

THE CHANGE FOUNDATION
(A Company Limited by Guarantee)

AUDITED

EXECUTIVE COMMITTEE'S REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2020



THE CHANGE FOUNDATION

(A Company Limited by Guarantee)

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Executive Committee

Alex Clode, Chair
Victoria Lowe, Vice-Chair
Steve Wootten, Treasurer
Angela Murphy, (Resigned as Treasurer 12th December 2019)
Rachel Billsberry-Grass (Appointed 24th March 2020)
Charles Bretton (Resigned 24th March 2020)
Asha Haji
Dan Drury (Appointed 17th June 2020)
Jaya Handa (Appointed 24th March 2020)
Harry Lewis (Resigned 14th May 2020)
Dr. Kafui Tay (Resigned 25th June 2019)
Charles Vallance (Resigned 24th March 2020)
Helen Webster

Registered name The Change Foundation

Company registered no. 03039017

Charity registered nos. 1046047 and SC043569

Registered office: Cricket for Change Cricket Ground, Plough Lane
Wallington, Surrey, SM6 8JQ

Company Secretary Henry Wereko (Appointed 17th September 2019)

Chief Executive Officer **Andy Sellins**

Independent auditors MHA MacIntyre Hudson

Chartered Accountants and Statutory Auditors
New Bridge Street House, 30-34 New Bridge Street
London, EC4V 6BJ

Bankers	HSBC Bank plc The Helicon, 1 South Place, London EC2M 2UP
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**EXECUTIVE COMMITTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2020**

1.0 Executive Summary

The Executive Committee present their annual report together with the audited financial statements of the Charity for the period of 1 April 2019 to 31 March 2020. The Executive Committee confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

Since the Charity qualifies as a 'Small' company under section 383 of The Companies Act 2006, the strategic report required of medium and large companies (Strategic Report and Director's Report - Regulations 2013) is not required.

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2.0 Our Aims and Objectives

The Change Foundation aims to change the lives of marginalised young people using the power of sport and dance.

Our approach is to be daring, empowering, and agile and for our leadership to be recognised around the world by sharing our knowledge, experience and solutions.

2.1 Message from our CEO

Changing times

When the Covid-19 pandemic hit in March, many youth charities closed down temporarily. Others have sadly gone out of business. With so many normal activities curtailed, and mental and physical health challenges heightened by lockdown and social distancing, it was clear that the vulnerable young people we help needed us more than ever.

The response from The Change Foundation team was remarkable. We adapted our trusted face-to-face operations to become a pioneering online delivery model in just five days. Our team of Coach Mentors expanded our programming to include Esports sessions, online workshops and one-to-one mentoring. TikTok challenges, team fitness sessions and a whole range of online competitions now keep our young people engaged and motivated, whilst mock interviews, CV writing workshops and career development advisors ensure that young people on our employability programmes stay on track to secure their first job after the pandemic.

As we adapt to an ever-changing range of lockdown restrictions, our online delivery seems like the new normal. With sessions currently taking place up to six times a day, including at weekends, we are providing a solid routine and something to look forward to for our at-risk young people. Our regular contact and support ensures they do not feel isolated or anxious and helps prevent them being tempted into harmful activities. Our online services add to a range of new online platforms linking young people together from across London and the UK, with new friendships being formed every day. Instead of being traumatised by this extended period of uncertainty, The Change Foundation is working harder than ever to make sure young people develop positive memories of things they have achieved and can be proud of during these unprecedented times.

As with our pivot in operations, we have also had to adapt our finances to work with current circumstances. Coronavirus began to hit our fundraising income from events at our Centre towards the end of the financial year and we have had to use some of our hard-earned reserves to fund an unplanned and unexpected budget deficit for 2019/20. Like most charities, we have re-assessed our budget for the year ahead, cutting some event costs and adapting our fundraising strategy. Income from events and challenges and from our Centre have been adjusted down to allow for the effects of the lockdown and of social distancing and new online fundraising initiatives have been swiftly developed and implemented.

Our new online Esports programmes, which were created quickly and brilliantly by our Coach Mentors, have attracted new funding partners for 2020/21, including a grant of £75,000 from leading game publisher, Take- Two Interactive. We have not rested on these laurels and I am proud to say

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that from the start of the Covid-19 crisis, we have shared our delivery adaptations with other charities and NGOs across the UK and around the world through online workshops and presentations. Our 'innovate and share' philosophy has proved more crucial than ever in these uncertain times.

In the midst of all this activity, we continued our planned evolution to our governance and board of Trustees, many of whom have been with the Charity for nearly ten years. I would like to thank Charles Vallance, Angela Murphy, Kafui Tay, Harry Lewis and Charles Bretton for their incredible years of service as Trustees and welcome Jaya Handa and Rachel Billsbury-Glass to the team. Despite joining as Covid-19 struck, our new Trustees have adapted brilliantly to a rapidly changing budget, ever-evolving online safeguarding guidelines, and Trustees' meetings on Zoom.

Our entire team has been exhilarated by having to adapt so quickly to these tough times and find exciting new ways to keep our young people engaged. I am enormously proud of their response and it has been a truly amazing time to be the head of an organisation buzzing with new people, new energy and so many new ideas.

How it all started

Thirty-nine years ago, in 1981, I was playing in a midweek cricket evening league on a park pitch in Islington. Each week we would have to chuck off local kids using it so we could play. After a couple of weeks, I suggested if they came back the following evening, I would bring some spare kit and would do some coaching. If they were keen, I could perhaps organise some matches. It caught on and pretty soon we had the makings of a squad.

The Brixton Riots, a few weeks earlier, had led to fears of gangs of disgruntled youths roaming the streets of London and Islington Council gladly gave me free use of the ground, a bag of cricket equipment and even printed some posters for me which went up in bus stops and on lamp posts. Our first 'housing estate team' was born. Cricket gave those young people from Islington something to do all summer. They particularly relished the chance to travel all over London and beat teams with 'proper' grounds, 'proper' kit and who played in 'proper' leagues. Over the course of the following year, I also helped some of the players get a job, helped some stay in school and watch all of them make new friends and feel a great sense of achievement. Some are still friends today.

That summer, I met three other people who were also pushing for social change and greater inclusivity in the sport. Mike Barnett had a plan to get cricket into every London primary school. Jenny Wostrack wanted exactly equal opportunities for women and girls to play cricket as boys and men. Former West Indian cricketer, Reg Scarlett, was creating a college which would support black and Asian players to become professional players. Mike, Jenny, Reg and I were part of a movement that was initially called the 'London Community Cricket Association', later to be called 'Cricket 4 Change' and eventually to be renamed, 'The Change Foundation', to reflect the growing range of sports we had started to use to deliver a social impact.

Whenever I hear youth workers, teachers and parents talk about sport 'keeping kids out of trouble' I think back to that summer in 1981 and the vital work our foundation does up and down the country today. Well-run sports programmes can do much more than keep kids out of trouble. Outcomes can range from 'social inclusion' to 'community cohesion', but above all they have the power to build self-confidence and transform young lives. Two stories prove my point:

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Ali's teenage years in Hackney were spent surrounded by criminals, crime, guns, knives, drugs and unsurprisingly, 'trouble'. One day a street drug deal went wrong, and his best friend ended up with a knife in his stomach. Ali stemmed the blood flow with his hands and his shirt and somehow his friend lived, but Ali knew then that he desperately wanted to escape this destructive lifestyle. It seemed impossible, until one day, by luck, he met Si, a Change Foundation Coach Mentor, who was running one of our Street Elite programmes on his housing estate.

Ali joined our programme and we found him a two-week work placement, which initially he messed up. He asked if he could do it again and, surprisingly, his manager said 'yes'. Nine years later, Ali is still working with the same company and is a highly valued and busy member of their team. He still finds time to return each year to talk to other young people who are thinking of joining our Street Elite programme, helping them to take that crucial first step out of dangerous gang culture and towards turning their lives around. Ali recently got married but sending out wedding invitations was a stark reminder of the life he left behind: sixteen of his school friends would not be able to make his wedding as they were in prison.

At eighteen, **DW** was a very talented footballer and all-round sportsman. Suddenly, playing a match for his university football team in Birmingham, he realised he could not see properly. After the game, he went to get his eyes checked out. Devastatingly, he was told he had a genetic eye condition which would leave him with very limited peripheral vision and no sight in the rest of his eyes. He left university and moved back to Brighton to get his life together, thinking his sporting days were over.

I first met DW when he came along to a trial for the England Blind Cricket Team, which I was coaching at the time. DW went on to represent the England Blind Cricket Team at two Blind Cricket World Cups in India. He won an ITV Pride of Britain Award for his work creating opportunities for other blind and visually impaired young people to play sport and his recent appointment as CEO of the London Youth Games is a well-deserved personal triumph. Most importantly for us, DW came to work for The Change Foundation, working his way up from a sessional, assistant coach to be Director of Programmes. His skill, creativity and hard work have been instrumental in making us the charity we are today, with a multi-award winning, worldwide reputation.

The success and social value of what we do as an organisation starts and ends with the young people we work with. Ultimately, they change their own lives. Our role is to empower, create opportunities, coach and support. We start by understanding their circumstances, their lives and their communities, through our Coach Mentors and alumni, who have experienced the same challenges. We work from the ground up, often encountering a broad spectrum of social problems, and applying four decades of 'learning by doing'. Our work is only made possible by our community partner networks, who help us identify and recruit our young people, and a growing group of corporate partners who help our young people take their first step into a career and employment.



Andy Sellins, CEO

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2.2 How change happens – our model for change

Our staff: Our staff effect change in others. They are our most powerful resource. We do not expect our staff to fit a certain template, nor develop at the same pace as their colleagues. We do not expect them to have the same interests as each other, nor the same aspirations and nor do we expect them to succeed in everything they try. Indeed, we want them to try new things that end up *not* working; 'fail quickly', learn and move on. We do expect them to be kind to each other, to work hard and to take credit for all their successes, large and small. We believe that if our staff are treated in this way, they will treat our young people in a similar way so their talents emerge, and their aspirations will flourish.

Our approach: Our approach has seven distinct stages, honed and simplified over the course of the last thirty-nine years:

1. **Identify the social need** – We take social action by responding to a need identified by our young people.
2. **Pilot new ideas** – We design sport for social change programmes by testing a variety of sports and adapting their rules, trialling impact measurement tools, understanding the resources required and questioning assumptions. We do this by asking for and acting on young people's ideas and testing them by delivering six to twelve-month pilot programmes.
3. **Recruit and retain** – We invest time and resources in developing recruitment plans to ensure we work with the most marginalised young people in our communities. We work in partnership with local authorities, community groups, other charities and 'on the street' recruitment. The Change Foundation spends time matching the right programme for the right young person and learning about root causes that affect attendance.
4. **Deliver programmes that are flexible** – We deliver sport for social change programmes that are flexible, adaptable and inclusive, through which young people can 'learn as they go'. We take this approach because social change programmes are complex and unpredictable – they require supportive environments, reliable Coach Mentors, who lead by example and new and innovative coaching methods that weave in learning.
5. **Provide opportunities for young people to succeed** – We recognise that change is personal, and that each young person drives their own change at their own pace dependent on their relationships, motivations, behaviours, values and aspirations. We provide a range of opportunities for young people as they graduate from our programmes, including high quality work experience, one to one career development support, involvement in our alumni programme and paid employment in their chosen sector.
6. **'Innovate and share' what we learn** – We systematically review impact through reflective practice, openly discussing successes and failures with all stakeholders and amending methods based on learning. We then share our learning with the international sport for social change sector helping them to innovate according to their own social and economic environments. We do this by

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training their coaches, consulting with national governing bodies and engaging partners to deliver programmes and access regular, ongoing development support.

7. **Provide the platform for programme graduates to give back** – We encourage graduates of our programmes to visit regularly to inspire other young people to make good choices, work hard and make the most of their lives.

2.3 Changing the story – identifying the social issues we tackle through sport

Responding to the challenges facing our young people, we have had to focus on a broad range of social issues over the past twelve months:

Knife crime and serious youth violence – Many of us don't realise half of all knife crime offenders in London are teenagers or even younger children (Metropolitan Police).

Social media influence on young women – Social media addiction is thought to affect around 5% of young people, particularly young women, with social media being described as more addictive than cigarettes and alcohol (Royal Society for Public Health).

Unemployment amongst vulnerable young people – The cost of youth unemployment over the next decade has been estimated at £28 billion, having wide social and economic effects (Youth Employment UK).

Disability inclusion in the workplace and in wider society – 3.3 million people of working age with a disability in the UK are economically inactive (Disability Rights UK – March 2018).

Mental health – One in eight children have a diagnosable mental health disorder; that is approximately three children in every classroom. One in six young people between the ages of sixteen to twenty-four has symptoms of a common mental disorder, such as depression or an anxiety disorder. In 2017, suicide was the most common cause of death for girls aged between five and nineteen (Young Minds).

2.4 Helping young people change their lives – how our programmes make a difference

The Change Foundation uses sport as a mechanism to engage marginalised young people and deliver measurable and sustained social impact. We systematically review and share social impacts, seeking to set and beat benchmarks, and continuously raise the bar through innovation, 'test and refine' and continuous learning.

Street Elite

'Training for work through sport'

Street Elite is an award-winning training for work programme, which uses sport to engage young people, aged eighteen to twenty-five, who have been affected by serious youth crime across London, helping them transition from NEET (not in education, employment or training) into work,

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apprenticeships, training or education.

Street Elite started in 2011 and over the last eight years has recruited and trained four-hundred and seventy- one NEET young Londoners on the edges of gangs and crime. In 2019, Street Elite recruited and engaged fifty- four young people of which forty-six are now in work, education or training, giving the programme an 85% success rate.

In 2019, The Change Foundation commissioned Bean Research to conduct a Social Return on Investment analysis of Street Elite based on the 'distance travelled' for the ninety-seven participants from the 2018 and 2019 cohorts. The analysis found that for every £1 invested over three years, Street Elite generated £10.72 in social value through economic benefits, avoided exchequer costs and wellbeing improvements among programme participants. This equates to Street Elite generating £3.76 million of social value through its last two years of delivery.

"Thank you, Street Elite, for all you have done for me. You gave me the opportunity to pursue something worthwhile and helped me pass my CSCS card and supported me on my way to a career in plumbing. I'm really grateful."

L, Street Elite 2019 Graduate

London Futures

'Reducing isolation through employability and sport'

London Futures is an employability programme for young Londoners, aged eighteen to twenty-five, with learning disabilities and mental health problems, who are facing social isolation and loneliness. Using sport and specialised mentoring, these young Londoners unite to compete in employability challenges to improve their career aspirations and become more integrated in their communities.

The London Futures programmes started in 2019 and engaged fifty-seven young Londoners with a learning disability, who are at high risk of long-term unemployment status and social exclusion. Their disabilities include Down's syndrome, Autism Spectrum Disorder and moderate to severe learning disabilities and over

50% have associated poor mental health. In 2019, 39% of London Futures graduates started their first paid jobs and 56% are in further and higher education or training.

"To find a service that is specifically for my son who is high functioning was wonderful. The staff are enthusiastic and engage well with all the young people. The activities are varied, and frequent reminders are sent out about what would be happening in each session in advance. I highly recommend the service and wish them all the best in the future!"

Parent of London Futures Graduate

Girls Win

'Goal setting through sport'

Girls Win uses sport to help young women with a disability, aged eleven to twenty-one, to set short, medium and long-term goals. It empowers young women to think more positively about their future, how goal setting can develop their prospects for the future and engages them in activities that keep their body and mind healthy.

Girls Win started in 2016 and has engaged one hundred and ninety-six young women in London with a minimum of two of the following disabilities: hearing impairment, visual impairment, autism spectrum

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disorder, physical and learning difficulties. In 2019, 65% of Girls Win graduates demonstrated through one- to-one mentoring sessions with their Coach Mentor, that they achieved their short, medium and long-term goals and feel more confident about their future.

"A enjoys coming to Girls Win, even if she's unwell as it's her favourite activity. She has gained in confidence since attending and has made new friends. For me as a parent, the Girls Win residential she attended with you was great as she had never been away before on her own. Her words were 'it was fantastic, I want to go again'. The Coach Mentor, Maddy, has had a positive impact encouraging A and making her feel at ease. She sees Maddy as a great role model."
Parent of Girls Win Graduate 2019

Netball 4 Change

'Teaching social media safety through netball'

Netball 4 Change uses the game of netball to teach girls, affected by overuse of social media, how to stay safe online. It empowers them to think more positively about their 'social graph' and how it can affect their future prospects and raises awareness of negative social media influences.

Netball 4 Change started in 2017 and over the last three years it has helped seven hundred and seven girls, aged ten to thirteen, in Newcastle and London increase their knowledge about social media safety and reduce the time they spend online.

In 2019, 59% of the young women reported that six months after the programme they were implementing key Netball 4 Change social media safety rules. This has reduced the need to use social media so frequently, lessened feelings of 'FOMO' (fear of missing out) and helped them not to be drawn into the supporting of unrealistic body images.

"Social media is a minefield and I definitely know that more than most...I've felt the pressure, but now I don't care as much because you realise there's more important things than impressing people you don't know. That's why amazing initiatives like Netball 4 Change are so worthwhile."
Montana Brown, Love Island 2017 star and Netball 4 Change supporter

Street20 Premier League

'Uniting young people through the power of cricket'

The Street20 Premier League is an annual cricket tournament that brings together young people from diverse communities and provides them with an extraordinary experience using the power of cricket. Using the platform of the tournament, interactive personal development workshops and inspirational masterclasses, young people from across the UK come together to compete in a Street20 cricket competition and work with The Change Foundation Development Team to develop cricket projects to take back to their communities.

Street20 is a short version of cricket, it is six-a-side, takes thirty minutes to complete one game and can be played on almost any surface, including five a side football pitches, basketball courts and school playgrounds. The game is easy for non-cricket experts to teach, is inexpensive to play, does not need specialist protective equipment - all you need is a bat, a ball and some stumps - and is exciting for young people to play. In 2019, young people from Bradford, Luton, Batley, East London and South London competed in the Street20 Premier League. It provided a platform for young people from diverse communities to come together

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and debate issues affecting young people today.

"The Street20 Premier League brings together young people from across the UK to share experiences, learn about different cultures and develop leadership skills through cricket. Our society has gone through a period of divide in recent times, therefore, there has never been a better time for a programme which brings people together in unity through the power of sport."

Henry Glynn, Street20 Premier League Project Manager

12 Rounds

'Box smart, live smart'

12 Rounds is an anti-knife crime education programme for children and young people in primary and secondary education. 12 Rounds uses boxercise, self-defence and boxing to educate children and young people about the dangers of carrying a knife for protection and the impact carrying can have on themselves and others.

In partnership with Limehouse Boxing Academy Coach Mentors, we piloted the programme in 2019 working with forty children in East London. Our aims were:

- To reduce the risk of children and young people carrying knives at school through attending a twelve-week boxing programme.
- To increase children and young people's understanding of the consequences of carrying a knife through self-defence activities.
- To reduce the risk of involvement in knife crime after school by tracking participants route home and providing access to a 12 Rounds boxing club and a team of inspirational 12 Rounds boxing coaches.

100% of the children on the programme reported that 'someone had been stabbed' within two miles of their home, illustrating a desperate need for 12 Rounds in their local area. Teachers reported a reduction in incidents of children carrying knives to school from 10 – 15 to 6 – 8.

"There have been a number of exclusions due to pupils carrying a knife onto the school premises and on one occasion a student brought a BB gun into school and shot another student in the playground. I was shocked by the violence and the genuine intent to harm. What I've noticed is it tends not to be the "harder" students, the ones you'd expect. It's more likely to be your softer, more vulnerable students who are carrying a weapon for protection. As a teacher, you might be afraid, but often it's students I know well. It's so unpredictable. But when they're carrying knives, it's frightening."

Teacher from a school in East London

Visually Impaired Rugby

'Inspiring a new generation of rugby players and promoting eye health'

In 2015, The Change Foundation set out to create an inspirational and completely new sport, designed to build on rugby's commitment to social inclusion and personal wellbeing. We have been piloting the game with youth and adult clubs in London and growing the game internationally through showcase matches at high profile rugby events. The first was a three-match series in New Zealand, during the British and Irish Lions tour in 2017, between the 'Blind Blacks' and the 'Blind Lions'. The second was a demonstration at the 2018 'Big Game' between Harlequins and Wasps and the third was between visually impaired teams representing Japan and England during the Rugby World Cup in Japan in

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2019. Sharing knowledge with coaches, players and referees at these events has helped develop the rules, equipment and worldwide knowledge to create a game based around the Rugby 7's touch format. The gameplay takes into consideration a wide range of sight conditions, whilst maintaining the fundamental codes, laws and spectacle of rugby to both the players and spectators.

Over five hundred visually impaired players have joined visually impaired rugby clubs in the UK, New Zealand and Japan since the game was developed and over one hundred rugby officials from the UK, New Zealand and Japan have taken part in visually impaired rugby officiating training since 2015, helping to create a safe and accessible game for all. Also over two hundred visually impaired rugby coaches from the UK, New Zealand and Japan have taken part in visually impaired rugby coach training programme since 2015, ensuring there is a well-developed verbal communication system amongst players, which allows them to fulfil their potential as players and perform at a highest standard.

"I lost the sight in my left eye during a game of rugby. For me aged 20, it was hard to deal with but not as hard as some of the social issues young people face today. I believe strongly in the values within the game of rugby and I know the Change Foundation has been built around those same qualities. I look forward to being part of this positive movement."

Ian McKinley, Rugby Union player for Italian side Benetton and Italian National Team and Change Foundation Visually Impaired Rugby Ambassador

Team Habana

'Train to lead, lead to change'

Team Habana is designed to develop young people's confidence and competence, through a range of leadership workshops, with the aim of them discovering their leadership potential. Team Habana develops the next generation of young leaders through the values of rugby, using the philosophies of Rugby World Cup winning Springbok legend, Bryan Habana. Team Habana graduates then 'give back' one hundred hours of volunteering in their communities, by delivering or implementing their own leadership projects.

Team Habana started in 2017 and since then, twenty-five young leaders have graduated from the programme in London and sixteen in Cape Town. 100% of the young leaders demonstrated a greater sense of personal responsibility, improved public speaking skills and increased aspirations.

The Team Habana young leaders have completed two thousand and eighty hours of volunteering, which, in the UK, included organising a football tournament fundraiser for victims of the Grenfell Tower fire, running a multi-sports summer camp for at-risk young people from Peckham and joining the 'GoodGym', a community of runners that combine getting fit with doing good.

"I understood the importance of the Springboks...the team that united a nation through sport and have done once again following the 2019 Rugby World Cup. They are a symbol of hope and change. That's why I believe you can lead and make a difference wherever you are. Team Habana has proven that the combination of skills development and the guidance of role models, can help young people become successful leaders in their communities, inspiring the next generation."

Bryan Habana, former South African international rugby player

Generation STORM

'Making positive changes through physical and mental fitness'

Generation STORM is a mentoring programme that supports young women affected by the care

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system, with the aim of making positive transitions into education, work or training. We provide young women, aged sixteen to twenty-one, with a range of skills that challenge and inspire them to think positively about their future through weekly fitness, health and well-being sessions and personalised mentoring.

Generation STORM started in 2015 and has engaged seventy-three young women from care in London, of which 79% are still in full and part time work, education, training and motherhood. Tracking analysis one year after graduating showed that 90% of graduates from year one, two and three had met their short term goals – to include regular sport and fitness in their lives, medium term goals – to gain a qualification or accreditation and long term goals – to decide their careers and take steps to gain employment in those industries.

"Generation STORM gives you confidence because you're surrounded by other women from such different backgrounds and stories. It's helped me open-up about how I feel, which I found hard because the group is amazing. I'm fitter and happier but I've also had the chance to go to workshops to explore my career options like, photography, hairdressing, DJing and dance. I love debating and talking about what's happening in the world and Generation STORM gives you that. You feel free."
N, Generation STORM 2019 Graduate

2.5 Most significant changes 2019 – what our Coach Mentors say

The Change Foundation uses a range of methods to measure the impact of our programmes. Coach observations are a critical tool in capturing live data about some of the most vulnerable young people in our communities. One such method is the 'most significant change' (MSC) technique, a form of participatory monitoring and evaluation, that occurs throughout the programmes' cycle. Essentially, the process involves the collection of stories from direct contact with beneficiaries, and the systematic selection of the most significant of these stories by panels of designated stakeholders or staff. They sit down together, read the stories aloud and have regular and often in-depth discussions about the value of these reported changes. Here are a few of our the MSC stories of 2019...

Girls Win:

L attended every week and enjoyed sports but had a tough time at school. When we first met L, she had very low self-esteem. She used to be a very negative person towards herself, her peers and the Coach Mentors. As a result, she would get into trouble a lot at school, including getting into fights and found it difficult to accept any praise without minimising or dismissing it. During the Girls Win residential in the summer, we found out that L is naturally gifted at climbing. She was the fastest climber out of the whole group and was even being given additional challenges by the instructor, including scaling the wall with one hand behind her back and then even with her eyes closed! L was so engaged with the activity and gained in confidence from discovering one of her talents. She even encouraged others and supported them to climb higher. It was great to see L make so much positive progress in a few short days and even better to see it continue into her school life when we returned. She has become a much more positive person, engages well with Coach Mentors and is doing much better at school as a result.

Netball 4 Change:

Netball 4 Change was visited by many female celebrities and athletes in 2019, including Helen and Kate Richardson-Walsh, Ella Balinska and Montana Brown. These inspirational women were able to share their own experiences of social media with the young women and girls on the programme. They

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discussed topics including - evolving from having no social media followers to having millions, body confidence, depression, invasion of privacy and the feeling that the world hated them. This level of conversation and sharing enabled Netball 4 Change Coach Mentors to strengthen the safety messages of Netball 4 Change and allowed many of the girls talk about how they would like to change their social media habits. The visits have made such a difference in the mind set and sense of positivity and self-control of our Netball 4 Change girls and young women.

Street Elite:

One of the biggest changes I have seen in 2019 is in a young man I worked with from west London. At the start of the programme he was extremely guarded and difficult to engage with. His brother had recently been caught up in a drug sting operation and his peers were actively involved in a growing number of altercations with another local group, who had been entangled in a string of back and forth violent attacks. Despite all this going on and being stabbed himself, he was able to focus on the Street Elite programme, gaining his CSCS qualification along the way. He is now in his fourth month of full-time employment working as a plumber.

London Futures:

There is a great need for the London Futures programme. Through this first year of the programme we have found many young adults with a learning disability have limited activities once they finish education and London Futures gives them something they can commit to and gain from. We have seen them create new friendships, think more positively about their futures and gain a whole new range of skills through the sport and employability challenges they take part in throughout the year. A clear structure, strong relationships with referral partners and providing employability route tailored to the young people's individual needs and strengths has helped over a third of the young people find work which reinforces the need for this programme and service. It's brilliant for everyone that the programme has secured more funding for next year and winning an award in 2019 was great for everyone.

2.6 Changing lives in our local community

The Change Foundation's Cricket Centre and headquarters is in Wallington, in south London and is a crucial part of the local community. As well as providing a venue for local businesses, residents and sports teams, the Centre is home to two life changing programmes for local people.

Refugee Cricket Project

The Refugee Cricket Project, delivered in partnership with the Refugee Council, works with young refugees and child asylum seekers, providing them with a safe space to play cricket, integrate into their new environment, gain advocacy support and help them develop a sense of belonging.

Over one hundred unaccompanied young refugees attend the Refugee Cricket Project each year. Over three hundred and fifty face-to-face advice sessions are undertaken at the project and young refugees are accompanied and supported at additional legal and welfare appointments.

Walking Sports

The Change Foundation delivers three walking sports sessions each week, which include walking football, cricket and netball. Ninety-three local residents, over the age of fifty, attend the walking sports clubs, helping them improve their physical and mental health, whilst providing an opportunity for socialising and networking. Walking Sports participants say:

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"I just like it here. It's like when you are young kicking a ball around with your mates. It's some time for myself." David

"It helps me with the Parkinson's disease. It's great to kick a ball again with these guys." Julian

"I love throwing the ball and catching and really look forward to the group each week. I enjoy having a chat afterwards and I have made lots of new friends." Carol

2.7 Changing lives across the UK London

The Change Foundation is based in London and employs thirty-two people. Through nine sport for social change programmes in London, The Change Foundation recruited, engaged and helped one thousand three hundred and fourteen marginalised young people and vulnerable adults, transition to positive outcomes through sport.

Hat-Trick Project – Newcastle

The Change Foundation work in partnership with the Hat-Trick Project who engage hard to reach local people in Newcastle's West End by delivering multiple sports projects. They have worked with over twenty thousand people, with more than nine hundred gaining sports qualifications and awards over thirteen years. The Hat-Trick Project delivers Netball 4 Change in Newcastle working with one hundred and fifty-eight marginalised girls and young women, aged eleven to sixteen, teaching social media safety through netball.

Serves – UK wide

The Change Foundation works in partnership with the Lawn Tennis Association, training Tennis Activators, across the UK, how to deliver the 'Serves' social change programme, which integrates tennis and youth work to tackle social issues affecting the community. The Change Foundation trained over one hundred Tennis Activators from twenty sport for social change organisations across the UK.

British Fencing – UK wide

The Change Foundation facilitated the development of British Fencing's strategy, building on their successful achievements and desire to increase more sport for social change work. The Change Foundation also helped British Fencing to develop new programme ideas and approaches.

London Sport – London

The Change Foundation provided creative sport for social change workshops for London Sport for an internal 'Big Ideas Group', involving twelve members of staff, representing all teams and levels across the organisation. The sessions were themed around community and mental health.

Street Elite – Birmingham

The Change Foundation expanded the Street Elite programme to Birmingham, working in partnership with a local community organisation, called TSA Projects, that aims to reduce crime levels by supporting marginalised young people to reach their full potential. In 2020, Street Elite Birmingham will work with a cohort of fifteen young men, aged eighteen to twenty-five, involved in gangs and crime, helping them find suitable work and develop their careers to start a new way of life.

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2.8 Changing lives around the world

The Change Foundation works closely with organisations around the world to help them adapt their methods to deliver sport for social change programmes. The outcome is more confident and skilled organisations capable of creating innovative programmes and measuring their impact.

International Visually Impaired Rugby – *New Zealand, Japan and UK*

The Change Foundation engaged over five hundred blind and visually impaired people in visually impaired rugby across New Zealand, Japan and the UK and trained over two hundred coaches and one hundred officials in how to run the game. The Change Foundation created this innovative game in 2017, which is supported by World Rugby.

International Basketball Foundation – *Guyana*

The Change Foundation trained sixty young leaders on how to use basketball for good in their communities. Held during the International Basketball Foundation's Antilles 3x3 Hoops final, the event helps develop and promote basketball within National Federations in the Lesser Antilles, giving opportunities to these countries with tremendous potential the chance to travel to play basketball.

Magic Bus – *India*

The Change Foundation trained fifty-seven youth mentors from the award-winning Indian charity, Magic Bus, with new skills to coach and mentor children with a disability in mainstream schools using adapted forms of cricket to develop their confidence, social networks and independence skills.

Euroleague Basketball – *Spain*

The Change Foundation trained sixty-five representatives from forty-seven clubs involved in the Euroleague's one Team CSR programme. The programme provides all clubs across Europe with a methodology to "use the power of basketball to integrate communities" and since its founding in 2012, the One Team programme has helped more than sixteen thousand participants through its team-focused projects.

International Working Group (IWG) World Conference on Women and Sport – *Botswana*

The Change Foundation female coaching team joined the 7th IWG World Conference on Women and Sport in Gaborone, Botswana. The team shared their knowledge and experience of delivering sport for social change programmes for marginalised girls and young women, with a global audience. They were able to engage with other inspiring and innovative organisations from around the world using the power of sport.

2.9 Everyone is talking about 'Change' – awards and media

Awards:

Winners

- National Learning Disabilities and Autism Awards – Sporting Chance Award 2019 – The Change Foundation Girls Win programme
 - The Royal Borough of Kensington and Chelsea Sports Awards – Community Engagement Project Award
-

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- 2019 – The Change Foundation London Futures programme west hub
- Third Sector New Generation Fundraisers 2019 – The Change Foundation Director of Design and Impact, Navjeet Sira

Highly commended

- Rhino Grassroots Rugby Award 2019 – For the development of visually impaired rugby around the world
- Sutton Business Awards – Best Charity Award 2019 – The Change Foundation
- Charity Times Awards – Innovation Award 2019 – The Change Foundation Innovation Fund

Shortlisted

- European Diversity Awards – Charity of the Year 2019 – The Change Foundation

Media:

<https://www.rugbyworld.com/tournaments/rugby-world-cup-2019/visually-impaired-rugby-hits-the-world-stage-in-japan-104434>

<https://www.itv.com/news/wales/2019-08-22/rugby-for-blind-and-visually-impaired-players-introduced-in-wales/>

<https://www.rnib.org.uk/connect-community/connect-news-and-stories/vi-rugby>

<https://warriors.co.uk/2019/08/29/warriors-hugby-players-selected-for-japan-tour/>

<https://www.quins.co.uk/news/harlequins-foundation-hosts-first-premiership-visually-impaired-hugby-match/>

<https://www.stripes.com/visually-impaired-rugby-team-shows-military-kids-how-those-with-low-vision-can-stay-in-the-game-1.603559>

<https://abilitytoday.com/visually-impaired-rugby-hits-the-world-stage-in-japan-rugby-world/>

<https://adventure.com/street-elite-change-foundation-columbia-sportswear-national-parks-uk/>

<https://www.thirdsector.co.uk/rising-stars-fundraisers-new-generation-2019/fundraising/article/1585198>

<https://www.eastlondonadvertiser.co.uk/news/boxing-champ-visits-youth-scheme-in-tower-hamlets-1-6092330>

<https://www.newhamrecorder.co.uk/news/teenagers-complete-street-elite-course-1-6069354>

<https://www.beyondthejoke.co.uk/content/7438/jennifer-saunders-netball>

<https://www.thisislocallondon.co.uk/news/17974703.new-acton-social-club-welcomes-girls-disability/>

<https://www.waspslegends.co.uk/news/long-lunch-2019/>

<https://love.lambeth.gov.uk/street-elite-2019/>

https://www.englandboxing.org/news_articles/limehouse-boxing-academy-team-up-with-street-elite-project-to-help-londons-youth-unemployed/

<https://www.newsshopper.co.uk/news/17719258.council-leader-celebrates-new-opportunities-for-the-local-street-elite-graduates/>

<https://www.southwarknews.co.uk/news/pop-star-visits-young-mother-empowerment-street-elite-programme/>

<https://therooftop.news/2019/06/26/frank-bruno-backs-life-changing-street-elite-programme/>

<https://www.hillingdontimes.co.uk/news/17974703.new-acton-social-club-welcomes-girls-disability/>

<https://bccjacumen.com/saitama-hosts-blind-rugby/>

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2.10 Champions for Change

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

(Logos for the following)

2k tiger

A&J Ryan

Barratt Homes

Beagle Media

Berkeley Foundation

Bloomberg

Bridge of Hope

British Blind Sport

British Fencing

Bryan Habana Foundation

Chapman Charitable Trust

Charles Hayward Foundation

Children in Need

City and Guilds Group

Comic Relief

EBM Charitable Trust

Eranda Rothschild Foundation

Euroleague Basketball

Exemplar Properties Limited

G4S

Garfield Weston Foundation

Give as you Live

Graeme Porteous Legacy Fund

Greater London Authority (GLA)

Hat-Trick Project

Hodge Foundation

Investec

Japan Blind Rugby Football Union

JMCMRJ Sorrell Foundation

Laureus Sport for Good

Lawn Tennis Association

Limehouse Boxing Academy

London Sport

Magic Bus

Mayor of London Media Trust

Mercedes Benz

Movement to Work

MRM

National Grid Community Fund

NaturallyTalentedMe.com

New World Tech

Norton Rose Fulbright

Penningtons Manches Coopers

Peter Cruddas Foundation

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Poplar HARCA Foundation
Postcode Community Trust
Principle Insurance Refugee Council
RNIB
Sasakawa Foundation
Shoosmiths LLP
Souter Charitable Trust
Southgate Rugby Club
Southwark Council
Sport England
Springwell Clinic
St James's Place Foundation
Sutton Community Fund
Sutton Education and Business Partnership
Sutton NEET Forum
Take-Two Interactive
The Fairstead Trust
The family of Paul, Janet and Steve Wickham
The James Trust
The Listening Fund
The Mercers' Company
The Merchant Taylor's Company
The Primary Club
The Robert Gavron Charitable Trust
The Tony and Sheelagh Williams Charitable Foundation
The Vintners Company
The Will Charitable Trust
Throgmorton Trust
TSA Projects
VCCP
Vision Foundation
Wasps Legends Charitable Foundation

Our immense thanks also to all friends, families, teachers, schools, volunteers, Trustees and individual donors.

2.11 Structure, Governance and Management

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

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

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Committee Structure

The Change Foundation places great emphasis on strong governance. The Charity has a 10-person strong Trustee Board with the following supporting committees:

Resources and Governance Committee (RaG)

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

Programmes and Impact Committee (PIC)

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

Fundraising, Marketing and Communications Committee (FMC)

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

Principal Risks and Uncertainties

Each of the three Committees have examined the risks faced by the Charity, monitor them on a regular basis and have put in place effective plans to manage and mitigate them.

The principal risks facing the charity and main control actions are as shown below:

1. Risk of an incident at a project or a child protection incident.

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

2. Unpredictability of income

Fundraising staff and external consultants are used to maximise the range of applications made to funders, while our Centre income is managed by the Corporate Services Director. All income is monitored on a monthly basis as part of the charity's internal procedures.

3. Insufficient reserves

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

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4. Loss or indisposition of key staff

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

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

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

6. Risk of damage by cyber attacks

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

7. The impact of the Covid-19 pandemic

The Charity developed and implemented a set of strategies and contingency plans in April 2020 to enable it mitigate the potential impact of the pandemic on its operations and finances. The outcomes and effectiveness of the strategies are regularly reviewed by the Executive Committee at scheduled / special committee and board meetings

Charity Governance Code

Our Resources and Governance Committee have conducted a comprehensive review against all of the recommended practices contained in the Governance Code introduced in 2017. We are confident that we conform with the principles and outcomes therein.

Fundraising Standards Information

The Change Foundation is not involved in any form of consumer fundraising with the exception of events. Donations are all entirely voluntary and the only time that collection boxes are ever used is at the occasional event.

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

Remuneration Policy for Key Management Personnel

The Charity considers its key management personnel to comprise Trustees, CEO and the Senior Management Team as detailed in note 12.

Executive Committee (Trustees)

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

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Chief Executive Officer

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

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

Senior Management

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

Staff & Trustee Development

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

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

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

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

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

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2.10 Financial Review

The results of the year's activity are set out in the attached financial statements.

The Charity achieved gross income of £989,607 during the 2019/20 financial year (2019: £1,074,177) and incurred total expenditure of £1,109,384 (2019: £1,066,667), culminating in a net deficit of £119,777 for the year (2019: £7,510 surplus). The decreased net outturn is mainly attributable to some shortfall on our fundraising and grant funding income targets, and to a lesser extent the impact of Covid-19 pandemic on Centre trading income in the final two months of the year.

There was a 10% year-on-year decrease in our unrestricted income to £317,339 (2019: £355,636), comprising general donations of £71,537 (2019: £76,154), income from charitable activities of £47,713 (2019: £47,840), fundraising and Cricket Centre trading income of £196,712 (2019: £231,040), and investment income – bank interest of £1,377 (2019: £602). The reduction in our unrestricted income was largely due to the cancellation of some fundraising events, and to a limited extent the effect of the Covid-19 pandemic on demand for our Cricket Centre facilities during the closing months of the financial year. Total unrestricted expenditure was £362,291 (2019: £293,774), of which £57,818 (2019: £72,231) was expended on unrestricted charitable activities. Our unrestricted activities consequently had a net deficit outturn of £44,952 for the year (2019: £61,682 surplus).

Restricted income was £672,268 for the year (2019: £718,541) – the reduction in income was on account of three out of our thirteen programmes reaching scheduled completion and discontinued midway during the year; and also due to a shortfall on our grant funding targets for a couple of continuing programmes. Our total restricted expenditure was £747,093 (2019: £772,893), resulting in an overall restricted deficit of £74,825 (2019: £54,352 deficit).

Total funds at the 2019/20 year-end was £1,272,268 (2019: £1,392,045), of which £897,575 (2019: £972,400) is attributable to restricted reserves and £374,693 (2019: £419,645) to unrestricted reserves. The unrestricted reserves consist of our designated Innovation Fund of £50,000 (unchanged from prior year), our designated Fixed Asset Fund of £14,856 (2019: £3,780) and general funds of £309,836 (2019: £365,865). The decrease in free reserves corresponds with the £44,952 deficit on unrestricted activities for the year, after a net transfer of £11,076 to the Office Fixed asset Fund.

Reserves Policy

Our reserves policy aims at strengthening our core financial resilience so as to enable us to navigate and manage any unforeseen short-term challenges. The Charity's reserves policy targets free reserves equivalent to six months' worth of its core organisational expenditure on key staff and essential services – which is currently estimated at £300,000. Our 2019/20 closing free reserves of £309,836 (2019: 365,865) is therefore broadly aligned with our policy target.

Covid-19

As with most charities, The Change Foundation's operations and finances has not been immune from the impact of the effects of the Covid-19 pandemic. Management's early recognition of the threat however enabled it to develop innovative and responsive strategies aimed at mitigating the impact. The financial element of our strategies entailed a wholesale review and reset of our

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proposed 2020/21 budget to incorporate all identifiable financial risks, as well as reflect opportunities likely to accrue from our creative programme delivery methodologies. The charity is confident of managing the short-term challenge posed by the pandemic partly through an evolution of our service delivery approaches, and partly through fiscal prudence during 2020/21 where appropriate - all with the view to ultimately maximising value for money outcomes for our stakeholders. On the basis of the foregoing, the Charity expects to continue to operate in the foreseeable future and does not expect the pandemic to adversely impact its going concern status.

2.11 Our plans for the future

None of us can be sure when our current state of lockdown will be eased, nor when life will return to a new

type of normal but one thing we have learnt more about over the course of the pandemic is the need to support people who are socially isolated. We already expect our new Esports programme to become an integral part of our programme delivery in the year ahead and for it to remain an important part of how we recruit and engage young people for years to come, complementing our normal face to face work.

One new approach we have developed is 'Table Tennis 4 Change', a pioneering intergenerational programme based at our Centre in the London Borough of Sutton, which will link together people aged sixty and over from our Walking Sports programme with young people from our London Futures programme. Each group will teach each other new skills, work together to reduce feelings of social isolation, play table tennis together and keep mentally and physically fit.

Dance 4 Change will also be relaunching after a review by our young people and a re-structure, with a new emphasis on young women who are suffering from mental health problems. A combination of year-round dance sessions and regular residencies will offer the young women practical insights into looking after their own mental health, group support at times of stress and anxiety and coping strategies to help them get their lives back on track.

In partnership with Imperial College, our anti knife crime programme, 12 Rounds, will expand its reach to west London, enhanced through a ground-breaking, new 'knife crime simulation roadshow'. It teaches years six and seven how to get home safely after school, by far the most common time for knife attacks.

Our Street20 Academy has been renamed the Street20 Premier League and will expand to eight cities across the UK, uniting young people from a range of religious, ethnic, cultural and geographic backgrounds. Netball 4 Change is also growing, and the year ahead will see the programme expand in to two new London boroughs and two more UK cities.

March 2021 will see our fourth VI rugby showcase in Cardiff, following last year's Japan v England Series in Tokyo, with teams from Wales and England aiming to make the 'Blind Lions' squad, which will travel to South Africa to play the 'Blind Boks' in July. The first national competition in England in April will also be part of a very busy year in the development of our new sport for visually impaired adults and children in the UK and around the world. An associated new 'eye health' campaign will use the previously mentioned high-profile rugby events to educate sighted rugby players and fans about the need to look after their eyesight.

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**EXECUTIVE COMMITTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2020**

The year ahead is going to be an incredible mix of overcoming Covid-19, celebrating forty years of profound social change and celebrating the achievements of our young people. However, we are acutely aware that the world we will all emerge into, following an extended period of lockdown, will be one that presents unprecedented economic challenges. We anticipate challenges in achieving our target income from our Centre activities, fundraising events and challenges, and from grant funding and we will need to be at our most creative to ensure our continued growth during the uncertain months and years ahead. We have developed a streamlined breakeven annual budget for 2020/21 in response to the pandemic and anticipate that our adaptability and creativity will put us in good stead to effectively manage the Covid-19 related uncertainties.

Our 40th anniversary celebrations are a huge milestone for the organisation in 2020. Our staff, Trustees and ambassadors are each undertaking a fundraising event or challenge, with Ryan Jones' forty 10k's in forty days, Henry Glynn's 'walking between every London Underground station' and a group of ambassadors 'cycling the 600 miles of the World War I Western Front in five days', being the stand-out challenges confirmed to date. In what should be an exciting year, we hope as many people in our network as possible will add their own creativity to our anniversary fundraising effort.

None of our success would have a place to flourish without the support of all our funders, donors, delivery partners and supporters, so on behalf of our young people, our staff, our Trustees and our ambassadors, an enormous thank you. Your support has never been more important. A big thank you to all our supporters.

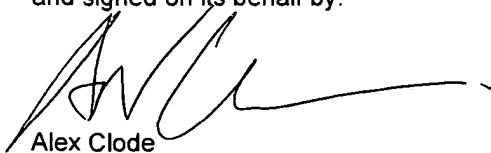
2.12 Public Benefit Statement

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

Auditors

MHA MacIntyre Hudson have indicated their willingness to accept re-appointment under Section 485 of the Companies Act 2006.

This report was approved and authorised for issue by the Executive Committee on 22/09/2020 and signed on its behalf by:



Alex Clode
Chair – The Change Foundation

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**STATEMENT OF EXECUTIVE COMMITTEE'S RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2020**

The Executive Committee (who are also the directors of the Charity for the purposes of company law) are responsible for preparing the Executive Committee's Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Executive Committee to prepare financial statements for each financial year. Under company law the Executive Committee must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Executive Committee are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Executive Committee are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Executive Committee on 22/09/2020 and signed on its behalf by:

Alex Clode
Chair - The Change Foundation



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INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CHANGE FOUNDATION

Opinion

We have audited the financial statements of The Change Foundation (the 'Charity') for the year ended 31 March 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2020 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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 Executive Committee's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Executive Committee have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the 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.

THE CHANGE FOUNDATION

(A Company Limited by Guarantee)

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

Other information

The Executive Committee are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditors' Report thereon. Our opinion on the financial statements does not cover the other information and 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.

Matters on which we are required to report by exception

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

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

Responsibilities of trustees

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

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

THE CHANGE FOUNDATION

(A Company Limited by Guarantee)

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

Auditors' responsibilities for the audit of the financial statements

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

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

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

Use of our report

This report is made solely to the Charitable Company's members, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the Charitable Company's members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Stuart McKay BSc FCA DChA (Senior Statutory Auditor)

For and on behalf of

MHA MacIntyre Hudson
Chartered Accountants and Statutory Auditors
6th Floor
2 London Wall Place
London
EC2Y 5AU

Date: 09/10/2020

MHA MacIntyre Hudson are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

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

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2020**

	Note	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Income from:					
Donations	4	71,537	-	71,537	76,154
Charitable activities	5	47,713	672,268	719,981	766,381
Trading activities	6	196,712	-	196,712	231,040
Investments	7	1,377	-	1,377	602
Total income		317,339	672,268	989,607	1,074,177
Expenditure on:					
Raising funds	8	304,473	-	304,473	221,543
Charitable activities	9,10	57,818	747,093	804,911	845,124
Total expenditure		362,291	747,093	1,109,384	1,066,667
Net movement in funds		(44,952)	(74,825)	(119,777)	7,510
Reconciliation of funds:					
Total funds brought forward		419,645	972,400	1,392,045	1,384,535
Net movement in funds		(44,952)	(74,825)	(119,777)	7,510
Total funds carried forward		374,693	897,575	1,272,268	1,392,045

All income and expenditure derive from continuing activities.

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

The notes on pages 33 to 54 form part of these financial statements.

THE CHANGE FOUNDATION

(A Company Limited by Guarantee)
REGISTERED NUMBER: 03039017

**BALANCE SHEET
AS AT 31 MARCH 2020**

	Note	2020 £	2020 £	2019 £	2019 £
Fixed assets					
Tangible assets	14		836,245		854,095
Investments	25		3		3
			<u>836,248</u>		<u>854,098</u>
Current assets					
Stocks	15	4,391		-	
Debtors	16	77,470		186,855	
Cash at bank and in hand		539,013		540,010	
		<u>620,874</u>		<u>726,865</u>	
Creditors: amounts falling due within one year	17	(184,854)		(188,918)	
Net current assets			<u>436,020</u>		<u>537,947</u>
Net assets			<u><u>1,272,268</u></u>		<u><u>1,392,045</u></u>
Charity funds					
Restricted funds	18		897,575		972,400
Unrestricted funds	18		374,693		419,645
Total funds			<u><u>1,272,268</u></u>		<u><u>1,392,045</u></u>

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

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

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

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

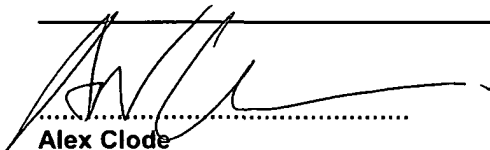
The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

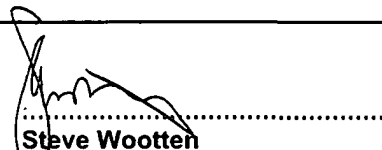
The financial statements were approved and authorised for issue by the Executive Committee on and signed on their behalf by:

THE CHANGE FOUNDATION

(A Company Limited by Guarantee)

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2020


.....
Alex Clode
Chair


.....
Steve Wootten
Treasurer

The notes on pages 33 to 54 form part of these financial statements.

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

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2020**

	Note	2020 £	2019 £
Cash flows from operating activities			
Net cash used in operating activities	20	11,816	(45,331)
Cash flows from investing activities			
Investment income	7	1,377	602
Purchase to acquire tangible fixed assets	14	(14,190)	(3,780)
Net cash used in investing activities		(12,813)	(3,178)
Change in cash and cash equivalents in the year		(997)	(48,509)
Cash and cash equivalents at the beginning of the year		540,010	588,519
Cash and cash equivalents at the end of the year	21	539,013	540,010

The notes on pages 33 to 54 form part of these financial statements

THE CHANGE FOUNDATION

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

1. General information

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

In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

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

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the Charity and rounded to the nearest pound.

2.2 Funds

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

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

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

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

THE CHANGE FOUNDATION

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

2. Accounting policies (continued)

2.3 Income recognition

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

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the Charity which is the amount the Charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt. No amounts are included in the financial statements for services donated by volunteers.

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

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

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

Investment on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the Bank.

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

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

2.4 Expenditure recognition

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

Expenditure on raising funds includes all expenditure incurred by the Charity to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

THE CHANGE FOUNDATION

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

2. Accounting policies (continued)

2.4 Expenditure recognition (continued)

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

All expenditure is inclusive of irrecoverable VAT.

2.5 Tangible fixed assets and depreciation

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

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

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

Depreciation is provided on the following bases:

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

2.6 Stocks

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

2.7 Debtors

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

THE CHANGE FOUNDATION

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

2. Accounting policies (continued)

2.8 Liabilities and provisions

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

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

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

2.9 Financial instruments

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

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

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

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

2.10 Taxation

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

THE CHANGE FOUNDATION

(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

2. Accounting policies (continued)**2.11 Going concern**

The Executive Committee have assessed the use of going concern and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue including the impact of COVID-19.

The Executive Committee have made this assessment for a period of one year from the date of the approval of these financial statements. When assessing, the Executive Committee reviewed its overall reserves, cost and revenue implications and any specific additional costs. It concluded that for the period assessed, its cost base will reduce in line with any reduction in revenue caused by COVID-19 in areas such as event and centre income. The forecasted income for 2021 and beyond remains strong and the pipeline for securing more funding to address the issues caused by the pandemic looks fruitful. The Executive Committee have therefore concluded that there is a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The Charity therefore continues to adopt the going concern basis in preparing these financial these financial statements.

2.12 Employee benefits

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

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

THE CHANGE FOUNDATION

(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

3. Critical accounting estimates and areas of judgement

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

In particular, due consideration was given to the potential implications of the COVID-19 pandemic on accounting judgements made in connection with the 2020 financial statements. The pandemic has not impacted the judgements made.

Critical accounting estimates and assumptions:

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

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

4. Income from donations

	Unrestricted funds 2020 £	Total funds 2020 £	<i>Total funds 2019 £</i>
General donations	71,537	71,537	76,154
	<hr/>	<hr/>	<hr/>
<i>Total 2019</i>	76,154	76,154	
	<hr/>	<hr/>	

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

5. Income from charitable activities

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Overseas	-	-	-
Disability	-	174,347	174,347
Urban	-	497,921	497,921
Cricket Centre and Indoor School	47,713	-	47,713
Total 2020	47,713	672,268	719,981

Included within Income from Charitable Activities is grant income received from the following government sources:

- Greater London Authority (GLA) £71,755 (2019: £53,200)

There are no unfulfilled conditions or other contingencies attached to the government grants above.

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £
Overseas	-	17,875	17,875
Disability	-	170,224	170,224
Urban	-	530,442	530,442
Indoor School	47,840	-	47,840
Total 2019	47,840	718,541	766,381

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

6. Income from other trading activities

	Unrestricted funds 2020 £	Total funds 2020 £	<i>Total funds 2019 £</i>
Facility hire	40,360	40,360	42,256
Bar income	33,795	33,795	44,705
Fundraising events	109,372	109,372	116,121
Other income	13,185	13,185	27,958
Total 2020	<u>196,712</u>	<u>196,712</u>	<u>231,040</u>
<i>Total 2019</i>	<u>231,040</u>	<u>231,040</u>	

7. Income from investments

	Unrestricted funds 2020 £	Total funds 2020 £	<i>Total funds 2019 £</i>
Bank interest receivable	1,377	1,377	602
<i>Total 2019</i>	<u>602</u>	<u>602</u>	

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

8. Expenditure on raising funds

	2020 £	2019 £
Direct costs		
Direct costs	254,071	209,100
	<u>254,071</u>	<u>209,100</u>
Support costs		
Overheads	10,338	-
Premises costs	3,313	6,528
Website, advertising and publications	-	480
Legal, professional and consultancy fees	1,993	437
Governance costs	4,088	574
Staff costs	28,873	4,220
Depreciation	1,797	204
	<u>50,402</u>	<u>12,443</u>
	<u><u>304,473</u></u>	<u><u>221,543</u></u>

In 2019, all expenditure on raising funds was from unrestricted funds.

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

9. Analysis of expenditure on charitable activities - by fund

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Disability	-	180,092	180,092
Urban	-	541,289	541,289
Cricket Centre and Indoor School	57,818	25,712	83,530
Total 2020	57,818	747,093	804,911

	<i>Unrestricted funds 2019 £</i>	<i>Restricted funds 2019 £</i>	<i>Total funds 2019 £</i>
Cricket Centre	46,150	-	46,150
Overseas	-	39,790	39,790
Disability	-	159,595	159,595
Urban	-	573,508	573,508
Indoor School	26,081	-	26,081
Total 2019	72,231	772,893	845,124

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

10. Analysis of expenditure by charitable activities - by type

	Activities undertaken directly 2020 £	Support costs 2020 £	Total funds 2020 £
Disability	150,709	29,383	180,092
Urban	452,966	88,323	541,289
Cricket Centre and Indoor School	74,098	9,432	83,530
Total 2020	677,773	127,138	804,911

	Activities undertaken directly 2019 £	Support costs 2019 £	Total funds 2019 £
Cricket Centre	42,840	3,310	46,150
Overseas	36,096	3,694	39,790
Disability	133,115	26,480	159,595
Urban	477,744	95,764	573,508
Indoor School	23,153	2,928	26,081
Total 2019	712,948	132,176	845,124

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

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

	Total funds 2020 £	Total funds 2019 £
Staff costs	72,841	80,893
Depreciation	4,532	6,331
Overheads	26,066	25,551
Premises costs	8,359	7,981
Legal, professional and consultancy fees	5,028	1,944
Governance costs	10,312	9,476
Total 2020	127,138	132,176

11. Governance costs

	2020 £	2019 £
Auditors' remuneration - Audit of the financial statements	12,000	12,060
Auditors' remuneration - PY Audit fees' under/(over) provision	400	(4,500)
Auditors' remuneration - Accounts preparation	2,000	2,490
	14,400	10,050

Governance costs of £14,400 (2019 - £10,050) are represented by £10,312 (2019 - £9,476) of Expenditure on charitable activities and £4,088 (2019 - £574) of Expenditure on raising funds.

12. Executive Committee's remuneration and expenses

During the year, no Executive Committee Members received any remuneration or other benefits (2019 - £NIL).

During the year, no Executive Committee Members received any benefits in kind (2019 - £NIL)

During the year ended 31 March 2020, no Executive Committee Members expenses have been incurred (2019 - £NIL).

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

13. Staff costs

	2020	2019
	£	£
Wages and salaries	563,133	582,748
Social security costs	49,146	46,096
Pension costs	35,787	36,330
	648,066	665,174

Included in wages and salaries is £NIL (2019: £12,130) of redundancy costs payable to one individual.

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

	2020	2019
	No.	No.
Raising funds	3	3
Urban	9	8
Disability	5	5
Overseas	-	1
Cricket Centre	6	6
Support	4	3
	27	26

The average headcount expressed as full-time equivalents was:

	2020	2019
	No.	No.
Raising funds	2	2
Urban	9	8
Disability	4	4
Cricket Centre	1	1
Support	3	2
	19	17

THE CHANGE FOUNDATION

(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

13. Staff costs (continued)

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

	2020 No.	2019 No.
In the band £60,001 - £70,000	1	1

The total amount of employee benefits received by Key Management Personnel is £308,617 (2019: £311,739). The Charity considers its Key Management Personnel comprise:

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

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

14. Tangible fixed assets

	Cricket ground £	Indoor school £	Sporting & Office Equipment & Fixtures £	Total £
Cost or valuation				
At 1 April 2019	964,600	289,329	65,088	1,319,017
Additions	-	-	14,190	14,190
At 31 March 2020	964,600	289,329	79,278	1,333,207
Depreciation				
At 1 April 2019	307,660	95,954	61,308	464,922
Charge for the year	19,292	9,634	3,114	32,040
At 31 March 2020	326,952	105,588	64,422	496,962
Net book value				
At 31 March 2020	637,648	183,741	14,856	836,245
At 31 March 2019	656,940	193,375	3,780	854,095

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

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

15. Stocks

	2020 £	2019 £
Bar stock	4,391	-

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

16. Debtors

	2020 £	2019 £
Due within one year		
Trade debtors	4,243	48,411
Other debtors	3,621	-
Prepayments and accrued income	69,606	138,444
	<u>77,470</u>	<u>186,855</u>

17. Creditors: Amounts falling due within one year

	2020 £	2019 £
Trade creditors	11,289	-
Other taxation and social security	14,596	11,745
Other creditors	2,975	-
Accruals and deferred income	155,994	177,173
	<u>184,854</u>	<u>188,918</u>

	2020 £	2019 £
Deferred income		
Deferred income at 1 April	151,436	174,787
Resources deferred during the year	141,994	151,436
Amounts released from previous periods	(151,436)	(174,787)
Deferred income at 31 March	<u>141,994</u>	<u>151,436</u>

Deferred income relates to:

- Walking and intergenerational sports: £300 (2019: £NIL)
- Fundraising challenges: £1,205 (2019: £NIL)
- Grants: £136,422 (2019: £149,021)
- Facility hire income: £2,250 (2019: £2,415)
- Indoor school income: £1,817 (2019: £NIL)

The deferred income for 2020 for Walking and intergenerational sports, Fundraising challenges, Indoor school income, and to some extent Facility hire income, relate to cash receipts for services in 2019/20 but which the Charity was unable to provide during the year due to COVID-19 pandemic.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

18. Statement of funds**Statement of funds - current year**

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2020 £
Designated funds					
Fixed Asset Fund	3,780	-	-	11,076	14,856
The Innovation Fund	50,000	-	-	-	50,000
	<u>53,780</u>	<u>-</u>	<u>-</u>	<u>11,076</u>	<u>64,856</u>
Unrestricted funds					
General Funds	365,865	317,339	(362,291)	(11,076)	309,837
	<u>365,865</u>	<u>317,339</u>	<u>(362,291)</u>	<u>(11,076)</u>	<u>309,837</u>
Total Unrestricted funds	<u>419,645</u>	<u>317,339</u>	<u>(362,291)</u>	<u>-</u>	<u>374,693</u>
Restricted funds					
The Cricket for Change Centre	656,940	-	(16,077)	-	640,863
Indoor Cricket School	193,375	-	(9,635)	-	183,740
Disability Programmes	76,085	174,347	(180,092)	-	70,340
Urban Programmes	46,000	497,921	(541,289)	-	2,632
	<u>972,400</u>	<u>672,268</u>	<u>(747,093)</u>	<u>-</u>	<u>897,575</u>
Total of funds	<u>1,392,045</u>	<u>989,607</u>	<u>(1,109,384)</u>	<u>-</u>	<u>1,272,268</u>

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

18. Statement of funds (continued)

Designated funds

Fixed Asset Fund

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

The Innovation Fund

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

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

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

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

The fund had one active project during the year - the TCF Impact Assessment and Social Return On Investment (SROI) project which has been awarded £25,000 over three years. The project's main objective is to develop a more comprehensive and holistic framework for the assessment and measurement of the impact of the Charity's work and programmes. The project formally incepted in January 2020 so its expenditure is expected to begin to accrue during 2020/21.

Restricted funds

The Cricket for Change Centre

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

Indoor School

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

Disability Programmes Fund

This fund is for projects that improve the lives of people with a disability. During the year, two of our programmes, namely London Futures and Girls Win were successfully engaged in the Charity's delivery of such intervention. Funding for these programmes were received from various sources during 2019/20, notably BBC Children in Need, Comic Relief, St James Place Foundation, Investec, Garfield Weston Foundation, National Grid, Sport England, Merchant Taylor's Company, The Hodge Foundation and The Souter Charitable Trust. The fund has a balance carried forward of £70,340 to be further deployed in our Disability programme activities.

Urban Programmes Fund

The fund is for projects that improve the lives of young people from 'at risk' and disadvantaged backgrounds. Our charitable interventions are delivered using creative sport-based methodologies involving sports such as cricket, rugby, netball, boxing, dance and e-sport. Programmes delivered within this category during the year are Street Elite London, Street Elite Birmingham, Netball 4 Change, Dance 4 Change, Boxing 4 Change/ 12 Rounds, Visually Impaired Rugby, Generation Storm, Team Habana, Street-20 Cricket Academy, Rugby 4 Change and the Refugee Cricket Project. During the financial year, funding for the respective programmes were notably received from the Berkeley Foundation, Comic Relief, Greater London Authority's (GLA) Young Londoners Fund, Wasps Legends Foundation, Laureus, Comic Relief, The Sorrell Foundation, City & Guilds Foundation, Peter Crudas Foundation,

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

18. Statement of funds (continued)

EBM Charitable Trust, Vision Foundation, Eranda Rothschild Foundation, the Sasakawa Foundation, Shoosmiths, The Refugee Council, Charles Hayward Foundation, Vintners Foundation, as well as from numerous other charitable donations. The fund's surplus carried forward into 2020/21 will continue to fund the respective beneficiary urban programmes.

Overseas Programmes Fund

The charitable did not have any active overseas programmes during the financial year. Our programme related engagements overseas (eg. VI Rugby Tournament in Japan) were carried out as constituent parts of respective UK based programmes. The fund had a nil balance as at the close of the financial year.

Statement of funds - prior year

	<i>Balance at 1 April 2018</i> £	<i>Income</i> £	<i>Expenditure</i> £	<i>Transfers in/out</i> £	<i>Balance at 31 March 2019</i> £
Unrestricted funds					
Designated funds					
Fixed Asset Fund	4,015	-	-	(235)	3,780
The Innovation Fund	50,000	-	-	-	50,000
	<u>54,015</u>	<u>-</u>	<u>-</u>	<u>(235)</u>	<u>53,780</u>
Unrestricted funds					
General Funds	325,485	355,636	(293,774)	(21,482)	365,865
Total Unrestricted funds	<u>379,500</u>	<u>355,636</u>	<u>(293,774)</u>	<u>(21,717)</u>	<u>419,645</u>
Restricted funds					
The Cricket for Change Centre	676,308	-	(19,368)	-	656,940
Indoor School	203,010	-	(9,635)	-	193,375
Overseas Programmes	-	17,875	(39,592)	21,717	-
Disability Programmes	63,546	170,224	(157,685)	-	76,085
Urban Programmes	62,171	530,442	(546,613)	-	46,000
Total Restricted funds	<u>1,005,035</u>	<u>718,541</u>	<u>(772,893)</u>	<u>21,717</u>	<u>972,400</u>
Total of funds	<u>1,384,535</u>	<u>1,074,177</u>	<u>(1,066,667)</u>	<u>-</u>	<u>1,392,045</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

19. Analysis of net assets between funds**Analysis of net assets between funds - current period**

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	14,856	821,389	836,245
Fixed asset investments	3	-	3
Current assets	544,597	76,186	620,783
Creditors due within one year	(184,763)	-	(184,763)
Total	374,693	897,575	1,272,268

Analysis of net assets between funds - prior period

	<i>Unrestricted funds 2019 £</i>	<i>Restricted funds 2019 £</i>	<i>Total funds 2019 £</i>
Tangible fixed assets	3,780	850,315	854,095
Fixed asset investments	3	-	3
Current assets	604,780	122,085	726,865
Creditors due within one year	(188,918)	-	(188,918)
Total	419,645	972,400	1,392,045

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

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

		2020	2019
		£	£
Net income for the period (as per Statement of Financial Activities)		(119,777)	7,510
Adjustments for:			
Depreciation charges	14	32,040	33,018
Investment income	7	(1,377)	(602)
Increase in stocks	15	(4,391)	-
Decrease/(increase) in debtors	16	109,476	(57,507)
Decrease in creditors	17	(4,155)	(27,750)
Net cash provided by/(used in) operating activities		11,816	(45,331)

21. Analysis of cash and cash equivalents

	2020	2019
	£	£
Cash in hand	539,013	540,010
Total cash and cash equivalents	539,013	540,010

22. Analysis of Net Debt

	At 1 April 2019	Cash flows	At 31 March 2020
	£	£	£
Cash at bank and in hand	540,010	(997)	539,013

23. Pensions

The Charity contributes to some staff members' pension schemes. The assets of the schemes are held separately from those of the Charity in independently administered funds. The pension cost charge represents contributions payable by the Charity to these funds and amounted to £35,787 (2019: £36,330). The contributions outstanding at the year end amounted to £NIL (2019: £NIL).

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

24. Related party transactions

Hailey Sellins, the wife of the CEO Andy Sellins, earned £9,350 (2019: £15,300) as Grants Manager for the Charity.

Unrestricted donations were received from 2 Trustees amounting to £2,300 (2019: 4 Trustees amounting to £2,400).

There were no other related party transactions during either period.

25. Subsidiary undertakings

The Charity has two subsidiary undertakings:

4Change Enterprises Limited - a dormant company registered in England and Wales with registration number 05759598 and registered address: The Cricket Centre, Plough Lane, Wallington, Surrey, England, SM6 8JQ; and

Street20 Limited - a dormant company registered in England and Wales with registration number 09510925 and registered address: The Cricket Centre, Plough Lane, Wallington, Surrey, England, SM6 8JQ.

The two issued shares of Street20 Ltd amounting to £2 and one issued share of 4 Change Enterprises Ltd amounting to £1 are held by The Change Foundation.