

**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**

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## CHANCE TO SHINE FOUNDATION LTD

### LEGAL AND ADMINISTRATIVE INFORMATION - year ended 30 September 2020

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#### **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

# CHANCE TO SHINE FOUNDATION LTD

## TRUSTEE DIRECTORS' REPORT – year ended 30 September 2020

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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.

## **CHANCE TO SHINE FOUNDATION LTD**

### **TRUSTEE DIRECTORS' REPORT – year ended 30 September 2020**

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#### **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](http://www.chancetoshine.org/governance)

##### **AUDITORS**

Haysmacintyre LLP were re-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.

## **CHANCE TO SHINE FOUNDATION LTD**

### **TRUSTEES DIRECTORS' REPORT – year ended 30 September 2020**

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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](http://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

<b>Risk identified</b>	<b>Action taken to mitigate risk</b>
COVID-19	<p>Operations – Virtual delivery options developed for all programmes will enable continued engagement of participants during different levels of restrictions related to COVID-19.</p> <p>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.</p> <p>Staff – Implementation of effective working from home policy if and when the CTS office is inaccessible.</p>
Strategy becomes mis-aligned with that of key funding partners.	<p>Maintain close and regular contact with key stakeholders.</p> <p>Meetings with England and Wales Cricket Board (ECB) to discuss key strategic decisions relevant to both organisations.</p> <p>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.</p>
Fundraising Target is not reached.	<p>Implement CTS fundraising strategy 2019-24, underpinned by an annual plan with targets reviewed periodically by Trustees.</p> <p>Ongoing monitoring of government sport policy and potential implications for future funding for CTS.</p>
The quality of activities delivered is not of the standard associated with Chance to Shine's brand.	<p>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.</p> <p>Regular feedback requested to assess programme quality, including external, independent spot checks.</p> <p>End of year reviews are held with Regional Managers and County Boards to analyse quality of delivery.</p>
Incident at a CTS session or event. (e.g. serious injury or safeguarding)	<p>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.</p> <p>Chance to Shine has a Child Protection Policy approved by ECB and embedded in partnership agreements with delivery partners.</p>

#### 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 sessions 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 20<sup>th</sup> 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.

## **CHANCE TO SHINE FOUNDATION LTD**

### **TRUSTEE DIRECTORS' REPORT – year ended 30 September 2020**

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#### *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](http://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**

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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](http://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**

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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 ourself 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 situation. 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

## **CHANCE TO SHINE FOUNDATION LTD**

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

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#### **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**

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A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

#### **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

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#### 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
<b>Income from:</b>					
Donations, grants and legacies	<b>2</b>	918	3,808	<b>4,726</b>	5,890
Activities for raising funds	<b>3</b>	489	-	<b>489</b>	757
Investment income	<b>7</b>	25	-	<b>25</b>	13
<b>Total income</b>		<b>1,432</b>	<b>3,808</b>	<b>5,240</b>	6,660
<b>Expenditure on:</b>					
<b>Raising funds</b>					
Costs of generating voluntary income	<b>8</b>	342	348	<b>690</b>	800
Fundraising trading	<b>9</b>	206	-	<b>206</b>	374
Charitable activities	<b>10</b>	457	2,771	<b>3,228</b>	4,581
<b>Total resources expended</b>		<b>1,005</b>	<b>3,119</b>	<b>4,124</b>	5,755
Reserves transfer		(606)	606	-	-
<b>Net movement in funds</b>		(179)	1,295	<b>1,116</b>	905
<b>Fund balance brought forward at 1 October 2019</b>					
As previously stated		2,639	1,736	4,375	2,970
Prior year adjustment	<b>24</b>	-	-	-	500
Fund balance brought forward as restated		2,639	1,736	4,375	3,470
<b>Fund balance carried forward at 30 September 2020</b>		<b>2,460</b>	<b>3,031</b>	<b>5,491</b>	<b>4,375</b>

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
<b>Current assets</b>					
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
<b>Total current assets</b>		<u>6,120</u>	<u>5,193</u>	<u>5,651</u>	<u>4,374</u>
<b>Current liabilities</b>					
Creditors: amounts falling due within one year	17	(629)	(818)	(437)	(372)
<b>Total assets less current liabilities</b>		<u>5,491</u>	<u>4,375</u>	<u>5,214</u>	<u>4,002</u>
Creditors: amounts falling due after more than one year		-	-	-	-
<b>Total net assets</b>		<u>5,491</u>	<u>4,375</u>	<u>5,214</u>	<u>4,002</u>
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
<b>Total funds</b>		<u>5,491</u>	<u>4,375</u>	<u>5,214</u>	<u>4,002</u>

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
<b>Net cash inflow/(outflow) from operating activities</b>	<b>C1</b>	833	840
<b>Investing activities</b>			
Investment income receipts		25	13
<b>Increase/(decrease) in cash in the year</b>	<b>C2</b>	<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.

# CHANCE TO SHINE FOUNDATION LTD

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 September 2020

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### **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

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#### 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

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- 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
	<b>£'000</b>	<b>£'000</b>
Wages and salaries	941	828
Social security costs	101	94
Pension costs	93	89
Other staff costs	50	54
	<u>1,185</u>	<u>1,065</u>

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
	<u>21</u>	<u>18</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.

	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**

	<b>2019/20 £'000</b>	<b>2018/19 £'000</b>
Interest on bank and other cash deposits	25	13

**8 Costs of generating voluntary income**

	<b>2019/20 £'000</b>	<b>2018/19 £'000</b>
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**

	<b>2019/20 £'000</b>	<b>2018/19 £'000</b>
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**

	<b>2019/20 £'000</b>	<b>2019/20 £'000</b>	<b>2018/19 £'000</b>	<b>2018/19 £'000</b>
Cricket programmes:				
Chance to Shine Schools	1,681		2,752	
Chance to Shine Street	888		1,115	
Other projects	37		81	
Support costs	589		602	
		<u>3,195</u>		<u>4,550</u>
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

	<b>Governance £'000</b>	<b>Charitable Activities £'000</b>	<b>Fundraising trading £'000</b>	<b>Voluntary Income £'000</b>	<b>2019/20 Total Allocated £'000</b>
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
	<u>13</u>	<u>589</u>	<u>113</u>	<u>629</u>	<u>1,344</u>

#### Allocation of support costs and overheads prior year

	<b>Governance £'000</b>	<b>Charitable Activities £'000</b>	<b>Fundraising trading £'000</b>	<b>Voluntary Income £'000</b>	<b>2018/19 Total Allocated £'000</b>
Staff costs -					
Wages and salaries	10	339	76	403	828
Other costs	2	119	21	95	237
Office & admin costs	-	144	21	107	272
	<u>12</u>	<u>602</u>	<u>118</u>	<u>605</u>	<u>1,337</u>

#### 13 Other costs

	<b>2019/20 £'000</b>	<b>2018/19 £'000</b>
Auditors' remuneration – current year	17	16
- prior year	-	-
- non-audit services	<u>1</u>	<u>1</u>

#### 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**

	<b>Group</b>		<b>Company</b>	
	<b>2020</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Brought forward	312	336	-	2
Released in year	(311)	(335)	-	(2)
New deferrals	122	311	-	-
Carried forward	123	312	-	-

**18 Movement in funds**

	<b>Reserves brought forward</b>	<b>Income 2019/20</b>	<b>Costs 2019/20</b>	<b>Reserves Transfer In/(Out)</b>	<b>Reserves Carried Forward</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Restricted funds</b>					
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
<b>Unrestricted funds</b>					
General funds	2,239	1,432	727	(871)	2,073
Designated fund	400	-	278	265	387
<b>Total funds</b>	<b>4,375</b>	<b>5,240</b>	<b>4,124</b>	<b>-</b>	<b>5,491</b>

## 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
<b>Restricted funds</b>					
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
<b>Unrestricted funds</b>					
General funds	1,939	1,959	965	(694)	2,239
Designated fund	-	-	-	400	400
<b>Total funds</b>	<b>3,470</b>	<b>6,660</b>	<b>5,755</b>	<b>-</b>	<b>4,375</b>

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

	<b>Unrestricted funds £'000</b>	<b>Restricted funds £'000</b>	<b>Total funds £'000</b>
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>

	<b>Unrestricted funds £'000</b>	<b>Restricted funds £'000</b>	<b>Total funds £'000</b>
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
<b>Income from:</b>			
Donations and grants	1,206	4,684	<b>5,890</b>
Activities for raising funds	753	4	<b>757</b>
<b>Investment income</b>	-	13	<b>13</b>
<b>Total income</b>	<b>1,959</b>	<b>4,701</b>	<b>6,660</b>
<b>Expenditure on:</b>			
<b>Raising funds</b>			
Costs of generating voluntary income	410	390	<b>800</b>
Fundraising trading	374	-	<b>374</b>
<b>Charitable activities</b>	181	4,400	<b>4,581</b>
<b>Total resources expended</b>	<b>965</b>	<b>4,790</b>	<b>5,755</b>
<b>Net movement in funds</b>	994	(89)	<b>905</b>
Reserves transfer	(294)	294	-
	700	205	<b>905</b>
<b>Fund balance brought forward at 1 October 2018</b>			
As previously stated	1,939	1,031	<b>2,970</b>
Prior year adjustment	-	500	<b>500</b>
Fund balance brought forward as restated	1,939	1,531	<b>3,470</b>
<b>Fund balance carried forward at 30 September 2019</b>	<b>2,639</b>	<b>1,736</b>	<b>4,375</b>



**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 September 2020**

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**23 Sport England grant income and expenditure**

	<b>2019/20</b> <b>£'000</b>	<b>2018/19</b> <b>£'000</b>
Grants receivable	<u>1,108</u>	<u>1,069</u>
Chance to Shine Schools	26	66
Chance to Shine Street	584	761
Direct programme costs	132	98
Administrative expenses	<u>81</u>	<u>64</u>
Total expenditure	<u>823</u>	<u>989</u>

**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.