with in terms of the implementation of our fundraising strategy. With a small fundraising team implementing a strategy across different areas of the fundraising mix it was evident that a more specialised approach was needed to target different opportunities. For example, securing grants through trusts and foundations has been more challenging than first envisaged. The positive signs of this new approach have already been seen looking ahead into 2022 with new sources of grant funding secured.
- A longer-term approach has been needed to manage the impacts of the pandemic and it requires a 2-year recovery plan to create the more secure financial position. We are not in the minority. More than 90% of charities were negatively affected by the coronavirus crisis, according to research conducted by the Charity Commission. Six in 10 of the charities saw their income fall as a result of Covid-19, while 62% of reported that they "anticipate a threat to their charity's financial viability" during the next year. Where it has been slightly different for Switch the Play Foundation is that we started our charitable journey only 6 weeks before the pandemic and without significant reserves in place. Establishing our case for support when we didn't have a track record as a charity has been

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- challenging and has ultimately taken longer than was first envisaged pre-pandemic. The trustees and executive have remained agile to this with a plan to ensure that in 2022-23 the charity is meeting its liabilities and building its reserves to ensure greater financial resilience, whilst at the same time continuing to deliver the positive impacts for our beneficiaries that we are able to demonstrate.

Looking forward into 2022 the charity is profitable and is generating enough cash to cover longer term liabilities as they fall due. The decisions that have been taken to restructure the fundraising team and focus fundraising efforts on specific areas of the fundraising mix have provided positive signs in terms of diversifying revenue streams. This is both to secure the future of the charity in the short term and plan for growth.

Sources of Income

Despite the challenges there are a number of positive developments to report. We are incredibly grateful to our donors and partners for their generous support in 2021. Without them we simply could not deliver our vital work to support athletes. Principle sources of fundraising income over the period were:

- **Fundraising events** including:
 - o Charity beneficiary of the 5th Annual Legends Ball.
 - o Charity beneficiary at a Leicester Tigers European Cup Celebration Event. In total this event raised over £35,000 income.
 - o Two events delivered in partnership with Tim Downing, one at M Restaurant in Victoria and the other at Hemswell Court in Lincolnshire. These generated over £20,000 of income.
 - o A business lunch with Martin Johnson which generated an income of nearly £10,000.
- **Corporate Foundations:**
 - o William Hill Foundation donated a sum of £25,000 making Switch the Play Foundation the largest single beneficiary of the Foundation.
- **Partnerships:**
 - o A new partnership with global leading agency CSM Sport and Entertainment (announced in 2022).
 - o The renewal of our partnership with the Wasps Legends Foundation allowing us to continue to provide targeted support to the four Wasps professional sport teams (Men's Rugby, Women's Rugby, Men's Academy, Netball).
 - o The continuation of our partnership with St James Place Wealth Management.
- **Individual Giving:**
 - o Participating in the 2021 Big Give Christmas Campaign through which a total of £15,050 was raised including 'champion' funding from the Reed Foundation.
 - o Participating in the first annual Sporting Chance Prize Draw with confirmation regarding our involvement as a beneficiary charity in year 2 (March 2022).

Fundraising income was supplemented with earned income from sporting organisations contracting Switch the Play Foundation to deliver specific services to support the personal development of sportspeople. The scale of these resources are finite given the financial pressures that many sporting bodies have themselves faced and the historic lack of emphasis on duty of care in sport (acknowledged within government sport policy in the UK). This earned income will always need to be supplemented by fundraising income to be able to ensure that support is available for all sportspeople who need it.

Reserves Policy

The trustees have identified the need for the charity to hold reserves for the following purposes:

- a) The need to fund short-term deficits in a cash budget, e.g. money may need to be spent before a funding grant is received.
- b) Covering unforeseen day-to-day operational costs, eg employing temporary staff to cover a long-term sick absence.
- c) To help mitigate the risk of unforeseen emergency or other unexpected need for funds, e.g. finding 'seed-funding' for an urgent project.

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- d) As a source of income to mitigate against risks of a grant or partnership not being renewed.
- e) Planned commitments that cannot be met by future income alone, e.g. plans for a significant project that requires the charity to provide 'matched funding'.

Of the five primary areas identified above Trustees have identified a-c being the initial priority areas.

The overall aspiration is to develop a reserves budget that is the equivalent to 6 months of salary and operational running costs. It is recognised given the context provided above that it will take time for the charity to build reserves to this level, estimated by the end of the financial year 2024 (year ending 31st January 2025).

Public benefit

The trustees confirm that they have had regard to the guidance issued by the Charity Commission on public benefit.

Examples of this in action include:

- The establishment of an Athlete Services Advisory Board to report to our main trustee board (with trustee representation) to help ensure that the needs of beneficiaries are represented in the services of the charity ensuring a clear focus on public benefit.
- The undertaking of a research project with a postgraduate student from Manchester Metropolitan University (MMU) with the brief to better understand the services our core beneficiaries (sportspeople) need and how they want to access them. This directly informed decision making regarding the evolution of our Switched On membership for sportspeople.

Grant making

As of January 2022, the charity did not have a formal grant programme in place. However, further to the guidance of trustees the development of a bursary programme has been scoped with the executive and Athlete Services Advisory Board with a view to launching an athlete bursary scheme later in 2022 (subject to funding). This grant making approach through the athlete bursary scheme will enable the charity to go further in the individualised support it provides to beneficiaries. We know that the vast majority of people on a talent pathway will not have a long professional career – in football these figures are as high as 97%. We also know that elite sportspeople are not earning significant sums through playing sport, for example more than 60% of the UK's top sportswomen earn less than £10,000 per year through playing sport.

Whilst the charity is able to provide the vast majority of its own services free of charge to sportspeople we recognise that for many part of their personal development plan will include further educational or vocational learning. This could be invaluable to improve their employability prospects beyond playing sport. There are real costs associated with such learning and often these can be prohibitive.

Going Concern

The trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence going forwards. This includes taking into account any existing liabilities that the charity has and the significant progress that has made in reducing its deficit during the 2022 financial year to date.

Principle Risks

Our risk register tracks key organisational risks and is reviewed by trustees in every board meeting. The principal risk facing the charity relates to capacity, ensuring the charity is investing in its fundraising capacity to allow for growth but in a way that proportionately balances any cashflow risks for the charity.

As noted, the aspiration has been to develop a fundraising strategy drawing from a diverse mix of income streams to mitigate against the impacts in any one area of fundraising.

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Report of the Trustees for the Year Ended 31 January 2022

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, a constitution, and constitutes a charitable incorporated organisation.

Recruitment and appointment of new trustees

Apart from the first charity trustees who were appointed for an initial one year period, every trustee is appointed for a term of three years by a resolution passed at a properly convened meeting of the charity trustees.

In selecting individuals for appointment as charity trustees, the charity undertakes a rigorous process to identify the skills, knowledge and experience needed for the effective administration of the CIO.

Volunteers

In spring 2021 the charity formally established two advisory boards of senior volunteers to support both the athlete facing and fundraising activities of the charity. Both Advisory Boards have trustee representation and there is a direct line of reporting to board. The approach also forms part of the charity's succession planning for potential future trustees.

The primary function of our new Athlete Services Advisory Board is to support the staff team in the development and evolution of our Athlete Services to ensure our offer is needs led, informed by the latest industry and academic insight, and helps to have a positive impact on the beneficiaries of our charity – current and former sportspeople. The Board helps to advise the Executive Team to ensure that the athletes needs are at the heart of every decision. The main functions of this Athlete Services Advisory Board are to;

- Support and challenge the Executive team in reviewing our current service offer to help inform areas of potential development.
- Advising on the development of new potential services.
- Helping to oversee the development, launch and decision making for a new Bursary programme for Athletes to access grants that will help support their transition.
- Sharing new insights and perspectives, to help challenge the Executive Team, to encourage innovation and collaboration, all with the purpose of fulfilling our core charitable objects.

The primary function of our new Fundraising Advisory Board will be to support and enable opportunities for Switch the Play Foundation to unlock new fundraising opportunities and ultimately, help us to reach more sportspeople who need support with their transition to life outside of sport. The main functions of this group are to:

- Support the delivery of our new fundraising strategy
- Identify potential new sources of charitable income
- Advise and support on the delivery of planned fundraising events and relationships with corporate partnership prospects
- Share new insights and perspectives to help challenge Switch the Play's Executive Team and to encourage further innovation and collaboration.
- Champion the work of Switch the Play across your personal and professional networks
- Introduce Switch the Play to potential, relevant donors and corporate partnership prospects
- Prompt engagement with specific Switch the Play campaigns, appeals and activities
- Invite prospective donors and supporters to our fundraising events.

A total of 10 senior volunteers were recruited to the Athlete Services Advisory Board and a further 6 volunteers were recruited to the Fundraising Advisory Board. Both groups aim to meet four times per annum with individual support provided ad hoc in between meetings.

Looking ahead:

We are truly grateful for the work of the executive team, our team of delivery associates and our partners for making this achievable. We are confident that the foundations are in place for us to continue to grow both our reach and the level of positive impact we have on sportspeople to help them to thrive through and beyond sport.

Switch The Play Foundation

**Report of the Trustees
for the Year Ended 31 January 2022**

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
CE020539 (England and Wales)

Registered Charity number
1187733

Registered office
Westminster House
10 Westminster Road
Macclesfield
Cheshire
SK10 1BX

Trustees
Ms E P Mason
Mr C F Donaldson
Mr C Brindley
Mrs E K Allen
Ms G L Dickins (resigned 08.09.22)
Mr S C Mitchell
Mrs S Francis (appointed 11.5.21)
Mrs S Knight (appointed 11.5.21)
Ms A Edwards (appointed 11.5.21)

Independent Examiner
Harts Limited
Westminster House
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SK10 1BX

Approved by order of the board of trustees on and signed on its behalf by:



Mr C F Donaldson
Chair

**Independent Examiner's Report to the Trustees of
Switch The Play Foundation**

Independent examiner's report to the trustees of Switch The Play Foundation ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 January 2022.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

David Taylor
FCA
Harts Limited
Westminster House
10 Westminster Road
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Cheshire
SK10 1BX

Date:

Switch The Play Foundation

**Statement of Financial Activities
for the Year Ended 31 January 2022**

			Year Ended 31.1.22 Total funds £	Period 4.2.20 to 31.1.21 Total funds £
	Notes	Unrestricted fund £	Restricted fund £	
INCOME AND ENDOWMENTS FROM				
Donations and legacies		-	-	7,865
Other trading activities	2	201,174	-	201,554
Investment income	3	<u>2</u>	<u>-</u>	<u>-</u>
Total		<u>201,176</u>	<u>-</u>	<u>209,419</u>
EXPENDITURE ON				
Charitable activities				
Cost of delivery of services		72,443	5,345	93,738
Wages		130,665	-	85,857
Advertising		11,432	-	13,676
Office costs		24,715	-	15,147
Insurance		843	-	582
Travel		5,289	-	3,300
Bank charges		303	-	191
Legal and professional		<u>1,350</u>	<u>-</u>	<u>6,108</u>
Total		<u>247,040</u>	<u>5,345</u>	<u>218,599</u>
NET INCOME/(EXPENDITURE)		(45,864)	(5,345)	(9,180)
RECONCILIATION OF FUNDS				
Total funds brought forward		(65,075)	5,345	(50,550)
TOTAL FUNDS CARRIED FORWARD		<u>(110,939)</u>	<u>-</u>	<u>(59,730)</u>

Switch The Play Foundation

Balance Sheet 31 January 2022

	Notes	Unrestricted fund £	Restricted fund £	31.1.22 Total funds £	31.1.21 Total funds £
CURRENT ASSETS					
Debtors	7	15,744	-	15,744	9,480
Cash at bank		<u>2,651</u>	<u>-</u>	<u>2,651</u>	<u>52,205</u>
		18,395	-	18,395	61,685
CREDITORS					
Amounts falling due within one year	8	<u>(45,355)</u>	<u>-</u>	<u>(45,355)</u>	<u>(39,323)</u>
NET CURRENT ASSETS/(LIABILITIES)		<u>(26,960)</u>	<u>-</u>	<u>(26,960)</u>	<u>22,362</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		(26,960)	-	(26,960)	22,362
CREDITORS					
Amounts falling due after more than one year	9	<u>(83,979)</u>	<u>-</u>	<u>(83,979)</u>	<u>(82,092)</u>
NET ASSETS		<u>(110,939)</u>	<u>-</u>	<u>(110,939)</u>	<u>(59,730)</u>
FUNDS	11				
Unrestricted funds				(110,939)	(65,075)
Restricted funds				<u>-</u>	<u>5,345</u>
TOTAL FUNDS				<u>(110,939)</u>	<u>(59,730)</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 January 2022.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 January 2022 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

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

The financial statements were approved by the Board of Trustees and authorised for issue on
and were signed on its behalf by:



Mr C F Donaldson - Trustee

**Notes to the Financial Statements
for the Year Ended 31 January 2022**

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2. OTHER TRADING ACTIVITIES

	Year Ended 31.1.22 £	Period 4.2.20 to 31.1.21 £
Athlete services	16,095	21,178
Projects and programme	2,577	51,062
Fundraising	<u>182,502</u>	<u>129,314</u>
	<u>201,174</u>	<u>201,554</u>

Notes to the Financial Statements - continued
for the Year Ended 31 January 2022

3. INVESTMENT INCOME

	Year Ended 31.1.22 £	Period 4.2.20 to 31.1.21 £
Deposit account interest	<u>2</u>	<u>-</u>

4. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 January 2022 nor for the period ended 31 January 2021.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 January 2022 nor for the period ended 31 January 2021.

5. STAFF COSTS

The average monthly number of employees during the year was as follows:

	Year Ended 31.1.22	Period 4.2.20 to 31.1.21
Employees	<u>3</u>	<u>3</u>

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

	Year Ended 31.1.22	Period 4.2.20 to 31.1.21
£60,001 - £70,000	<u>1</u>	<u>-</u>

6. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	2,520	5,345	7,865
Other trading activities	<u>201,554</u>	<u>-</u>	<u>201,554</u>
Total	<u>204,074</u>	<u>5,345</u>	<u>209,419</u>
EXPENDITURE ON			
Charitable activities			
Cost of delivery of services	93,738	-	93,738
Wages	85,857	-	85,857
Advertising	13,676	-	13,676
Office costs	15,147	-	15,147
Insurance	582	-	582
Travel	3,300	-	3,300
Bank charges	191	-	191

Notes to the Financial Statements - continued
for the Year Ended 31 January 2022

6. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted fund £	Restricted fund £	Total funds £
Legal and professional	<u>6,108</u>	<u>-</u>	<u>6,108</u>
Total	<u>218,599</u>	<u>-</u>	<u>218,599</u>
NET INCOME/(EXPENDITURE)	(14,525)	5,345	(9,180)
RECONCILIATION OF FUNDS			
Total funds brought forward	<u>(50,550)</u>	<u>-</u>	<u>(50,550)</u>
TOTAL FUNDS CARRIED FORWARD	<u><u>(65,075)</u></u>	<u><u>5,345</u></u>	<u><u>(59,730)</u></u>

7. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.1.22 £	31.1.21 £
Other debtors	14,239	9,480
VAT	<u>1,505</u>	<u>-</u>
	<u><u>15,744</u></u>	<u><u>9,480</u></u>

8. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.1.22 £	31.1.21 £
Bank loans and overdrafts (see note 10)	5,416	-
Social security and other taxes	12,251	10,675
VAT	-	7,258
Credit card	751	157
Switch the Play CIC	-	13,264
Pension creditor	612	492
Net wages creditor	7,599	6,128
Accrued expenses	<u>18,726</u>	<u>1,349</u>
	<u><u>45,355</u></u>	<u><u>39,323</u></u>

Notes to the Financial Statements - continued
for the Year Ended 31 January 2022

9. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	31.1.22	31.1.21
	£	£
Bank loans (see note 10)	44,584	50,000
Social security and other taxes	7,303	-
Other creditors	<u>32,092</u>	<u>32,092</u>
	<u>83,979</u>	<u>82,092</u>

10. LOANS

An analysis of the maturity of loans is given below:

	31.1.22	31.1.21
	£	£
Amounts falling due within one year on demand:		
Bank loans	<u>5,416</u>	<u>-</u>
Amounts falling between one and two years:		
Bank loans - 1-2 years	<u>44,584</u>	<u>50,000</u>

11. MOVEMENT IN FUNDS

	At 1.2.21	Net movement in funds	At 31.1.22
	£	£	£
Unrestricted funds			
General fund	(65,075)	(45,864)	(110,939)
Restricted funds			
Restricted fund	5,345	(5,345)	-
	<u> </u>	<u> </u>	<u> </u>
TOTAL FUNDS	<u>(59,730)</u>	<u>(51,209)</u>	<u>(110,939)</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	201,176	(247,040)	(45,864)
Restricted funds			
Restricted fund	-	(5,345)	(5,345)
	<u> </u>	<u> </u>	<u> </u>
TOTAL FUNDS	<u>201,176</u>	<u>(252,385)</u>	<u>(51,209)</u>

Notes to the Financial Statements - continued
for the Year Ended 31 January 2022

11. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 4.2.20 £	Net movement in funds £	At 31.1.21 £
Unrestricted funds			
General fund	(50,550)	(14,525)	(65,075)
Restricted funds			
Restricted fund	-	5,345	5,345
	<hr/>	<hr/>	<hr/>
TOTAL FUNDS	<u>(50,550)</u>	<u>(9,180)</u>	<u>(59,730)</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	204,074	(218,599)	(14,525)
Restricted funds			
Restricted fund	5,345	-	5,345
	<hr/>	<hr/>	<hr/>
TOTAL FUNDS	<u>209,419</u>	<u>(218,599)</u>	<u>(9,180)</u>

The general fund deficit brought forward at 4 February 2020 resulted from the conversion of Switch The Play CIC (Company number 09369073) from a Community Interest Company to a Charity Incorporation Organisation.

12. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 January 2022.

Switch The Play Foundation

Detailed Statement of Financial Activities for the Year Ended 31 January 2022

	Year Ended 31.1.22 £	Period 4.2.20 to 31.1.21 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Grants	-	7,865
Other trading activities		
Athlete services	16,095	21,178
Projects and programme	2,577	51,062
Fundraising	<u>182,502</u>	<u>129,314</u>
	201,174	201,554
Investment income		
Deposit account interest	<u>2</u>	<u>-</u>
Total incoming resources	201,176	209,419
EXPENDITURE		
Charitable activities		
Wages	119,369	79,431
Social security	8,671	4,591
Pensions	2,625	1,835
Cost of delivery of services	96,355	93,738
Insurance	843	582
Office costs	6,148	15,147
Advertising	11,432	13,676
Travel and subsistence	<u>5,289</u>	<u>3,300</u>
	250,732	212,300
Support costs		
Finance		
Bank charges	303	191
Governance costs		
Accountancy and legal fees	<u>1,350</u>	<u>6,108</u>
Total resources expended	<u>252,385</u>	<u>218,599</u>
Net expenditure	<u>(51,209)</u>	<u>(9,180)</u>